

ROMANIA
ROMANIAN INTELLIGENCE SERVICE
“MIHAI VITEAZUL”
NATIONAL INTELLIGENCE ACADEMY
No. 86045 of March 30th, 2022

UNCLASSIFIED
SINGLE COPY

THE STRATEGIC PLAN

OF

“MIHAI VITEAZUL”
NATIONAL INTELLIGENCE ACADEMY

for the 2022-2025

PREAMBLE

The strategic plan of “Mihai Viteazul” National Intelligence Academy (ANIMV) aims to strengthen the Academy as a proficient military institution of higher education and research, a benchmark in the field of intelligence and national security and its transformation into a hub of education, research, development and training at the Euro-Atlantic level, for the 2022-2025 timeframe.

This document is addressed to the ANIMV academic Community consisting of teaching and research staff, visiting professors, auxiliary teaching staff, non-teaching staff, students enrolled in all types of university study programs, as well as students in postgraduate and vocational training programs in the Academy portfolio.

The strategic plan defines major objectives that will be pursued and achieved over the next four years. In order to support the achievement of these objectives, for the next four years we aim to capitalize on the progress made by ANIMV in the 2017-2021 timeframe, from the perspective of the structural reorganization process carried out in successive phases, the expansion of the portfolio of study programs provided, of the consolidated or developed partnerships, from the perspective of the quality evaluation process of the study programs, as well as from the perspective of the image of the Academy, both in the Romanian Intelligence Service and abroad.

Also, the strategic plan relates to the environmental challenges in which ANIMV operates and is based on the assumed mission, common values and the proposed development vision.

The proposed strategic plan that is assumed by the academic Community of ANIMV, will be carried out with the support of the Senate and the academic community, of the Academy's stakeholders, so that it becomes a hub of education, research, development and training at Euro-Atlantic level.

TABLE OF CONTENTS

- 1. Context**
- 2. Values, mission, tradition, vision, principles**
- 3. Strategic directions and objectives**
 - 3.1. Education**
 - 3.2. Research**
 - 3.3. Quality - Excellence - Ethics**
 - 3.4. Human resource**
 - 3.5. Administration and services**

1. CONTEXT

“Mihai Viteazul” National Intelligence Academy is a higher education military institution with a unique role from the perspective of its mission, being the only national institution that trains intelligence officers. From this perspective, the activity of ANIMV is determined or influenced by the following categories of stakeholders:

1. The Romanian Intelligence Service and the other institutions in the defense, public order and national security apparatus, as beneficiaries of the training and research processes within ANIMV;

2. Institutions in the national higher education system, which have the role of norming, orientation and control.

At the same time, ANIMV has a dual role from the perspective of the fact that it has both the status of a military unit of the Romanian Intelligence Service and the status of an educational institution, characterized by a contextualized autonomy of the first specified role.

As a higher education military institution, ANIMV operates in a competitive and transforming academic environment, among the identified challenges being:

- trends in education and also national and European public policies in the field;
- the impact of digitalization on education;
- the dual status of the Academy, university and military unit of the Romanian Intelligence Service with impact on university processes (e.g. internationalization);
- the need for permanent adaptation of the study programs in the portfolio, in accordance with the needs of the Romanian Intelligence Service;
- regulation of the status of intelligence instructors, assimilated teaching staff of the Academy;
- the transfer of knowledge obtained through scientific research in the branch of science “Military sciences, intelligence and public order” in the didactic activity and in the study programs of the Academy, respectively.

The Academy responds to these challenges by strengthening the teaching staff, by attracting specialists with relevant expertise in the field for teaching activities, through flexibility and adaptability to novelty, by signing national and international partnerships on relevant scientific and didactic research projects, and by normative update, in line with the developments in the national regulatory framework.

2. VALUES, MISSION, TRADITION, VISION

2.1 VALUES

The values of the Academy are subordinated to the values of the Romanian Intelligence Service of which it is part: ***Patriotism, Honour, Professionalism.***

2.2. MISSION

Starting from the need of the Romanian Intelligence Service and the other structures in the national defense, public order and national security system to train their own personnel, respectively from the dimension of the sole provider of training for intelligence officers for the institutions in the apparatus, as well as promoting the security culture in the civil environment, the mission of ANIMV is to generate and transfer knowledge through:

- Training and professional development of military officers and experts as well as civilians in the field of Military Sciences, Intelligence, and Public Order;
- Organization and conduct of scientific research activity in the mentioned branch of science;
- Promoting security culture in civil society through training and professional development programs for specialists in the civil environment.

Training intelligence officers in an own education system requires the adoption of an integrated training strategy, comprising two essential areas, namely academic training - which ensures a high level of culture and the thinking competences necessary for the superior understanding of the world and contemporary society - and the specialized (intelligence) training, permanently related to the specificities of the profession.

2.3. TRADITION

On February 25, 1991, within the "Alexandru Ioan Cuza" Police Academy in Bucharest, the Faculty of Psychosociology, intelligence specialization was established, a structure which is subordinated to the Romanian Intelligence Service (GD no. 137/1991).

Awareness of the social utility of this initiative led to the establishment, on August 24, 1992, of a self-contained military higher education entity, specialized in the training of intelligence officers: Higher Intelligence Institute (G.D. no. 427/1992). The institute has gone through several stages of structural transformation aimed at ensuring an adequate response to the requirements of intelligence officers training. Thus, on 10.24.2000, the National Intelligence Academy was established (G.D. no. 952/2000), within which the Intelligence Faculty functioned, and starting with 03.25.2009, the title of the institution changed to „Mihai Viteazul” National Intelligence Academy (G.D. no. 353/2009).

In 2010, the Academy became an educational and research institution, the National Institute for Intelligence Studies (INSI) was established, with the purpose of conducting scientific research activities in the field of intelligence and security, in order to support the educational process in the Academy.

