

## MANAGEMENT OF THE ACADEMIC REPUTATION<sup>1</sup>

Ion PETRESCU<sup>2</sup>

Much-esteemed Mr. Academician Gheorghe Duca, President of the Academy of Sciences of Moldova,

Ladies and gentlemen colleagues,

I am very thrilled at this moment of esteem granted to me by the Academy of Sciences of Moldova. At the same time, I am glad that my gratitude message at the ceremonial today has as its theme "MANAGEMENT OF THE ACADEMIC REPUTATION". It is a scientific pleasure to address this speech to the academic community of Republic of Moldova, a fact that allows me underlining over its reputation and management. The management of the academic reputation prompts to dignity and responsibility. Under this urge, I shall begin my message.

### ***1. Urge to dignity and responsibility***

I have said four key words that will accompany me all along my speech: emotion, joy, dignity and responsibility. How do I think of these experiences?

Usually, the artists claim to have in their lives and work the most moments subjected to emotion, emotional experiences. I do not wish to argue this, but I do want to support the idea that men of science as well experience situations accompanied by emotions. And I think of the emotions generated by establishing the fundamental or applicative research strategy,

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<sup>2</sup> *Lucian Blaga* University, Sibiu, Romania, ionpetrescu238@gmail.com

by organizing the research team, by making the research contracts or by the reaching the intermediary dates or final deadlines of the investigational process.

Of course, the interiorizing and particularization degree of each of one can differ through cultural structure and the manifestation forms through superior values, which are also extremely varied and differentiated.

Here is the place to talk about the couples of value adversity, which accompany the emotions: joy and sadness, sympathy and antipathy, hope and despair, satisfaction and dissatisfaction, pleasure and displeasure.

By their nature, the emotions that accompany a scientist's life are always complex and multitone. There it is today in my life, related to the motivational constellation, I am before the captive side of emotions accompanied by joy, dignity and responsibility. In a scientist's life, the moments of joy are quite rare. I do live such moments of profound joy manifested through a state of complete contentment.

And as a good Moldovan friend of mine told me a few days ago, the burden is too heavy, but I have chosen it, and you, my esteemed colleagues have put it in my bag as a man of science, a bag that I have been carrying for more than 65 years now, under the sign of academic dignity and responsibility, which is not easy. It is not easy because the academic attitude is a valuable attitude not only towards itself but also towards the academic community itself and within the complete social behavior. The academic dignity does not contradict but implies modesty. Regarding myself, I used modesty as "defense", as not too long ago said Univ. Prof. Habilitat Dumitru Moldovan, correspondent member of the Sciences Academy of Moldova. Dignity obliges me to act according to the values registry of Your Esteemed Academy, and, with your permission, from this day forward of mine.

At the same time, dignity implies academic responsibility as self-respect, correlated with the respect towards the Academy, towards the academic collectivity. I oblige myself that my acts and my attitudes are in accordance to the norms and proprieties accepted by the Sciences Academy of Moldova, that I should never disappoint any of the members of the Academy.

Let us go, ladies and gentlemen, to the gist of this discourse.

## ***2. The academic reputation and the management of the academic reputation: significance, concepts, features***

The academic reputation, as dimension of the academic space, represents a state of competitiveness reached through a level of scientific efficiency and productivity, meant to assure a durable presence in the academic life, under the conditions of the multiform and complex interaction of numerous factors. In the academic management, and especially in the reputation that must always accompany it, reaching its objectives represents a necessity and a defining component.

The academic reputation is a complex notion that gathers the senses generated by general and specific opportunities. We find in its essence the specific energy of the academic performances, capable to determine the creative change. And, as it is normal, the components of the academic reputation bring to service the academic-managerial links.

In the foreground, there are the details through which the Academy acts: scientifically, economical, social, judicial, and ecological. The academic performance and reputation depend on the environment outlined by criteria, comparison indicators, sectorial indicators or indicators of strategic options respectively found in the objectives of the Academy. The result is, usually, partial, and this is because the academic reputation is the result of a particular situation within which certain academic actors confront their intentions or expectations regarding the reality – the supreme criterion of truth.

