

“Mihai Viteazul” National Intelligence Academy  
Board of Doctoral Studies

**Research Strategy within “Mihai Viteazul”  
National Intelligence Academy**

2018-2022

## Foreword

*The strategy for research, development and scientific<sup>1</sup> innovation of “Mihai Viteazul” National Intelligence Academy (ANIMV) is a document developed in the spirit of the major research guidelines specific to scientific research at national and European level, that is following the provisions of the normative acts in force which regulate scientific research. Furthermore, the aforementioned document finds itself in line with The Management Plan of the ANIMV Commandant (Rector), The University Charter of ANIMV and with the major strategic intervention guidelines of the Romanian Intelligence Service.*

The *Strategy* was developed on the basis of the redesign of the educational and research activity of ANIMV and comes to materialize the mission, vision, objectives and research directions entrusted with the activity of research, development and innovation, in accordance with a new vision on the institutional profile of ANIMV. In this respect, the development of the strategy is based on the commitment to a research system at the ANIMV level, consisting of three functional pillars, whose activity is the subject of this strategic document:

- ✓ **the scientific research activity carried out by the National Institute for Intelligence Studies (NIIS);**
- ✓ **the research activity as a support of the educational activity, carried out by the educational departments within the faculties;**
- ✓ **the doctoral research activity carried out by the doctoral students and by the doctoral coordinating professors through the Doctoral School.**

The *strategy* is intended to be a document that guides the scientific research efforts undertaken at the ANIMV level in a correlated manner and responds to a need to optimize and streamline the initiatives through a pragmatic and judicious reporting to the Romanian Intelligence Service missions, as well as through a systematic “cost-benefit” analysis.

The design of the *strategy* for the period 2018-2020 was carried out in accordance with the strategic cycle of the documents that guided the present approach and which has the year of 2020 as a time frame: *National Research, Development and Innovation Strategy, The National Plan Research, Development and Innovation Plan, HORIZON 2020 EU’s framework program for research and innovation, The national doctrine of security intelligence.*

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<sup>1</sup> hereinafter referred to as the *Strategy*

## Context

The contemporary society is marked by global competition, profound transformations and changes, derived from the unprecedented development in recent decades of the factors generating progress, as well as the multiplication of scientific discoveries and technologies, including those associated with information and knowledge. In security terms, complexity, volatility and unpredictability have become reference attributes and evaluation criteria of a complicated security environment, in which social, political and economic implications intertwine, increasing the degree of uncertainty regarding local, regional or global developments.

Defined by these coordinates, the present context needs to be understood and explained through “useful and actionable knowledge”<sup>2</sup> as the essential resource for shaping the future and, at the same time, as the premise for the design and modeling of any national strategic approach. In order to achieve this goal, today's organizations assume and promote investment in research as a strategic objective. Moreover, within intelligence organizations, for which knowledge is an organic attribute, research-development-innovation must be assumed as the main resource for obtaining a competitive advantage on the knowledge market. A fully functional intelligence also means the ability to innovate and optimally benefit from scientific and technological information in all areas of economic, social and political life.

The desire for “*A strong Romania in Europe and worldwide*”<sup>3</sup> and for redefining Romania, from the role of external border actor and small-scale conjunctural partner of the major actors, to that of “reference term” for social, economic and technological reconstruction and force vector of the regional projects of strategic level requires a permanent look to the future, the ability to manage the inevitable, resilience, but above all, knowledge and innovation capabilities.

In this context, as part of Romanian Intelligence Service, ANIMV pursues the development of a high-performance research-development system, correlated with the national vision on the role of science, technology and innovation in the development of the knowledge society in Romania.

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<sup>2</sup> *The perspective proposed under the “Pasteur's Quadrant” formula, which brings together fundamental research with applied research, the basic criterion being that of social utility – Donald E. Stokes (1997) Pasteur's Quadrant. Basic Science and Technological Innovation, Brookings Institution Press.*

<sup>3</sup> *Assumed by the National Defense Strategy of the Country (2015-2019)*

Through its results, the research activity assumes a decisive role in the overall development of all the activity fields of the institution, in the context of continuous adaptation to developments in the field of national security. Equally, the research activity generates a context of cooperation and transparent academic dialogue, which firmly orients the Academy towards an approach that combines the concern for excellence with the assumption of academic responsibility by all members of its own community.