As a result of a new reorganization, starting with 06.22.2015, at the level of the Academy, the Faculty of Intelligence Studies and the National Centre for Modelling and Simulation in Intelligence (CNMSI) were established and the Doctoral School and the National Intelligence College were reorganized as independent structures. (G.D. 446/2015).

In a new reorganization process, in 2019, the Academy absorbed the staff training centers of Grădiștea and Bran, thus becoming the only training unit at the level of the Romanian Intelligence Service and also expanding its material training base by integrating the related campuses.

2.4. VISION

The vision of the Academy is fully connected to the institutional vision of establishing the Romanian Intelligence Service as a modern institution, focused on its constitutional and legal missions, capable of delivering operational results in accordance with its democratic mandate, respectively as a flexible, dynamic and efficient organization, always at the forefront from the perspective of its functional processes, adapted to new challenges by exploiting all technological opportunities. Also, according to this vision, the Romanian Intelligence Service is a SMART employer that capitalizes the potential for excellence in key operational areas by attracting and promoting the best professionals, as well as a reliable ally of citizens, appreciated both by its beneficiaries and by the intelligence community.

As a result, the proposed vision is to strengthen the position of the Academy as a proficient institution of military and research higher education, a benchmark in the field of national intelligence and security and its transformation into a hub of education, research, development and training at Euro-Atlantic level.

2.5. PRINCIPLES

The basic principles of this strategic plan are those stated in the Management Plan of the Commandant (Rector) of ANIMV, respectively:

- Transparency
- Accountability
- Professionalism
- Quality
- Ethics
- Efficiency of the managerial decision-making process.

The university decision-making process will be based on subsidiarity and proportionality. Considering the specificity of ANIMV as a military higher education institution, the dialogue and assignment of tasks to the leaders at different internal decision-making levels will be complementary to the rigors imposed by military subjects. The specific responsibilities of the managerial functions of the Academy, their tasks and deadlines will be established in close relation to the objectives assumed through the managerial program of the Commandant (Rector) of the Academy.

3. STRATEGIC DIRECTIONS AND OBJECTIVES

The strategic directions identified for materializing the vision presented above are as follows:

3.1 EDUCATION

ANIMV has the role of sole provider of study programs for training professionals with competences in the field of intelligence and national security, a role strengthened in the three decades of activity.

Through the identified strategic objectives, we aim to ensure a modern education, in accordance with the trends of evolution in the professional field, as well as with technological evolutions. The entire educational process will be focused on students and trainees, being designed to meet their professional and personal development needs. Students and trainees are not only beneficiaries of the educational processes organized by ANIMV, but also partners of the Academy.

A special importance will be given to the replication in ANIMV of the professional environment in which graduates of programs dedicated to the preparation of future frameworks of institutions in the national defense system, public order and national security will have to integrate, as well as on capitalization in the study programs of the scientific research activities in ANIMV.

We also want to ensure increased access to the training programs of ANIMV for the staff of the Service, through the development of e-learning programs and the development of the Academy campuses.

3.1.1 Strategic objective 1 - Ensuring an education adapted to the needs of the Service and other beneficiary institutions in the defense, public order and national security apparatus and by reporting on developments in the field

3.1.1.1 Providing study programs in accordance with the needs of the Service and the beneficiary institutions of the defense, public order and national security apparatus

Activities:

- Going through the institutional evaluation process, respectively of the fields of study and maintaining the accreditation of the higher education institution - deadline: December 31st, 2022
- Identifying training policies that provide flexibility and subsuming the preparation of institutional needs - deadline: June 30th, 2022
- Evaluation and review of curricula for undergraduate studies - deadline: annually, until January 31st.
- Annual and gradual benchmarking in order to adapt the study programs - term: annually, until June 30th.
- Consultation of Service specialists on updates to the curricula in line with developments in the field of activity - deadline: annually, until December 31st.
- Collecting feedback from the employer - deadline: annually, until September 30th.
- Involvement of national specialists in professional studies programs to ensure the best possible integration of graduates in the professional environment - deadline: permanently
- Consultation of the Human Resources structure of the Service, as well as of the beneficiary institutions, in order to ensure the correlation of the curricula with the necessary skill sets for future intelligence officers - deadline: annually

UNCLASSIFIED

- Registration of military students enrolled for the needs of the Service in the civil higher education institutions - deadline: annually, until the end of October

In charge: Vice-chancellor, deans, Head of the Quality Assurance Office, directors of university departments

3.1.1.2 Initiating new study programs

Activities:

- Validation of the qualification of the Intelligence Operations license - deadline: June 30th, 2022

- Registration of the ARACIS standard Intelligence operations - deadline: June 30th, 2022

- Provisional authorization of the Intelligence Operations Program - deadline: June 30th, 2022

- Enrolment in the master's field of International Relations and European Studies of a new national master program called International Relations and Digital Diplomacy - deadline: June 30th, 2023

- Updating the standards of the Security and Intelligence Studies Program - deadline: June 30th, 2022

- Developing a postdoctoral program of advanced research in the accredited field of doctoral studies Intelligence and National Security to ensure the development of research in niche areas, create opportunities for academic career and to encourage the publication of articles in prestigious international scientific journals - deadline: October 01st, 2022

- Diversifying the portfolio of study programs in order to strengthen management and leadership skills by introducing a *Strategic leadership and Culture of Intelligence* degree program

- Strengthening the portfolio of programs provided by the Academy for the implementation of the Service Strategy on combating discrimination, the National Strategy approved by GD no. 539/2021 respectively, on the approval of the National Strategy for preventing and combating anti-Semitism, xenophobia, radicalization and hate speech, for the 2021-2023 timeframe, and the National Strategy Action Plan for preventing and combating anti-Semitism, xenophobia, radicalization and hate speech, for the 2021-2023 timeframe - deadline: for the evaluation of ANIMV curricula and approval of the evaluation by the leadership of the Service: May 15th, 2022 - deadline for updated curricula: May 15th, 2025

In charge: director of the Council for Doctoral University Studies (CSUD), director of the Doctoral School (SD), deans, vice-deans, head of Quality Assurance Office (BAC)

3.1.1.3 Increasing the accessibility of the continuous vocational training programs of ANIMV for the Service staff by developing the portfolio of study programs provided in e-learning and blended-learning format

Activities:

- evaluation of the study programs provided by the Academy and formulation of proposals for the development of some of them in e-learning or blended-learning format - deadline: annually, until June 30th.
- developing the internal teaching platform through which the study programs in e-learning or blended learning format are provided.