In our opinion, the academic reputation represents a synthetic science-judicial notion, whole contenting of academic management elements, law and public relation elements. It represents a particular case of reputation and can be positive or negative. Also, it has a flexible character, depending on the information it relies on. The bearer of the academic reputation can be any academic subject.

We can also define the academic reputation as the opinion constituted on the quality of the positive features. And this is because, by definition, the Academy is a social organism par excellence endowed with reputation in which the insufficiencies can appear only in the relationships with the external environment, depending more on its capacity on one hand, but also of the society on the other hand, to make itself known and respectively to receive interest from the members of the society as a whole.

The content of the notion includes two components: a descriptive one (informative), that represents the total knowledge about the Academy and an evaluative one, related to some aspects of the activity of the Academy.

In the actual world, the force of any academy springs from creating or identifying a managerial system proper for realizing a high academic reputation. Through conception, constitution and manifestation, the management of the academic reputation represents an essential theoretical and practical assembly, used directly for serving to solve the complex scientific problems. It studies the fundamental categories and structures of the academy, the combination functions and realization of its objectives.

With your permission, our study regarding the reputation evolution and its management at the Sciences Academy of Moldova allows us to underline that, once the reputation gained, an important number of factors influenced its management. These increased at the same time with the Academy development, and therefore it became complicated to follow their effects in order to delimitate the specific responsibilities of the field.

Along the way, the traditional concept of the reputation management of the Sciences Academy of Moldova was associated to the existence of some constructive and special factors or services that gave a high status to the doers or users.

### ***3. Localization and continuity***

The reputation of Sciences Academy of Moldova is localized in its organizational culture and its managerial culture. At organizational level as well as at the managerial one, the culture is shared by members and researchers of the academic community, forming the base of the scientific activity: within the Sciences Academy of Moldova. The culture and its connection to the management of academic reputation have developed in time under the form of a fluid continuity from the past and present to the future.

The organizational culture as well as the managerial one of the Sciences Academy of Moldova contains values, beliefs and perspectives or expectations that the members of the Academy share under the form of some explicit or implicit models or of an academic responsible behavior. The values and norms system of the Sciences Academy of Moldova presents itself to the society, nation, as points of view and action regarding the problems of science and society in its assembly.

The fundamental elements of the confirmation of the academic reputation in the organizational culture of the Sciences Academy of Moldova are written in the Status of the Academy, in the Code regarding the science and innovation and in the Partnership Agreement concluded with The Government of Moldova. The Academic reputation results from the positioning of the Sciences Academy of Moldova as the unique public institution of national interest in the field of science and innovation, plenipotentiary coordinator of the scientific and innovative activity, the highest scientific forum of Moldova and the scientific consultant of the public authorities of the Republic of Moldova, with delegated competences by government in the field of science and innovation, as well as in promoting the innovations and the technologic transfer.

The Status of the Sciences Academy of Moldova insists on the continuity of reputation, underlining that the Academy is "the righteous successor of the Sciences Academy of SSR Moldova, founded on August 2<sup>nd</sup>, 1961 and reorganized on unlimited time." The unlimited term of the academic reputation is understood as positioning towards the objective, duties, attributions, responsibilities, kinds of activities and main directions of expression of the Academy for future.

The guarantee of the academic reputation is its management, consistent in leading the Academy, respectively in the *Asambléa of Academy* and its General Assembly of the titular members and of the correspondent ones of the Academy, in the general management exercised by the President of the Academy, the Prime-vice-president, the vice-presidents and the general scientific secretary of the Academy, by the Supreme Council for Science and Technological Development.

Presences of reputations in the organizational culture are also found in the managerial culture of the Sciences Academy of Moldova alongside the entire Code regarding the science and innovation of the Republic of Moldova: in the presentation of the notions and their definition, in treating the state politics within the sphere of science and innovation and in its promotion, in accrediting the organizations within the sphere of science and innovation and in the certifying the scientific and didactic-scientific cadres of high qualification, in protecting the intellectual property and in the informational assuring of scientific and innovative sphere.

