

ROMANIA
ROMANIAN INTELLIGENCE SERVICE
"MIHAI VITEAZUL" NATIONAL INTELLIGENCE
ACADEMY
No. 421448/June 30th, 2025

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**“MIHAI VITEAZUL”
NATIONAL INTELLIGENCE ACADEMY
OPERATIONAL PLAN
FOR 2025**

Approved in ANIMV Senate’s meeting on June 25th, 2025

– Bucharest, 2025 –

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PREAMBLE

“Mihai Viteazul” National Intelligence Academy’s (ANIMV) Operational Plan for 2025 aims to operationalize the *Multiannual strategic plan for institutional development of ANIMV for the 2025-2029 timeframe*, by establishing actions, programs, and projects which depend on the achievement of the strategic objectives set for the reference period.

This document shall be made public on the Academy’s website and the academic community and ANIMV stakeholders will be responsible for contributing to the fulfilment of the plan.

Planned actions, programs, projects to achieve the strategic objective	Responsible parties	Deadline
1. EDUCATION AND PROFESSIONAL DEVELOPMENT		
1.1. Ensuring an educational and professional development process tailored to the needs of the Romanian Intelligence Service (SRI) and of the beneficiary institutions within the System of Defence, Public Order, and National Security (SNAOPSN)		
<i>1.1.1. Providing study and professional training programs in accordance with the needs of SRI and beneficiary institutions within SNAOPSN</i>		
Involving nationally recognized specialists in the study and professional development programs, in order to ensure the optimal integration of graduates into the professional environment.	Heads of university departments	2025
Submitting ANIMV's approved tuition fees for the 2025-2026 academic year to the Ministry of Education and Research (MEC).	ANIMV Chief Secretary	January 15 th , 2025
Assessing and revising curricula for bachelor's and professional master's programs, in consultation with the main beneficiaries.	Deans, Quality Assurance Office (BAC) Director	March 31 st , 2025
Drafting the curricula for the non-university training programs, in consultation with the main beneficiaries.	Deans	March 31 st , 2025
Diversifying the portfolio of study and professional development programs in accordance with the needs of SRI and beneficiary institutions within SNAOPSN.	Deans, Heads of university departments	May 31 st , 2025
Updating the education and vocational training policies in order to ensure compatibility with the needs of SRI.	Educational Management Office (BME) Director	July 1 st , 2025
Collecting feedback from graduates and employers regarding the study and vocational training programs.	BAC Director, Deans	September 30 th , 2025
Drafting the framework document for planning the education and vocational training process in SRI.	BME Director	September 30 th , 2025
Approving the tuition fees corresponding to ANIMV and recruitment in SRI through military and civilian higher education institutions for the 2026-2027 academic year.	BME Director	October 15 th , 2025
Registering military students enrolled for the needs of SRI within civilian higher education institutions.	ANIMV Chief Secretary	October 31 st , 2025
Establishing ANIMV's university archive.	ANIMV Chief Secretary	December 31 st , 2025

Planned actions, programs, projects to achieve the strategic objective	Responsible parties	Deadline
<i>1.1.2. Increasing accessibility of non-academic training programs for SRI employees</i>		
Assessing and submitting proposals for non-university training programs in e-learning or blended-learning formats.	Deans, Heads of university departments	March 31 st , 2025
Developing the internal teaching platform through which non-university training programs are provided either in e-learning or blended-learning formats.	Head of the Distance Education Department (DID), National Centre for Modelling and Simulation in Intelligence (CNMSI) Director	September 30 th , 2025
<i>1.1.3. Coordination of internships within SRI units</i>		
Updating the Methodological Norms regarding the conduct of specialized internships within SRI and ANIMV internship partners.	BME Director	July 1 st , 2025
Concluding partnership agreements with the universities of origin of students interested in attending an internship within SRI units.	ANIMV Chief Secretary	Whenever the case
Concluding framework internship agreements and issuing documents certifying the results of the students' internship activity.	Faculty Chief Secretaries	According to the calendar
Organizing internships for military students enrolled in other higher education institutions and registered with ANIMV.	ANIMV Chief Secretary	June - July 2025
Presenting the internship offer within SRI units and the conditions for attending these internships in 2026.	ANIMV Chief Secretary	November 30 th , 2025
1.2. Ensuring a research-based education		
<i>1.2.1. Curriculum development aligned with scientific research in the field</i>		
Establishing teaching laboratories specific to each professional specialization, designed to replicate the real working environment.	Heads of university departments, National Institute for Intelligence Studies (INSI) Director	2025