In charge: vice-chancellor, deans, head of the Distance Education Department Office

3.1.1.4 Providing support for the organization of internships within the Service units

Activities:

- Formulation of proposals for updating the internal regulatory framework (Order of the SRI Director) on the organization of internships in SRI units - deadline: June 30th, 2022
- Elaboration and adoption of a procedure for organizing internships - deadline: June 30th, 2022
- Presentation of the internship offer in the units of the Service and the conditions for conducting these internships - deadline: annually, in November
- Appointment of the persons in charge with organizing the internships: deadline: annually, until October 30th.
- Concluding the institutional internship agreements with the universities of origin of the students interested in conducting internships in the Service units: deadline: annually
- Concluding individual practice conventions and issuing documents attesting the results of the students' practice activity - deadline:
- Organizing internships for military students enrolled in other higher education institutions and registered by ANIMV - term: annually, depending on the structure of the academic year

In charge: Deans, Vice-deans, ANIMV Chief Secretary, Faculty Chief Secretaries, Practical Officers

3.1.2 Strategic objective 2 - Curricular development connected to scientific research in the field

3.1.2.1 Ensuring a research-based education

Activities:

- Development of teaching laboratories specific to each specialization or to each continuous professional training program, to serve the teaching process (in the context of ANIMV's efforts to replicate the professional environment) - deadline: 2022-2025
- Teaching processes based on learning through discovery / active teaching (by understanding how to use the information accumulated through learning - practical applications in teaching laboratories) - deadline: 2022-2025
- Strengthening the link of the master's degree programs for civil society with the research projects implemented by the National Institute for Intelligence Studies (INSI) and the National Centre for Modelling and Simulation in Intelligence (CNMSI) - internships, training students in research teams - deadline: 2022-2025

In charge: Vice-chancellor, Deans, Vice-deans, INSI director, university department directors, CNMSI director

3.1.3 Strategic objective 3: Development of doctoral and postdoctoral studies

3.1.3.1 Development of doctoral and postdoctoral programs

Activities:

- Generating a set of research methods, procedures and tools specific to the field of Intelligence and National Security study and transferring them to doctoral students and postdoctoral researchers, in order to create common practices of advanced scientific research – June 30, 2022
- Increasing the number of academics and the number of full scientific researchers specialized in the field of research topics involved in doctoral and postdoctoral study programs - permanently
- Identifying alternative sources for funding doctoral and postdoctoral scholarships - permanently
- Increasing the international mobility of students, including by financing the internationalization of training and dissemination activities of research results by participating in international conferences, publishing scientific articles in highly prestigious journals – permanently
- Creating the conditions for the optimal capitalization of the research infrastructure purchased within the INTELLIGENT research project for the benefit of the research carried out by the students within the doctoral and postdoctoral programs - permanently
- Continuing the monthly organization, in the second semester of the academic year, of thematic schools and scientific activities for doctoral students and postdoctoral researchers, in order to develop transversal competences specific to the research activity - June 2022, 2023, 2024
- Periodic evaluation of the fulfilment of special performance criteria and critical performance indicators applicable to the doctoral and postdoctoral studies at national level - biannually (June, December 2022, 2023, 2024)

In charge: CSUD director, SD director

3.1.4 Strategic objective 4 - Strengthening the status of trainer and provider of knowledge in the field within the university partnerships

3.1.4.1 Strengthening collaboration in the field within national university networks and international networks (ICE)

Activities:

- Strengthening the partnership relations with other higher education institutions in Romania or abroad - deadline: 2022-2025
- Updating, as appropriate, the training protocols signed with the institutions of the defense, public order and national security apparatus - deadline: 2022-2025
- Defining the activities of interest to be carried out in the framework of inter-institutional partnerships with higher education institutions in Romania in order to promote the security culture, respectively for the connection of the Academy to the latest developments in the field of education - deadline: September 30, 2022

UNCLASSIFIED

- Development of international collaborations and partnerships on all components specific to doctoral and postdoctoral programs: inviting lecturers from abroad, co-opting them in the commissions for the guidance and support of doctoral theses - 2022-2025

In charge: Vice-chancellor, INSI director, Deans, CSUD director, SD director, BAC Chief, ANIMV Chief Secretary

3.1.4.2 Development and consolidation of educational partnerships and training programs with prestigious academic and research institutions and forums at European and international level

Activities:

- Maintaining and consolidating the existing strategic partnerships with prestigious universities and research institutions at European and international level - deadline: 2022-2025
- Permanent mapping and cost-benefit evaluation of opportunities to initiate new partnerships in European and international formats and forums - deadline: 2022-2025
- Development of international collaborations and partnerships including by organizing and participating in European and international scientific events and training programs - deadline: 2022-2025
- Active promotion of training programs carried out in European research projects through cooperation formats to which ANIMV is affiliated (e.g. ICE) - permanently
- **In charge:** INSI director, CNMSI director, Deans, CSUD director, SD director

3.2 Research - Scientific research in ANIMV, through its own research structures, aims to ensure the transfer of knowledge obtained through scientific research in the educational programs of the Academy and the consolidation and development of research collaborations

3.2.1 Strategic objective 1 - ensuring conditions for the scientific research activity to substantiate the updating of the educational plans and didactic contents

3.2.1.1 Development of a consolidated partnership of INSI and CNMSI with Faculty of Intelligence (FI), Faculty of Intelligence Studies (FSI) and ANIMV Doctoral School (SD)