Under the exigencies of the academic reputation, the international relationships in the sphere of science and innovation are treated with the two

major components: international cooperation in the sphere of science and innovation in international collaboration within the scientific-technological information field. Here, the relationships with the Romanian Academy, the fundamental institution of science of Romanian culture, are firm and this is how they will remain, our Academies consolidating each other's national and international reputation.

#### ***4. Orientations and components of the academic management reputation.***

In our study of the academic management reputation at the Sciences Academy of Moldova, a special preoccupation ad in view the objectives and the fundamental goals oriented towards developing and maintaining the actives and attributes of the academic reputation. As shown in art.5 in the Status of Sciences Academy of Moldova, "The main objective of the academy consist in organizing and making the fundamental and applicative scientific researches, oriented towards obtaining new knowledge regarding the physical laws governing the development of nature, man and society, elaborating and implementing the advanced technologies for economic, social and spiritual development of the country." By the same status, in order to accomplish this objective, a number of twenty other objectives was established, out of which we retained as very significant regarding the academic reputation: elaborating and promoting the development strategy of science and innovation; realizing the state politics in involving science in all activity fields of society; contributing to the social, economical and human durable development of Republic of Moldova; using the realizations of national and world science to the country's best interest.

In order to insure the reputation of these processes, an essential role is held by the Management of the Academy, empowered to precisely define the objectives and the goals, to assume the responsibility of their realization and to periodically evaluate the recorded progresses in the academic reputation management. In this context, the academic managerial style is a major factor that influences the academic reputation management.

The academic managerial style of reputable nature is that "involved" with high preoccupation for people and for duty also. Starting from this point of view, we notice that the reputable academic style varies according to the situation, meaning that the adequate degree of preoccupation for people and duty depends on the maturity and efficiency of the managerial-

academic team as well as of the nature of the situation that the Academy confronts with as a whole.

By exercising the function of prevision, The Management can orient the academy towards objectives and action lines according to the evolution of the phenomena and the processes in the environment, thus creating favorable premises for a high academic reputation. And here, please allow me, esteemed public, to give evidence of the contribution of Acad. Gheorghe Duca, our president, who, for years now, has maintained at high levels the position of the academism of Republic of Moldova. Our thanks, Mr. President!

### ***5. Manifestation of the academic reputation management***

The academic reputation and its management are not something new. The academies have been preoccupied for a long time, if not always, for the way they are seen by the others. What has changed is the way in which the academies approached their reputation management and the importance they granted.

*We first talk about a traditional approach of the academic reputation management.* Under organizational aspect, until the '90's, the academies had separate departments that dealt with the public relations. These departments focused on improving the public perception. In time, the objective of these departments has changed. Measures to improve the academic image have been taken through local and national administration, and many of the activities were oriented towards exterior.

The specialists in the field believe that it is already necessary that certain improvements should be made to the traditional image public-academic relationship.

An operational problem in using the public relations is the lack of control that the academy has over what is publicly transmitted out of their own elaboration or of their members. Therefore, they applied the theory of programming the academic agenda. This says that the mass-media agenda is reflected by the academic agenda and the public agenda, but the role of mass media also includes making the decision over what the public agenda should contain, so it is not clear who is affecting who.

Secondly, we are talking about *the contextual approach* of the academic reputation management and of its specificities. The fundamental

feature of this approach consists in recognizing the fact that there isn't only one correct managerial way and that a proper managerial style depends on the requests of the situation, on the features of the academic leadership and of its members. In concrete, the dependency upon the context highlights the complexity of the organizational behavior and the necessity of being systematically studied.