## The research profile of ANIMV

The research activity undertaken at ANIMV level is legitimized by a permanent and systematic reporting to the needs of the organization of which the Academy is an integral part. Implicitly, the profile and research competences of ANIMV are designed to respond, through scientific knowledge, to the missions entrusted by SRI.

The research declares to belong to the socio-human sciences field of study and, subsidiarily, to security and intelligence studies. From this point of view, the ANIMV profile is anchored in the conceptual and theoretical developments, internationally outlined especially in the last five decades, devoted to security and intelligence, as objects of study. At the same time, by assuming this scientific profile, “Mihai Viteazul” National Intelligence Academy aims to continue its approach along the lines of developing a School of thought in security and intelligence, at the national level. This objective can only be achieved in national, regional and international collaborative formulas, ANIMV assuming the role of a promoter of the development of partnerships and of research-development networks.

Thus, conceptually anchored, the vision of scientific research is based on the understanding of the essential role played by *academic intelligence* viewed as a conceptual link between institutions and organizations with different roles in the defense of national security. At “Mihai Viteazul” National Intelligence Academy level, the concept of *academic intelligence* is operationalized by integrating the concepts of knowledge subsumed under national security in a theoretical approach, which together with the specific practice of research types, offers an adaptive framework to the problems of the contemporary nation state, with the potential of analysis with various time horizons (short, medium and long term) and in different approach architectures (geostrategic, geopolitical, geographical, military, economic, social, technological, etc.)

Western space has initiated and developed a “knowledge economy” in which the research activity is segmented into four types of research: fundamental, applied, commercial and practical research. These are recognized as forms of distinct manifestation of research as a specialized activity and represent the levels of promotion of the research result that is recognizable in a common language. For ANIMV, the systematic connection with the professional environment under the aegis of SRI in particular, but also in the broader context of the national security system, generates a special framework for reporting to research, in the sense of the practical transfer of knowledge and the continuous refinement of innovation and efficiency solutions of processes, and of methods and work techniques in intelligence work.

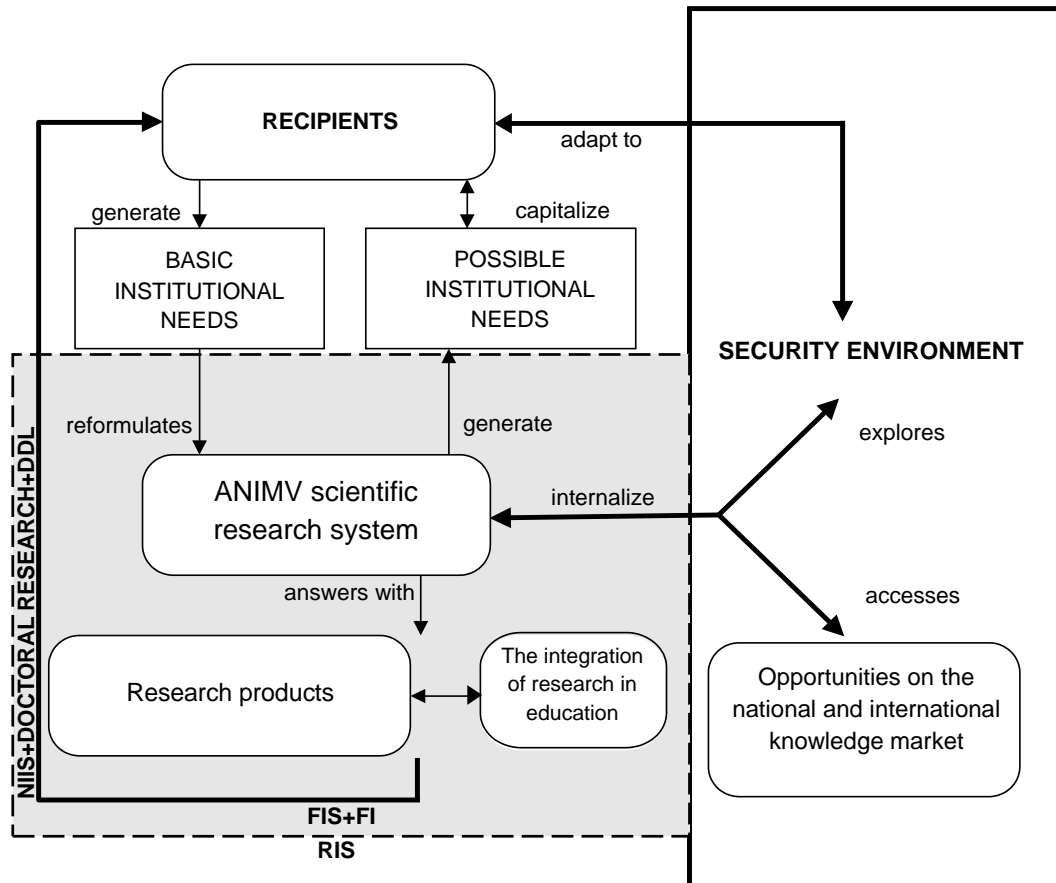
ANIMV's path from the last decade and the accumulated experience allows the reorientation of the scientific research activity, with priority to obtaining knowledge with generic potential for valorization, to providing “practical knowledge”, its specificity being understood through direct reporting to the knowledge missions of the Service. At the same time, the aim will be to ensure usefulness in the sense of covering a pre-existing knowledge need and/or anticipating the knowledge needs generated by the accelerated evolution of the regional and global security environment. This orientation of the activity is reflected in the present *Strategy* through the specialization and suitability of the research agenda according to the strategic particularities assumed by the Service and, correlated, through the identification of the most effective mechanisms to ensure the connection of research to the needs of the Service, but also the valorization of the results for the foundation of its knowledge in areas of strategic interest.