Activities:

- Establishment of a joint Working Group (INSI, CNMSI, FI, FSI, SD) to analyze and submit to the Scientific Council, annually or whenever appropriate, proposals for the integration of deliverables made in research projects in educational plans and didactic contents of FI and FSI - deadline: March 30th, 2022
- Mapping the needs for scientific knowledge of the Faculties and Doctoral School and evaluating in the Joint Working Group the opportunities to translate them into internal and / or externally funded research projects - deadline: annually, first quarter of the year
- Identifying the needs of scientific knowledge of the Service and formulating proposals for research projects in accordance with them - deadline: December 31th, 2022
- Increasing the number of academic staff involved in conducting research projects managed by the two main scientific research structures within ANIMV - INSI and CNMSI (depending on the thematic area covered, it will be aimed at involving at least 2 academic staff / annually in the research projects carried out by INSI and CNMSI) - deadline: 2022 - 2025

In charge: INSI director, CNMSI director, Deans, CSUD director, SD director)

3.2.1.2 Permanent exploration and capitalization of opportunities for development and financing of research projects aimed at innovating the curricula and teaching methods, so that it can respond to the new generations' profile, respectively the need to integrate new technologies

Activities:

- Identifying and capitalizing on external funding sources to consolidate know-how and attract innovation in the educational process (including from the perspective of integrating interactive teaching methods, such as *learning by doing*, experiential learning, *blended learning*, virtual learning, *serious gaming* etc.) - deadline: 2022-2025
- Creating the conditions for strengthening the cooperation between the research and educational structures of the Academy, including by the optimal capitalization of the research infrastructure purchased in the INTELIGENT research project for the benefit of the research carried out by the students within the doctoral and postdoctoral programs - deadline: 2022-2025

In charge: INSI director, CNMSI director, Deans, CSUD director, SD director

3.2.2 Strategic objective 2 - ANIMV - leader of national contributions in scientific research in intelligence

3.2.2.1 Maintaining the upward process of ANIMV's involvement in national and European research projects carried out by prestigious consortia, with national and European funding

Activities:

- Consolidation and diversification of the portfolio of European research consortia in which ANIMV is involved in order to participate in scientific research funding competitions at national and European level - deadline: 2022-2025
- Actively attracting research funding opportunities within national and European programs - deadline: 2022-2025
- Consolidation and diversification of intra and inter-institutional partners involved as beneficiaries of the scientific research projects carried out by INSI and CNMSI - deadline: 2022-2025
- Permanent mapping of the scientific knowledge needs of intra- and inter-institutional partners at national level, beneficiaries of ANIMV's scientific research products - permanently

In charge: INSI director, CNMSI director

3.2.2.2 Increasing the visibility of the Romanian Journal of Intelligence Studies (RJIS) at national and international level and transforming it into a reference point for publication in the field of Intelligence and Security studies

Activities:

- Approval of a new strategy for the development of the Romanian Journal of Intelligence Studies 2021-2023 - deadline: first quarter 2022;
- Initiation of the necessary steps to fulfil the ISI and SCOPUS indexing criteria and recognition of the scientific quality of the publication at the international level - deadline: December 31st, 2022;

UNCLASSIFIED

- Capitalizing on the research and educational component of ANIMV in the editorial space of RJIS, in order to promote the contents of educational programs and to ensure the documentary basis necessary to increase the quality of the teaching act - deadline: 2022-2025;
- Supporting the consolidation of the role of ANIMV as a pole of knowledge in the field of security and intelligence studies at national and regional level - deadline: 2022-2025;
- Obtaining editorial performance by developing the publishing, evaluation and dissemination infrastructure of the journal and by training the specialized human resource required in the editorial activity - deadline: 2022-2025;
- Expanding the spectrum of the publication offer to higher education institutions at national and international level and attracting a larger number of proposals for subsequent articles on topics related to the field of security and intelligence studies - deadline: 2022-2025.

In charge: INSI director, CNMSI director, Deans, CSUD director, SD director

3.2.2.3 Stimulating academic performance and increasing scientific productivity on the scientific research component

Activities:

- attracting high-performance human resource and developing the research skills of current researchers on the relevant fields of expertise for fulfilling the SRI missions - deadline: 2022 - 2025, depending on the framing needs
 - Implementation of research performance indicators - deadline: December 31st, 2022
 - Stimulating the publication of didactic materials (course materials, guides, cases etc.) by imposing evaluation criteria on citations / publication, number of high-impact publications etc. through the system for evaluating the teachers' activity - deadline: December 31, 2022
 - promoting and actively monitoring the publication of the scientific research results of ANIMV researchers in specialized publications with academic impact, in ANIMV Publishing House or at prestigious international and European publishing houses - deadline: 2022-2025
 - Stimulating the publication of doctoral theses supported within the Doctoral School - deadline: 2022-2025
 - Developing the capacity of ANIMV to generate knowledge in the field of security and intelligence studies by participating in national or international consortia of reference in the field - deadline: 2022-2025
 - Organizing promotional events in the academic Community of ANIMV of the latest editorials of interest for the field of reference - deadline: 2022-2025

In charge: Vice-chancellor, Deans, SD director, director of INSI, director of CNMSI, Head of the Central Publishing House and Library

3.2.2.4 Stimulating student participation in research activities and student scientific conferences

Activities:

- Inviting students to participate in the organizing team (on a voluntary basis, together with research staff and representatives of other support structures) or as an observer, at scientific events and training formats organized under the aegis of INSI/CNMSI (e.g. SBSR, IKS) - deadline: annually, according to the schedule of scientific events
- Promoting at the level of the ANIMV student team the opportunity to participate (depending on availability) in the research projects carried out by INSI / CNMSI (either as a beneficiary - e.g. participant in a training program, or as a member in the implementation team –

UNCLASSIFIED

depending on opportunity / availability / membership in SRI or other institutions in the field of national security) - deadline: annually, according to the implementation schedule of ongoing projects