Planned actions, programs, projects to achieve the strategic objective	Responsible parties	Deadline
Strengthening cooperation with the NATO HUMINT Centre of Excellence in Oradea on projects related to HUMINT issues.	Deans	2025
1.3. Development of doctoral and postdoctoral studies		
<i>1.3.1. Development of doctoral and postdoctoral study programs</i>		
Regularly assessing the meeting of specific performance criteria and critical performance indicators applicable to doctoral and postdoctoral studies at national level.	Council for Doctoral University Studies (CSUD) Director, Doctoral School (SD) Director	Twice a year
1.4. Strengthening the institution's knowledge provider position in national and international partnerships		
<i>1.4.1. Strengthening collaboration within national partnerships</i>		
Updating, as appropriate, the collaboration agreements on initial and continuing vocational training, concluded with SNAOPSN institutions.	ANIMV Chief Secretary	According to deadlines of agreements
<i>1.4.2. Strengthening collaboration within international partnerships</i>		
Actively contributing, including through training programs, as well as promoting outreach activities on academic cooperation platforms and relevant educational associations, operating in the European and Transatlantic area: Intelligence College in Europe, European Security and Defence College, International Association for Intelligence Education, International Studies Association etc.	CSUD Director, Deans, SD Director, INSI Director	2025
Developing international collaborations and partnerships, including all specific components of doctoral and postdoctoral study programs (organizing and attending European and international scientific events and training programs, inviting lecturers from abroad, involving them in doctoral thesis guidance and support committees).	CSUD Director, Deans, SD Director, INSI Director	2025
Ensuring international mobility programs for students and teaching staff by strengthening existing partnerships and establishing new ones with universities which provide competitive educational programs in the field of security and intelligence studies, as well as in complementary fields of study.	CSUD Director, Deans, SD Director, ANIMV Chief Secretary	2025

Planned actions, programs, projects to achieve the strategic objective	Responsible parties	Deadline
2. SCIENTIFIC RESEARCH		
2.1. ANIMV – leading national and European contributor to scientific research in security and intelligence studies		
<i>2.1.1. Maintaining the upward trend in involvement in national and European research projects with international impact, as well as increasing the visibility of research results</i>		
Increasing the number of research projects participating in competitions and of those accepted for funding, as well as of scientific events organized by ANIMV with impact at regional and European level, and of the number of scientific publications accepted in international databases and/ or prestigious national and international publishers.	CSUD Director, Deans, SD Director, INSI Director	2025
<i>2.1.2. Encouraging academic excellence and increasing scientific research visibility</i>		
Developing mechanisms to promote innovations and publications relevant to the field of reference within the ANIMV academic community.	Deans, SD Director, INSI Director	2025
Enacting ANIMV's editorial strategy.	Central Library Director	July 1 st , 2025
2.2. Ensuring necessary conditions for the integration of scientific research results into the university curriculum		
<i>2.2.1. Strengthening cooperation between ANIMV research and teaching structures</i>		
Strengthening the know-how and encouraging innovation in the educational process, including from the perspective of integrating interactive teaching methods within ANIMV's scientific research projects.	Deans, SD Director, INSI Director	2025
<i>2.2.2. Integrating scientific researchers into faculty teaching activities</i>		
Involving scientific researchers in the process of updating curricula and learning content, including through involvement of interdepartmental teams to conduct comparative/benchmarking studies (as required) and integrate the results obtained.	Deans, INSI Director	On the update of curricula
2.3. Ensuring alignment of scientific research activities to SRI necessities		
<i>2.3.1. Enhancing cooperation between ANIMV and SRI units</i>		
Establishing the scientific knowledge needs of the units that benefit from scientific research results.	CSUD Director, SD Director, INSI Director	2025
<i>2.3.2. Encouraging student participation in research activities and scientific conferences</i>		
Leveraging research deliverables by ANIMV students through regular publication.	Deans	2025