ANIMV research system includes: National Institute for Intelligence Studies, the Doctoral School, the Distance Education Department, the Faculty of Intelligence Studies and the Faculty of Intelligence, respectively, on the research component for the benefit of educational activity. The profile of each of the mentioned entities gives particularities to the research activities carried out, as follows:

- National Institute for Intelligence Studies - Research activity in innovative projects for the scientific foundation of SRI missions and the fields of security and intelligence studies at the national level.
- Doctoral School - Doctoral research activity focused on the production of original knowledge in the field of *Intelligence and National Security*, through the contribution of doctoral students.
- Distance Education Department - Research support activity, focused on the identification and integration of means and

technological solutions to make training programs more flexible.

- Faculty of Intelligence Studies and Faculty of Intelligence - The research activity of teaching staff for the benefit of educational products, as well as the research activity within the bachelor's and master's programs through the contribution of the students.



## Priority areas of research

The research teams are encouraged to support the Academy's mission to become a pole of national and international excellence in two major research fields: security studies and intelligence. These areas proposed for scientific investigation reflect the emerging trends in the field of knowledge, concretized by the programmatic documents specific to European and national research and encapsulate the knowledge needs of the Service in the form of academic subjects of study.

To facilitate a synergistic and integrated reporting of the Academy's research groups, the areas of security and intelligence studies are customized by thematic areas recommended for study.

Thematic areas	
<b>Romania 2030 - Alternative scenarios of evolution</b>	Methods of <b>predictive and risk analysis</b> applied to the internal/regional security environment; the elaboration of country profiles with the highlighting of some strategic action directions (Romania and the EU, Romania - the new world order).
<b>Security concepts and paradigms</b>	<b>Security theories</b> – study of a subject; applying a <b>security paradigm</b> : realistic, liberal, critical, behavioral, constructivist etc.; <b>global society, informational security</b> – redefining international relations; <b>actors and power mechanisms</b> - historical and synchronic perspective; tangible and intangible components of power
<b>Security strategies and policies at local, regional and European level.</b>	Comparative analysis of <b>security strategies and policies</b> at local, regional and European level; The critical perspective on <b>regional and Euro-Atlantic security policies; shaping strategies, decisions and security assessments</b> in the 21st century;
<b>Security developments in the knowledge society. Interdisciplinary approaches</b>	<b>Interdisciplinary approaches in the analysis of security developments</b> - conventional, asymmetric and hybrid risks and threats, <b>media propaganda and manipulation</b> , etc.; <b>emerging technologies and security; defending national values and symbols, combating extremism.</b>
<b>Indicators of the state of national security. Development of the early warning component</b>	Modeling <b>risk decisions; risk indicators; predictive models</b> - behavioral, social, economic, cultural, military, etc.; <b>“gamification” of security; modeling, simulation and decision making</b> in crisis situations to strengthen the <b>ability to adapt and quickly react to new national security challenges.</b>
<b>The evolution of risks and threats to national security in the Service's area of responsibility</b>	<b>National security risk management; trends and manifestations of risks to national security - analysis, prediction, prevention and combat; security threats in cyberspace; conflicts in virtual space and public policy dilemmas; implications of hacktivism and hacking for security; the security of citizens and of large public systems.</b>
<b>Developments in regional security with implications for national security - The extended region of the Black Sea, the Western Balkans and the Middle East</b>	Romania in the regional and Euro-Atlantic security space; <b>The security of the Black Sea region; frozen conflicts and hybrid war in the Black Sea area</b> - impact on national security; <b>dynamics of energy security; intrastate violence and non-state actors.</b>
<b>Strategic and security culture</b>	<b>Social, economic, political security</b> , etc.; <b>securitization in international relations; strategic and security culture development models; new forms of civic activism</b> - impact on social security; smart power projections in the regional and European area; <b>development of cooperation and partnership networks for regional security; security leadership; cultural and social variables of security</b>
<b>Terrorism, counter-terrorism, violent extremism and social polarization</b>	<b>Current trends in preventing and combating social polarization, violent extremism, radicalization and terrorism</b> - methods, policies, comprehensive approaches; forms of <b>extremism and radicalization</b> promoted in <i>new media</i> and social networks