The management processes and relations constitute themselves in specific elements of the study object of academic management reputation. Profoundly focused on the pragmatic side, the management of the academic reputation conceives new systems, methods, techniques and procedures that are at the academicians' and its research institution in order to make more efficient the scientific and innovative activities. In this context, a special attention is granted to the academician, a person who is implied and responsible in the whole complexity of his/her activity. Here, the Sciences Academy of the Republic of Moldova is at its fullness forces of speech and responsibility. I remind you from the status of the Academy of Moldova: "The main goal of the academy consists in organizing and making scientific and applicative fundamental research, oriented towards obtaining new knowledge regarding the laws governing the development of nature, human an society, elaborating and implementing the advanced technologies for the economic, social and spiritual development of the country."

A certain interpretation in this respect of the analyses process determines obtaining of some performances and a variability of reputation, variability that can be expressed in statistical terms. The analyses of the determinants in the relation social environment – the management of academic reputation with the help of the anthropological models, of the sociological, economical, judicial ones become more and more important for the Academy.

We preserve, Mr. President, the joy of demonstrating afterwards, together with the well-known economist Valeriu Ioan-Franc from the Romanian Academy, this important and valuable process of the Sciences Academy from Moldova. This will be my first implication that I assume as honored member of the Sciences Academy of Moldova.

The social environment we refer to is a complex concept that includes knowledge, beliefs, morale, laws and customs specific to the Academy and shared by the associated academicians and researchers. The social academic environment is based on hierarchical rules, that specifies thinking and



behavior models corresponding to different situations generated by the social environment; the social ideology that includes the beliefs as well as the scientific and empiric knowledge along with the material social culture created and used by the Academy.

Going further on, the academic management reputation uses a great number of methods and procedures of scientific character. Their diversity is generated by two major factors: the inventive spirit of the academician and the necessity to find some solutions as closed as possible to certitude and experience which are to insure the individual and group reputation.

At the same time, the management of the academic reputation, seen as a coherent assembly of interpenetrated and interconditional subsystems, justifies its utility in the academic reputation management system by the way in which the result respond to the command of scientific and innovative activity.

Out of the numerous requests of applying the theories of the systems in academic reputation management, the principle of concordance between the subject and the object of the academic reputation management is of interest. The higher the degree of correspondence between the subject and the object, the more efficient the management of academic reputation.

Mr. President, Ladies and Gentlemen,

I will allot a more restrained space but sufficient enough to answer the time common laws allowed to an answering speech at the granting of the high title being attributed to me today – *the elaboration process of the strategy of the Sciences Academy of Moldova*.

In the organizational management documents of the Sciences Academy of Moldova, the strategy is placed to the fore. Therefore, in art. 6, letter a of the Status of the Sciences Academy of Moldova, it is said that in achieving the main goal of the Academy, the action is taking place on more main directions, and as a first direction it is underlined that "it elaborates and promotes the strategy of science and innovation development". At letter c, it is said that the Academy "identifies the strategic directions of innovation and science sphere correlated to the necessities of the economy and society and the global trends of science development.

In the Code regarding the science and innovation of the Republic of Moldova, art. 55 refers to the state politics within the sphere of science and innovation and it is underlined that this represents a strategic priority.

Following, along six paragraphs, the Code describes the way in which the State and the Scientific Community – by the Sciences Academy of Moldova – acts for supporting the research and development and for stimulating a stable innovational climate. In the same Code, at art. 58, there are indications of the strategic directions of the science and innovation sphere, and at art. 73, the first two paragraphs provide that: *"The Sciences Academy of Moldova elaborates and promotes the strategy of science and innovation sphere development and identifies the strategic directions of the science and innovation sphere."*

Transposing into fact these strategic prerogatives, the Sciences Academy of Moldova imposes itself in the public opinion consciousness, formed itself an image and gained its good reputation in and outside the country. In Romania, for example, at the Romanian Academy, our bilateral collaboration is on a primary place, reserved and important, from the point of view of inter-academic exchange of researchers or of research cooperation, as well as through high scientific consciousness of researchers in the armchairs of the two sister Academies.