- The annual organization of the ANISTUD student conference - deadline: annually, until May 30th.
- Encouraging students to participate in student conferences or scientific conferences / national or international scientific communication sessions organized by other universities or research institutions - deadline: annually, depending on the schedule of the conferences
- Identification of training topics for students congruent to research projects in ANIMV - deadline: annually, depending on the specifics and timing of the projects carried out
- Involving students in research teams or in teams for the implementation of research projects carried out by INSI, CNMSI - deadline: annually, depending on the specifics and timing of the projects carried out
- Capitalization of the research deliverables made by the ANIMV students, periodical publication, including in bilingual edition, of the most valuable results in volumes entitled *Collections of scientific texts related to the intelligence field* – deadline:
- Stimulating performance and involvement in research activities by defining criteria for granting financial incentives to ANIMV students, for all study cycles – deadline: annually, up to date of May 31st.

In charge: Vice-chancellor, Deans, SD director, Director of INSI, Director of CNMSI

3.2.3 Strategic objective 3 – Supporting investment and stimulating the identification of non-refundable funding sources for research capacities

3.2.3.1 Development of research infrastructure

Activities:

- Operationalization of the research infrastructure developed through the INTELLIGENT project – deadline: September 30th, 2022
- Identifying the needs for the development of the research infrastructure at the level of the ANIMV campuses – deadline: December 01, 2022
- Identification of sources of non-reimbursable financing from national or European funds for the development of the research infrastructure in the Bran campus of ANIMV - deadline: December 31st, 2023
- Approaching the specialists from the Service for specialized consultancy on the technical and technological criteria and conditionings of the projects – deadline: 2022-2025, punctually, for each research project

In charge: Vice-chancellor, INSI director, CNMSI director, Administrative director, Deputy for Technology

3.3 Quality – Excellence – Ethics – We aim to implement quality standards for all activities carried out. This will be achieved by focusing on quality, not quantity, through the efficient and effective use of the human, material and financial resources available to ANIMV, as well as by supporting the human resource for professional and personal development

3.3.1 Strategic objective 1 – Ensuring the observance of the quality standards of education and the development of quality culture in ANIMV

3.3.1.1 Strengthening the quality management system

Activities:

- Implementation of the System for quality assurance of educational services of ANIMV;
- Institutional re-accreditation, on fields and programs;
- Provisional authorization of the Intelligence Operations undergraduate study program;
- Validation of the qualification and enrolment in National Register of Qualifications in Higher Education (RNCIS) of the Intelligence Operations specialization;
- Periodic training of the staff involved in the educational process on the current quality standards;
- The annual preparation of the Evaluation and Internal Quality Assurance Report in the ANIMV;
- updating the curricula according to the quality standards on the programs and fields of study;
- Annual preparation of the Academic Audit Report;
- Coordination of evaluation measures and quality assurance at the level of the department coordinating the study program;
- Correction of all dysfunctions identified in the Annual Reports of internal academic audit and evaluation and quality assurance.

In charge: CEAC President, Head of the BAC, Academic Audit Committee, Deans, Vice deans

3.3.1.2 Elaboration and implementation of internal policies on quality assurance

Activities:

- Developing an internal quality assurance policy – deadline: May 15th, 2022
- Elaboration of the Quality Assurance Code, by amending and updating the present Quality Assurance System – deadline: May 15th, 2022
- The implementation of the internal quality assurance policy and the Evaluation and Quality Assurance Strategy – deadline: 2022-2025
- Periodical updating of the evaluation and quality assurance strategy – deadline: whenever necessary

In charge: CEAC, BAC

3.3.1.3 Development of feedback mechanisms on the quality of study programs and academics' activity

Activities:

- Applying questionnaires and collecting feedback from students / learners / graduates and employers – deadline: annually, until March 15th, July 30th; after completion of the initial and

continuing education courses, as well as of the postgraduate courses; September 30, in the case of employers and graduates;

- Interpretation of the collected feedback that is reflected in reports on educational efficiency – deadline: annually, until April 15th, September 15th;
- Updating the feedback questionnaires and simplifying the process of collecting and interpreting the feedback from students and employers – deadline: May 15th, 2022;
- Analysis in the Board of Trustees of the feedback report – deadline: every six months;
- Drawing up the scores resulting from the students' feedback and submitting them for the teacher evaluation process – deadline: annually, until December 15th;

In charge: CEAC President, Department Directors, Faculty Deans, Head of BAC, Head of Distance Learning Department (DID).

3.3.2 Strategic objective 2 – Ensuring an ethical framework connected to the regulatory framework and good practices in the field

3.3.2.1 Ensuring the knowledge of ethical standards

Activities:

- Organizing meetings / training session / seminars for processing and explaining ethical standards for students, but also for professors, visiting professors, instructors and scientific researchers - deadline: annually
- Organizing presentations for training on the use of similarity coefficient identification software and on how to use verification reports - deadline: annually

In charge: President of the University Ethics Commission, Vice-chancellor, Deans, SD director, INSI director, CNMSI director

3.3.2.2 Ensuring the proper functioning of the University Ethics Commission

Activities:

- Organizing meetings of the University Ethics Commission - deadline: depending on the calendar of meetings established annually, respectively according to the notified aspects;
- Presentation of the annual activity report of the University Ethics Commission and integration of conclusions in the Academy's status report – deadline: annually until February 28th.