## Intelligence Studies

Thematic Areas	
<b>Intelligence and national security policies</b>	Intelligence– <b>instrument of power</b> from the states' portfolio; <b>tactical intelligence &amp; strategic intelligence</b> in support of the <b>decision process</b> ; <b>intelligence and national security political agenda</b> ; The role of intelligence in the construction of the <b>foreign policy decision</b> ; intelligence and <b>strategic warning</b> (conflicts, terrorism, economy etc.); intelligence for <b>national security</b> ; competitive <b>intelligence</b> .
<b>Intelligence theory</b>	Defining the field of intelligence as a scientific field; <b>Comparative research in the field of intelligence</b> ; <b>provider – consumer</b> relation in the field of intelligence; <b>collection and analysis in intelligence</b> ; <b>paradigm shifts in intelligence</b> ; intelligence and political systems; <b>success and failure in intelligence</b> ; <b>intelligence functions (offensive – defensive)</b> ; <b>intelligence as a complex system</b> (processes, cycles, actors, structure); ethics in intelligence.
<b>Intelligence communities: theories, processes, challenges</b>	<b>Cooperation in intelligence și intelligence culture</b> ; <i>outreach</i> policies; <b>sources and resources</b> in intelligence; intelligence and covert operations ( <b>misinformation</b> , reflexive control and defense mechanisms); <b>research – education – profession trinomial in intelligence</b> ; <b>counterintelligence</b> activity.
<b>Technology, society and intelligence</b>	The impact of technology on intelligence activity; narratives – trust – public image relation; <b>information war - PsyOps</b> ; <b>social dynamics</b> in intelligence.
<b>History and transformation in intelligence</b>	Intelligence and political systems; history of success and failure in intelligence; <b>evolution and institutional development</b> ; intelligence sources and methods: historical evolution; <b>institutional memory – organizational culture</b> ; identifying the <b>action models</b> of an actor (person, organization, state) by historical analysis.
<b>Intelligence analysis: methods, techniques, strategies</b>	<b>Analysis method and techniques</b> ; limits and methodological challenges; <b>education and training in intelligence analysis</b> ; the analysis of risks, challenges, opportunities; <b>provider – recipient relation</b> in intelligence analysis; the impact of technology on intelligence analysis; intelligence as a psychological process (cognitive processes, <b>sources of error in intelligence</b> ).
<b>Intelligence and democratic processes</b>	<b>Intelligence services control</b> ; <b>human rights</b> and intelligence for national security; intelligence and the separation of powers in the state; <b>security – private life – personal data protection</b> .