The high level of the scientific research, the preoccupation of continuous perfection and the ability to adapt to the requests of the society placed the Sciences Academy of Moldova on the most respected and attractive rung.

Honorable Mr. President,

The perfection of the academic management by which the provisions of the Status of the Sciences Academy of Moldova are being realized and of the Code regarding the science and innovation of Republic of Moldova, is directly conditioned by the elaboration and operationalizing the academic management, strongly based and oriented to reflect the specific conditions of Moldova. It derives from the existence itself of the Sciences Academy of Moldova as system, as a whole assembly of elements and actions with normal functionality. In the social existence and the activity of the members of the Sciences Academy of Moldova, the scientific and innovative activity issue constitutes the object of academic-managerial science, developed from the need of constituting a theoretical vision which, by incorporating the academic, economic, technical, social, judicial and moral aspects, accomplishes the synthesizing of this activity. In this frame, the concept of academic management defined its meaning, significance and components.

Although the concept is complex as well as the activity that designates, the academic management practiced by the Sciences Academy of Moldova has succeeded to relate itself to the functions, processes and actions thoroughly defined. In the sense conferred by the general theory of management, your academic-managerial activity has treated and still is treating the assembly of the actions of planning, organizing, training, checking-evaluating and decision-making referring to the assembly of the research and innovation.

In our times, at the Sciences Academy of Moldova, the academic management constitutes a complex activity that regards a series of domains such as: establishing and promoting politics in the sphere of science and innovation; accrediting the organizations in the sphere of science and innovation; accrediting the scientific and scientific-didactic cadres of high qualification; protection of intellectual property and the informational insurance of the sphere of science and innovation and, at the same time, involving with righteous and proper voice in the concert of the European academic values.

From this perspective, for the Sciences Academy of Moldova, the year 2012 was a special one. Besides numerous major successes, the Academy has evolved considerably regarding its academic reputation, continuing being the unique institution of national interest in the sphere of science and innovation, plenipotentiary coordinator of the scientific and innovative activity and the scientific consultant of the public authorities of Republic of Moldova.

The Sciences Academy of Moldova has drawn strategic, scientific and organizing reference points of the passing of Moldova to the market economy with numerous social and economic changes in all activity fields. Respecting the requirements, the Sciences Academy of Moldova has succeeded to contribute to solving the major problems that the Moldavian society confronts with, based on knowledge and information, on the latest successes of technique and technology, especially of informational technology that increase the speed of spreading the knowledge. The scientists of the Sciences Academy of Moldova have offered their country their acknowledged experience of economic and social construction within the process of economic modernization and europenisation of the Republic of Moldova.

One knows very well the implication of elaborating the economic increase strategy and reducing the poverty, within which the protection of

the environment is the object of a special concern. There were considerable changes in the geographical structure of the exterior trade of the Republic of Moldova, with pro-European Union orientation. The competitiveness was raised to the rank of cause dimension. The integration of the Republic of Moldova in the European Union is treated not as a goal per se but as a possible way of economic and social development of the country, of raising the living standard of the population. The researchers of the Sciences Academy of Moldavia investigate and offers ways of reducing the gaps that make the compatibility and competitiveness differences between Moldova and other countries.

The Sciences Academy of Moldova has focused its scientific efforts over the issue of durable and competitive development of Republic of Moldova under the conditions of European integration and contemporary globalization. The Moldavian academicians plead for a durable development that will satisfy the needs of the present generations, without compromising the possibilities of the future generations of satisfying their own needs, passing from general to particular, with the evaluation of internal and external premises of this development, that determines not only the necessity per se but also the possibility of its realization.

The Sciences Academy of Moldavia focuses on propagating the knowledge, as a vector of the development, the determining factor of the progress, and the role of the science and culture is primordial. A politics of quality was elaborated that has been transmitted to the scientific research. Surveys were organized in order to know the aspects regarding the organization, deployment and quality of science and innovation. The fundamental and applicative scientific research is stimulated in the most important economic and social fields of the Republic of Moldova. The multiple theoretical and practical problems that appear as a result of the social and economic restructuration.