In charge: President of the University Ethics Commission, Secretary of the Commission, Chief Secretary of ANIMV

3.4 Human resource: Attracting and developing competent human resources. The human resource is the most important resource of the Academy. With this in mind, the Academy wants to attract competent, reliable human resource with a professional reputation. At the same time, we are considering stimulating the participation of ANIMV teaching staff in continuous training programs, both for professional development and for personal development

3.4.1 Strategic objective 1 – Continuation the recruitment process

3.4.1.1 Recruitment of teaching staff, instructors and researchers

Activities:

- Finalizing the status of military instructors and intelligence instructors – deadline: 03.31.2022
- Defining the criteria for the selection of instructors – deadline: March 31st, 2022

UNCLASSIFIED

- Updating the selection procedures of teaching staff, instructors and researchers for the positions put up for competition – annually until July 31st.
 - Selection by public competition of teaching staff, instructors and researchers with a good professional training and a good human quality – deadline: annually, according to the calendar provided by the framework methodology for organizing competitions, respectively according to the ANIMV's own methodology
 - Using all available channels of communication with civil society to promote the vacancies available within the two research structures and attract human resources (ANIMV website, SRI website, SRI Facebook/Instagram page, etc.) - deadline: 2022 - 2025;
 - Cooperation with the Human Resources Management structure within the process of evaluation and recruitment/hiring of candidates enrolled in the promoted examinations for vacant positions - deadline: 2022 - 2025;
- In charge:** Vice-chancellor, deans, INSI director, CNMSI director, head of the Human resources Management sector, faculty secretariat, Academy Secretariat

3.4.2 Strategic objective 2 – Professional development of teachers, assimilated teachers and scientific researchers, respectively of the staff

3.4.2.1 Implementation of a system for evaluating the activity of teachers, assimilated teachers and scientific researchers to stimulate career development

Activities:

- Introduction of the Individual Plan of academic career and performance indicators in teaching activity for teaching staff and instructors of ANIMV – deadline: July 31st, 2022
- Introduction of the Individual Career Plan in scientific research and performance indicators in the research activity for INSI researchers and CNMSI staff – deadline: December 31st, 2022

In charge: deans, INSI director, CNMSI director, head of the Human Resources Management sector

3.4.2.2 Integration / involvement of scientific researchers in the teaching activities of the faculties

Activities:

- Supporting the two faculties in the process of updating the curricula and syllabi by carrying out comparative/benchmarking studies (depending on demand) and integrating the results obtained from the research activities carried out within projects with internal or external funding – deadline: annually, in accordance with the faculties' approaches to update the curricula
- Fulfilment of a teaching norm (if applicable) by the scientific researchers within the two research structures, depending on their expertise and research field – deadline: 2022-2025;
- Writing teaching materials (courses, scenarios, case studies, seminar applications, exercises, etc.) within ongoing research projects, with applicability at the level of the teaching process – deadline: 2022-2025

In charge: INSI director, CNMSI director, deans

3.4.2.3 Stimulating participation in scientific conferences by providing financial support

Activities:

- Identification and annual planning of scientific events with national and international visibility in the reference field for the activity carried out by ANIMV teachers and researchers - deadline: annually until January 31st.
- Defining the criteria for financial support of participation in scientific events with national and international visibility in the field of interest - deadline: September 30th, 2022

In charge: Vice-chancellor, deans, SD director, INSI director, CNMSI director, Administrative director, Head of the Financial Service

3.4.2.4 Ensuring unlimited online access to specialized information resources

Activities:

- Ensuring access to online documentation resources through the ANELIS consortium – deadline: 2022-2025
- Ensuring access to online periodical documentary resources (JSTOR, Tand etc.) – deadline: 2022-2025
- Ensuring online access to scientific products of ANIMV teachers and researchers through the ANIMV website - term: 2022-2025

In charge: Head of the ANIMV Library, Administrative director, deans, Doctoral School Director

3.4.3 Strategic objective 3 – Increasing professional satisfaction at work

3.4.3.1 Implementation of an inclusive and non-discriminatory personnel policy

Activities:

- Defining the criteria for granting merit bonus – term: Annually, until July 31st.
- Elaboration of the methodology for granting merit bonus – term: July 31st, 2022

In charge: Vice-chancellor, deans, president of CEAC

3.4.3.2 Supporting the professional and personal development of the Academy's staff

Activities:

- Defining clear performance indicators for Academy staff – deadline: June 30th, 2022
- Diversification of the portfolio of programs offered by ANIMV for the development of managerial and professional skills and the personal development of own staff – deadline: 2022-2025
- Stimulating and supporting the participation of staff in programs for the development of professional and managerial skills according to their own career projection or according to the personal development desires – deadline: 2022-2025
- Provision of the necessary infrastructure, where appropriate, for planning and participating in professional skills development and personal development programs – deadline: 2022-2025

In charge: Vice-chancellor, deans, CSUD Director, Doctoral School Director, CEAC President, Administrative director, Technological development deputy

3.4.3.3 Monitoring and improving of working conditions

Activities:

- Ensuring the granting of increases specific to the field of activity in accordance with the activity carried out and the legal provisions - deadline: 2022-2025
- Organizing team-building activities, projects with social impact, joint events to strengthen the cohesion of the academic community - deadline: a minimum of one team building activity per year
- Permanent analysis of the teaching load level and ensuring their balanced distribution also in relation to the level of expertise and competences - deadline: 2022-2025

In charge:

3.4.3.4 Providing mentoring and counselling programs

Activities:

- Carrying out the annual mentoring plans (depending on the newly employed human resource) and approving them at the level of the unit's command – deadline: Annual, depending on needs;
- Conducting the intermediate and final evaluation of the mentoring process in a mentor-mentoring format and approving them at the level of the unit's command – term: bi-annually, depending on the calendar of activities described in the mentoring plan;
- Sending and promoting, at the level of the Academy staff, of the training/qualification offers as a mentor/trainer (e.g. the offer of courses available at the level of the ANIMV for the training of mentors/trainers) – permanently, depending on the calendar of the training programs.