## Objectives

**O1. Obtaining excellence in research and the production of academic knowledge that will contribute to the increase of the anticipatory capacity of the Service in terms of national security and to the scientific substantiation of the institutional transformation and adaptation efforts.**

**O2. Achieving the education – research – profession trinomial by integrating the research component in educational processes and by synergistic and integrated reporting to security and intelligence studies in order to scientifically substantiate the educational contents and to connect the training programs to the requirements of the intelligence expert profession.**

**O3. The consecration of "Mihai Viteazul" National Intelligence Academy as a communication platform and knowledge hub in the relationship with the academic environment and civil society by creating a climate of creativity and dialogue at the national and regional level, in the area of security and intelligence studies.**

## Lines of action

The specific objectives associated with this strategic cycle are put into practice through a series of intervention lines in the academic and research activity. The assumption of these lines at the level of the academic community has the role of giving structure and dynamism to the research system and to draw paths for the transformation and evolution of the main performance indicators of the Academy in the plan of obtaining academic excellence through scientific research.

## **O1. Obtaining excellence in research and the production of academic knowledge that will contribute to the increase of the anticipatory capacity of the Service in terms of national security and to the scientific substantiation of the institutional transformation and adaptation efforts.**

1. Ensuring the scientific component in substantiating the position of the Service in national security issues, in order to strengthen the role of the institution within the national security system and creating a culture of capitalizing on the opportunities that research activity can offer in response to the needs of the Service:

- Creation of informational products and of activities of intelligence and documentation on aspects of interest regarding intelligence and national and Euro-Atlantic security, in support of the study and research development process, as well as the educational, training and instruction activity of the staff;
- The development of scientific instruments for intelligence analysis, for the consolidation of the objective dimension of the analytical process of the Service.

2. Carrying out the research and development activity on complex team projects, in order to increase performance and conceptual adaptation to the way of managing resources for research and development.

3. Accessing national and international research-development competitions in order to anchor the research-development activity to the national and community objectives of the field and to increase the volume of financial resources available for research-development activity.

4. Awarding outstanding results in research, to motivate the staff involved in the research activity.

5. Improving access to information and documentation sources in order to increase the quality of the research product.

6. Providing high-performance research equipment and software, in preference through the national research-development programs, to ensure the material basis necessary for the development of a high-performance research process.

7. Supporting the process of training and development of the research skills necessary for a high-performing human resource, by encouraging the participation in international conferences with impact in the fields of security and intelligence studies, as well as by increasing the proportion of doctors to over 50% of the total research staff, and of doctoral students up to 100% of the total number of researchers in the next five years, respectively, in order to ensure the necessary premises to increase the quality of the results of the research activity.

## **O2. Achieving the education – research – profession trinomial by integrating the research component in educational processes and by synergistic and integrated reporting to security and intelligence studies in order to scientifically substantiate the educational contents and to connect the training programs to the requirements of the intelligence expert profession:**

1. The transversal assumption of the study areas in the field of scientific research at the level of all research collectives, in order to ensure coherence in the approach, the efficiency of the allocation of resources intended for research and the creation of premises for the development of some ANIMV brands in research.

2. Increasing the quality of the education process by (1) carrying out a high-level scientific activity, (2) accessing competitions dedicated to academic mobility (e.g. Erasmus+ type) and (3) encouraging individual initiative and the systematic involvement of the teaching staff and the students in the realization of training programs based on research activities in national and international teams.

3. The inclusion of the objective of developing scientific research skills in the educational process in order to ensure the integration of educational and research activities simultaneously with the training of future specialists in research and development.

4. The inclusion of the criteria for measuring the demonstrated scientific performance in the annual evaluation of the members of the academic community, for their awareness on the priorities in the carried-out activity and for providing the necessary motivational resources.

5. The organization of quarterly meetings with the participation of all members of the academic community, for mutual information on the partial and final results of the research activities, as well as for the creation of clusters of thematic research subjects that generate new ideas and projects.

6. Selection of “Mihai Viteazul” National Intelligence Academy students with research abilities, motivation and support of the best performers.

### **O3. The consecration of "Mihai Viteazul" National Intelligence Academy as a communication platform and knowledge hub in the relationship with the academic environment and civil society by creating a climate of creativity and dialogue at the national and regional level, in the area of security and intelligence studies.**

1. Editing own publications, nationally and internationally recognized, in order to disseminate research results and to increase the institution's prestige.

2. Intensification of partnerships with civil universities and research institutes at the national and regional level, which can bring more knowledge and which can facilitate the expansion of the research agenda, the integration into the national research - development networks, to connect the university scientific community and the research community, in general, in the dimension of knowledge and access to various partnership formulas in the realization of relevant research projects.