By a thoroughly communication, the image of the Sciences Academy of Moldova is promoted in the country and outside. The brand "Sciences Academy of Moldova" is successfully spread, as imagination and reputation element. It participates at national and international scientific exhibits. Complex packets of presentation of the scientific offer of the Sciences Academy of Moldova are done in order to promote the communication between the academy and its partners.

Reports and information are elaborated and presented in order to orient the factors of economic and social decision. The focus is on the development of international relationships of the Sciences Academy of Moldova and the promotion of its image. The international relationships are diversified, the scientific programs research exchanges are encouraged, in order to approach the scientific research process from a new perspective, in accordance to our époque.

The development of the education generally and especially of the superior education is a priority for the Sciences Academy of Moldova, taking into account the new theoretical and practical problems that permanently connect to the profound restructuration of the socio-economic life and of the economic integration process.

The Sciences Academy of Moldova fulfills its civic duty – and raises it to the rank of high accomplishment – offering it beauty, dignity and reputation. Before I presented myself before you, I have left over the documents of the time and I have relived with emotion the moments from the beginning, the following and the present moments as well of the Sciences Academy of Moldova, institution in which the enlighten mind, the honest wish of the country prospering and the clean heart of those who founded the Science Academy of Moldova and continue to the economic and social good of the Republic of Moldova.

Mr President,

Ladies and gentlemen members of the Sciences Academy of Moldova,

Esteemed guests,

I am deeply grateful to the management of the Sciences Academy of Moldova that incorporates me as a Member of Honor. I consider that the honor is not oriented towards me solely but towards the Primary School no. 3 and the High School "Regele Ferdinand" in Ramnicul Sarat, towards the four universities I graduated and toward the Bucharest University of Economic Studies where I passed my PhD in Economics and the University of Bucharest where I obtained the title of Doctor in Psychology. All of these have formed me as a man and then as a man of science.

I am also grateful to the rector of the Academy of High Economic Studies of Moldova, academician Grigore Belostecinic and to the Senate of the Academy, which for more than 13 years considers me as their brother in the science of management. After seven years of knowledge and working

together, the Academy of High Economic Studies of Moldova granted me the certificate for proper scientific behavior, offering me the title of DOCTOR HONORIS CAUSA. I lay here and I thank Prof. Univ. Dr. DRHC Valeriu Ioan-Franc, who facilitated my connection with the Academy of High Economic Studies of Moldova, and who, during all our collaboration of almost two decades proved to be a valuable scientific catalyst and collator.

I admit that if I were allowed to propose a future member of honor of the Sciences Academy of Moldova in Romania, Mr Valeriu Ioan-Franc, well-known economist and great man of culture would be my option.

Today, our sister Moldova, through the Sciences Academy of Moldova honors me to bear with dignity and responsibility the title of Member of Honor and opens me the doors to enter the Moldavian science and innovation citadel, in the Science Academy of Moldova.

I accompany my thanks with the promise to respect thoroughly the norms of behavior and work specific for the Sciences Academy of Moldova. I will do my best to fulfill my obligations and academic duties assigned to me. I will take with me in Romania the honor and reputation of the Sciences Academy of Moldova and I will continue to develop together with professor Valeriu Ioan-Franc, the relationship between the Sciences Academy of Moldova and the Academic Management Society in Romania, between the High Economic Studies of Moldova and the National Institute of Economic Research „Costin C. Kirițescu” of the Romanian Academy.

Your Excellency, President Gheorghe Duca,  
Ladies and gentlemen present at this solemnity,

Thank you for your kindness and for listening to my opinions and my engagements. Please consider my presence in the rows of the Sciences Academy of Moldova as a sign of the brotherhood between the Romanian from the left side and right side of Prut.

God bless each of us and all together, under the dome of the Sciences Academy of Moldova!

Prof. univ. dr. dr. HC Ion Petrescu,  
Chișinău, February 22, 2013