In charge: Qualified staff to fulfil the role of mentor / counsellor, head of Human Resources Management sector, Head of the Psychological Counselling Cabinet

3.4.3.5 Ensuring a stimulating work environment

Activities:

- Ensuring the dynamism of the working environment by involving teaching staff in various activities and projects and stimulating the development of professional and transversal skills in order to increase the capacity to adapt to the external competitive environment, to the frequent mutations in the preparation and research priorities, as well as to efficiently address the crises - deadline: 2022-2025

In charge: Vice-chancellor, deans, SD director, INSI director, CNMSI director, deputies

3.5 Administration and services – We aim to implement an efficient and effective management system of support activities that fosters a high level of quality for university activities and provides quality decision-making support

3.5.1 Strategic objective 1 – Providing with specific material resources, in conditions of efficiency and effectiveness, in accordance with the objectives and priorities of the ANIMV

3.5.1.1 Ensuring the conditions of education, accommodation, equipment, feeding, transport and work of ANIMV students/trainees and staff

Activities:

- Ensuring the functioning of all buildings, according to their purpose (educational, accommodation and feeding facilities of students and trainees), administrative, technical spaces, etc. – deadline: 2022 - 2025;
- Providing equipment, office supplies, printed and typed, hygiene and cleaning materials and laundry services – deadline: 2022 - 2025;
- Providing ammunition and other materials necessary for the firing sessions with the weapons provided for students/trainees and for the military personnel of the Academy – deadline: 2022 - 2025;
- Ensuring the meals for ANIMV students / trainees and staff – deadline: 2022 - 2025;
- Ensuring the transport resources necessary for carrying out the activities at the level of the ANIMV: 2022 – 2025

In charge: Second-In-Command for Logistics, Heads of Logistic structures within the unit

3.5.1.2 Improving/ consolidation of instruments and mechanisms in the field of management and use of material resources

Activities:

- Ensuring the conditions for the storage of material goods, carrying out the reception operations, registration and distribution in accordance with the legal provisions – deadline: 2022 - 2025;
- Keeping the technical-operative record, drawing up and registering the supporting documents, through SIGR, checking the integrity of the patrimony, the way of using and highlighting the relevant goods through inventories, scores, verifications – deadline: 2022 - 2025;
- Monitoring the technical condition and maintenance of assets, monitoring stocks, periodical verification of storage terms, identification of fixed assets and their capitalization – deadline: 2022 - 2025;
- Prioritization of material resources allocation in multiannual projection and connection of the material resources planning component to medium and long-term forecasts and estimates – deadline: 2022 – 2025

In charge: Second-In-Command for Logistics, Heads of Logistic structures within the unit

3.5.1.3 Providing with material means and services of high-quality level, in accordance with the technological developments and the requirements expressed by the beneficiary staff

Activities:

- Improvement and adequacy of technical specifications related to the purchased goods/services/works – deadline: 2022 – 2025

In charge: Second-In-Command for Logistics, Heads of Logistic structures within the unit

3.5.2 Strategic objective 2 – Digitalization of services

3.5.2.1 Developing a digitalization strategy

Activities:

- Elaboration of a strategy for the digitization of ANIMV for the period 2021 – 2025 – deadline: September 30, 2022

- Elaboration of a data security policy managed in electronic format – deadline: September 30, 2022

In charge: Vice-chancellor, Technology deputy, deans, INSI director, CNMSI director, Head of the Central Library and Publishing Office

3.5.2.2 Establishment of the Special Matriculation Register

Activities:

- Identification of stakeholders and of the necessary material and technological resources - deadline: March 30th, 2022

- Establishing the specifications that the RMS must comply with – deadline: March 30th, 2022

- Stakeholders consultation - deadline: April 30th, 2022

- Development of security policies and audit policies – deadline: August 31st, 2022

- Creation of the database – deadline: August 31st, 2022

- Population of the database – deadline: September 30th. for the current series, October 15th, 2022 for the 2022 – 2025 series, annually, until October 15th. for the subsequent series, December 31st, 2022 for the series accepted in the 2015 – 2018 timeframe

In charge: Vice-chancellor, deans, ANIMV chief secretary, Faculty Chief Secretaries of the, Head of the Study Documents sector

3.5.2.3 Developing the digital skills of the academic community and ANIMV staff

Activities:

- Organizing courses / training sessions for the development of e-competences of teachers, assimilated teachers, staff in the administrative support area in accordance with the evolution of the ANIMV digitization process - deadline: 2022-2025

- Organizing training sessions, presentations of new programs or applications used to carry out teaching activities in order to ensure the administrative support of teaching activities - deadline: 2022-2025

- Elaboration of policies on the use of teaching information systems and applications and organization of training sessions in this respect - term: whenever appropriate, when new IT tools are put into operation

In charge: Vice-chancellor, Technology Deputy, deans, Doctoral School Director

3.5.2.4 Development of the internal e-learning platform

Activities:

- Identification of operational requirements, development and implementation of new modules and functionalities at the level of the current platform used in the training activities (Google for Education) – deadline: December 31st, 2022
- Integration and operationalization of collaborative and videoconferencing tools in the online training process (Internal e-learning platform at the level of the Intelligent ClereOne Collaborate Space building) – deadline: December 31st, 2022

In charge: Vice-rector, Technical deputy, deans, Heads of secretarial structures

3.5.2.5 Debureaucratization and simplification through computerization

Activities:

- Digitization of the classified library from the ANIMV patrimony and ensuring access to it using SIC Intranet – deadline: September 30th, 2022
- Digitization of librarian loan services within ANIMV – deadline: June 30th, 2022
- Digitization of archive registers of university documents and study documents – deadline: December 31, 2022
- Implementation of purchased/developed information systems, creation of flows and responsibilities specific to the use of access, organization, record keeping and university management applications – deadline: October 01st, 2022
- Implementation of computerized access at the level of all entities within ANIMV, integration of technologies, ensuring a secure, centralized management under mobility conditions – deadline: December 31st, 2022
- Optimization of information systems used at unit level, identification of operational requirements, development and operationalization of new facilities according to existing operational needs – deadline: 2022 – 2025
- Efficient use of operational information and communication systems and infrastructure at the Inteligent building in the research and training process – deadline: July 01st, 2022
- Prospecting the IT&C market, testing and implementing state-of-the-art technologies, developing and using them in the educational process in ANIMV – deadline: 2022 – 2025
- Digitization of the belletristic library, ensuring access to the digitized fund through the operational information and communication systems in the unit – deadline: December 31st, 2022
- Digitization of the fiction library, ensuring access to the digitized repository through operational information and communication systems at the unit level – deadline: June 30, 2024