3. Increasing the number of articles in publications from the main stream of knowledge, to ensure at least one article by author / year / member of the academic community, to increase the visibility of the Academy and to improve the criteria for attesting the scientific competence of the specialized structures.

4. Dissemination of research results at national and international level by organizing scientific events to strengthen the image of the Service as a knowledge-providing institution.

5. Creation of a virtual library containing research results, for the dissemination of research results at the level of "Mihai Viteazul" National Intelligence Academy.

## **Research products**

The more and more intense competition registered on the market of scientific research and technological development, as well as the increase in the level of requirements for participation in funded research-

development programs determine the pragmatic orientation of the activity towards obtaining measurable results with practical impact. The scientific research activity within ANIMV will take the form of a package of informational products and academic debate formats, which can provide innovative solutions for the appropriate approach to challenges and threats to national security and the foundation of the institutional contribution to the promotion of a stable security environment.

1. **Research products** – focused on the generation of strategic knowledge in their field of security and intelligence studies:

- Specialized studies and scientific articles;
- Strategic analyses;
- Programmatic documents;
- Methodologies and analytical tools;
- Support materials for didactic activity;
- Thematic volumes;
- Periodical publications (Romanian Intelligence Studies Review, Proceedings of the Intelligence in the Knowledge Society).

2. **Academic debate formats** – The conception, design and organization of scientific events with national and international visibility that facilitate cooperation and the exchange of best practices in the field of security and intelligence studies:

- The international conference *Intelligence in the Knowledge Society*, addressed both to representatives of the academic environment and to practitioners in the field of intelligence and security studies;
- The international training program *Harvard – Security in the Black Sea Region. Shared challenges, sustainable future*, organized in partnership with Harvard University și National Intelligence University (USA), addressed to high and medium level decision makers, experts on foreign policy issues and representatives of government institutions from the countries of the Black Sea Region;
- Round tables, debate sessions, workshops, “expert-talk” type sessions (it is encouraged to run them in national and international partnership, as well as to organize them in dedicated competitions)<sup>4</sup>.

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<sup>4</sup> NATO Science for Peace and Security, PNCDI

## Mechanisms for the development of research projects

The organized form of work in the scientific research activity is “the research project”, a tool that allows the increase in performance and the judicious management of resources for research and development. The projects promote cognitive skills resulting from the integration of academic knowledge with practical expertise.

The mechanisms for the development of projects within ANIMV are the following:

### **1. The implementation of research projects whose results are addressed to the recipients of SRI.**

The successful implementation of this mechanism requires the assumption of some proactive action models, the creation of some functional bilateral flows (ANIMV↔experts from the Service), which allow connecting the research agenda to the knowledge needs of the Service.

#### **Synoptic for the development of research projects with internal recipients**

Stage 0	The project idea is developed based on the inquiry of the knowledge needs of the internal recipients / ANIMV; A broad cross-section of the security environment and partnership opportunities is performed, research issues that will support the current need for knowledge and the perspective of the internal recipients are identified
Stage 2	The extent to which the formulated requirement is approachable through research (using specific scientific research tools) is evaluated and the necessary resources are estimated
Stage 3	The usable – useful ratio is evaluated by reporting to the expected results
Stage 4	Design, projecting, planning and implementation, systematic feedback from the recipients

### **2. Elaboration and submission of research projects in national and international competitions dedicated to scientific research or to support the development of research infrastructure<sup>5</sup>.**

The research projects in dedicated national and international competitions presuppose the continuation of the connection to the international research-development networks and to the access, in partnership, to the realization of relevant projects for the Service, with benefits on three levels:

<sup>5</sup> *The Competitiveness Operational Programme, Central European Initiative – Cooperation Activities*

- access to the research agenda at the European level, in the field of security and intelligence studies and the identification of research directions specific to the Euro-Atlantic environment, in accordance with the missions of the Service;
- the positioning of ANIMV in the prestigious international academic environment;
- boosting research in security and intelligence studies in Romania.

## Research results

Achieving excellence in research presupposes as a fundamental premise the provision of access to an adequate research infrastructure. Assuming the desired systematic and efficient investment in the research infrastructure, ANIMV will make efforts in the direction of the development and diversification of research resources through a combination of own investments and the attraction of external financial resources, as a result of the implementation of funded research and development projects from European funds, in the following areas:

**Space** – the continuation of the efforts to attract financial resources, which would allow the necessary equipment for a modern high-performance research-development-innovation infrastructure in the field of intelligence systems for security (library, work spaces, laboratories).