In charge: Technical deputy, Educational deputy, Administrative director, Head of the Central Library and Publishing House

3.5.3 Strategic objective 3 – Development/modernization and valorisation of the ANIMV patrimony

3.5.3.1 Efficient use of facilities

Activities:

- Implementation of a digital system for controlling the consumption of electricity and resources within ANIMV – deadline: June 30th, 2023
- Development of an electric car fleet – deadline: June 30th, 2025

In charge:

3.5.3.2 Modernization and development of infrastructure (including through new constructions)

Activities:

- Ensuring the access of ANIMV students to Internet in the common facilities, accommodation spaces, in other dedicated areas – deadline: 2022-2025

In charge: Technical deputy, Education deputy, Administrative director

3.5.3.3 Connecting infrastructure elements in functional networks

Activities:

- operationalization of smart lecture rooms – deadline: June 30th, 2022

In charge: Technical deputy, Education deputy, Administrative director

3.5.4 Strategic objective 4 – Increasing the quality level of logistical support for ANIMV students/trainees and staff

3.5.4.1 Prioritization and judicious allocation of material resources for the functioning of ANIMV, according to the objectives and priorities set

Activities:

- Increasing the quality of life for students/learners (continuous improvement of study, accommodation and feeding conditions), as well as for ANIMV staff (maintenance/improvement, as appropriate, of working conditions) - deadline: 2022 – 2025

- Management of material insurance plans and organization of procurement procedures under conditions of legality, economy, efficiency and effectiveness – deadline: 2022 - 2025

In charge: Second-In-Command for Logistics, Heads of Logistics structures within the unit

3.5.4.2 Accessing projects financed from non-reimbursable external funds for the modernization of university campuses

Activities:

- Identification of financing needs – deadline: June 30th, 2022
- Identification of sources of non-reimbursable financing – deadline: June 30th, 2023
- Preparation of the necessary documentation to obtain the financing – within 6 months from the identification of the financing source

In charge: Vice-chancellor, Administrative director, Head of the Financial Service, Heads of structures that identified the need/beneficiary structures

3.5.4.3 Continuation of maintenance and repair works of buildings and of machinery, equipment and installations, implementation of the energy efficiency project, as well as modernization of the real estate infrastructure through investment projects

Activities:

- Development of the current repair management system in multi-annual projection – deadline: December 31st, 2023;

- Maintaining the assumed pace of the investment works started in previous years and initiating new investments with impact – deadline: 2022-2025

- Updating the cadastral record of the ANIMV patrimony – deadline: December 31st, 2022

In charge: Second-In-Command for Logistics, Heads of structures in the ANIMV stationing area

3.5.5 Strategic objective 5 – Increasing the quality level of specific support services, in line with the objectives and priorities of ANIMV

3.5.5.1 Ensuring an optimal public visibility of ANIMV by streamlining the public communication process

Activities:

- Development of a public communication strategy subsumed to the public communication process of the Service - deadline: December 2022
- Sustained promotion of ANIMV educational offer, respectively of the offer regarding the organization of internships within the Service's units, through the ANIMV website, respectively through the website of the Service and the social media platforms used by it - term: annually, depending on the admission calendar, respectively according to the calendar of internships through the virtual environment – deadline: 2022 – 2025
- Promotion of works published in the ANIMV Publishing House through the Academy's website, respectively through the website of the Service and the social media platforms used by it - deadline: 2022-2025
- Promoting events, scientific communication sessions, scientific conferences organized by ANIMV or to which it is a partner through the Academy's website, through the website of the Service and the social media platforms used by it, respectively - deadline: 2022-2025
- Promotion through presentation sessions, respectively through the website of the Service, and the social media platforms used by it, of the events organized by the ANIMV in partnership with other higher education institutions, research institutes, associations or organizations - deadline: whenever events are organized
- Organization of events for the public promotion of ANIMV, both within and outside the Service - deadline: 2022 – 2025
- Reconfiguration of the section on doctoral and postdoctoral studies from the ANIMV website in order to ensure a better promotion of the undertaken activities, in order to strengthen confidence and to increase the attractiveness of studies at national and European level – October 01, 2022, update October 2023, 2024
- Operationalization of the ANIMV page within the Service Portal - deadline: August 31, 2023
- Publication on the ANIMV page within the Service portal of the academic résumés of ANIMV academics and researchers – deadline: 3 months from the operationalization of the ANIMV page
- Update of the ANIMV website – deadline: 2022-2025

In charge: Vice-rector, deans, vice-deans, Heads of University departments, INSI director, CNMSI director, Head of the International Communication and Cooperation Department (SCCI)

3.5.5.2 Development of ANIMV Publishing House

Activities:

- Elaboration of a development strategy of the ANIMV Publishing House - deadline: April 30th, 2022
- Identifying and adopting solutions that would allow the acquisition of copyrights and the publishing of works by foreign authors within the ANIMV Publishing House and reference works in the field of Intelligence and Security Studies of Romanian authors, respectively - deadline: December 31, 2022
- Attendance to specific events organized at national level - deadline: at least one event annually, depending on the calendar of events
- Promoting the works published by ANIMV Publishing House through the ANIMV website-deadline: permanently, with the monthly update of the site
- Organizing events in order to present editorial publications of ANIMV, as well as editorial publications of the ANIMV staff published by other publishing houses - deadline: depending on the editorial publications, at least two events annually
- Organizing promotional events – annually, according to the calendar proposed at the beginning of the year

In charge: The Publishing House Council, Head of the Central Publishing House and Library Office