**Research equipment** – maintaining a modern IT infrastructure, which allows the research activity to be carried out at a high level of performance, the acquisition and use in the research activity of software solutions for analysis and interconnection of the research staff, by accessing the collaborative work platforms.

**Informational resources** – expanding available academic resources (books and virtual databases) and updating them, so as to ensure real-time access for researchers to the latest academic developments in the field of security and intelligence studies.

**Technical support** – against the backdrop of the increase in the offer of existing technological support solutions on the knowledge market, usable for research activity, the need to integrate technical and informational components, in order to streamline workflows and to connect to national and international research networks, in parallel with training research staff in the use of new technical tools.



## International cooperation activity

Having the conviction that in the current context, knowledge as an essential ingredient in the versatile adaptation to the dynamics of the security environment can only be generated in collaborative formulas, ANIMV assumes the role of promoter of the development of partnerships and research-development networks. The connection to the university scientific community and the research community on a national and international level, as well as access to various partnership formulas for the implementation of strategic projects at the European level, brings substantial benefits in terms of scientific knowledge and guarantees the quality of research products.

In the context of the need to strengthen the research and education system in the field of security and intelligence studies in Romania, ANIMV aims to make an active contribution to the development and implementation of a national research agenda, also by creating consortia with research institutes, universities, think tanks, centers of excellence, civil society organizations and/or economic actors from the private sector. Achieving this objective guarantees the creation of a common space for innovation and applied research in the field of security and intelligence studies, as a key element of the operationalization of systemic and collaborative type of intelligence at the national level, with anticipated benefits in all spheres of activity of Romanian society.

Taking into account the desirability of anchoring the research-development activity to the national and community objectives of the field and increasing the volume of financial resources available for research-development, special attention is paid to the participation, elaboration and submission of research projects in national competitions, as well as to the initiation of some projects in collaboration with external partners, financed by international and European funds, especially within research directions specific to *The National Research, Development and Innovation Plan* and to the European research programs (*Frameworks Programmes for Research and Innovation*), as well as the ones of NATO (*NATO Program of Science for Peace and Security*).

ANIMV will continue its collaboration with universities, research centers, think tanks with recognized experience in the field of security and intelligence studies, in formulas made concrete through the running of international training programs, scientific research projects, as well as the publication of joint studies on topics found on the global security agenda.

## The desired state of affairs in the future – 2020-2025

- The institutional development of the ANIMV's research-development-innovation system is carried out in compliance with the strategic principles of activity optimization – uniqueness of role – streamlining of work flows;
- The research activities are fully connected to the knowledge missions of SRI, both thematically and functionally, by consecrating working formulas of internal partnership, evaluation and feedback through internal valorization;
- In designing the research activities, the determining factor is the qualitative criterion, to the detriment of the quantitative one;
- The research areas are assumed on all the components of the ANIMV research system, and the obtained results are capitalized in a correlated manner, contributing to a multi-sourced knowledge fund (INSI, Doctoral School, DID, FSI, FI);
- The activity of the teaching and research staff is periodically evaluated, depending on the success in the research activity and the valorization of the research products through the publication in prestigious journals;
- The professional development of all teaching and research staff is encouraged, by ensuring participation in at least one annual conference, on topics directly relevant to the expertise profile held or targeted;
- The resources that are intended for research allow the research activity to be carried out in optimal conditions through the integration of technical solutions for data analysis and collaborative work and through access to specialized books and databases;
- The institutional architecture of the ANIMV, through the systematic specialization of roles, functional autonomization and inter-departmental interconnection, as working principles, ensures the improvement of communication and cooperation processes and the efficiency of the fulfillment of tasks, the distribution of resources and the optimal and simultaneous fulfillment of all the roles necessary for the activity of research;
- The staffing level of the research positions is covered in percentage of 90% of the total of the existing positions;

- ANIMV has databases that integrate and index all the research products resulting from the activity of undergraduate, master's and doctoral students;
- *The Romanian Intelligence Studies Review* is recognized both nationally and regionally as a prestigious magazine, and the number of articles submitted for publication is doubling.