Planned actions, programs, projects to achieve the strategic objective	Responsible parties	Deadline
Identifying student training topics which correspond to ANIMV research projects.	Deans	2025
Organizing the ANISTUD student conference.	Deans	May 30 th , 2025
Organizing the international conference for doctoral students on <i>Intelligence and Security Culture</i> .	CSUD Director, SD Director	June 30 th , 2025
Publishing the print edition and posting online the <i>Romanian Intelligence Studies Review/RRSI</i> (2 issues/year).	RRSI Editorial board	Twice a year
Publishing the print edition and posting online the <i>Bulletin of Linguistic and Intercultural Studies/BSLI</i> (2 issues/year).	BSLI Editorial board	Twice a year
3. QUALITY – EXCELLENCE - ETHICS		
3.1. Ensuring compliance with education quality standards and developing a culture of quality within ANIMV		
<i>3.1.1. Strengthening the quality management system</i>		
Updating strategies, regulations, methodologies and reports specific to the implementation of study and professional training programs, in compliance with the provisions of Law of higher education No. 199/2023, with subsequent amendments and completions, and specific internal rules of SRI.	Central Commission for Evaluation and Quality Assurance (CEAC) Director, BAC Director, BME Director	Whenever the case
Updating information in the National Register of Qualifications in Higher Education and the National Register of Postgraduate Programs on study and professional training programs.	BAC Director	Whenever the case
Regularly informing the staff involved in the educational process on the existing quality standards.	BAC Director	Whenever the case
Monitoring the action plan for implementing ARACIS-HCERES recommendations following the external evaluation.	BAC Director	Twice a year
Continuously adapting the admission criteria and the methods to verify their corresponding to the profile of candidates and ANIMV objectives in order to increase the quality of admitted students.	Deans, ANIMV Chief Secretary	6 months before admission

Planned actions, programs, projects to achieve the strategic objective	Responsible parties	Deadline
Reporting annual statistical data on students and graduates, staff employed and material resources, at the request of MEC (ANS platform), the National Institute of Statistics of Romania (e-SOP platform), as well as UEFISCDI (the new Single National Reporting Platform in Higher Education - PNRUIS).	BME Director	March 31 st , 2025 December 31 st , 2025
Updating the “Strategy on evaluation and quality assurance of education in ANIMV”.	CEAC Director, BAC Director	June 30 th , 2025
Updating the “Quality assurance system for educational services of ANIMV”.	CEAC Director, BAC Director	June 30 th , 2025
Evaluating the quality of the education and professional training processes in SRI in 2024.	BME Director	June 30 th , 2025
Approving by the SRI leadership of the establishment of the professional master’s program for promoting a security culture in the civil society, entitled “Hybrid Threats and Strategic Resilience”.	Dean of the Faculty of Intelligence Studies (FSI)	June 30 th , 2025
Approving by the ANIMV governing bodies of the documents for the registration of the new program in the National Register of Qualifications in Higher Education and of the internal evaluation paperwork.	FSI Dean	October 30 th , 2025
Initiating the external evaluation process by the Romanian Agency for Quality Assurance in Higher Education (ARACIS) of the master’s program entitled “Security Studies”.	BAC Director	October 30 th , 2025
Drafting the periodic evaluation report for the doctoral field of study “Intelligence and National Security”.	SD Director	November 30 th , 2025
Conducting the benchmarking process in order to establish a set of qualitative and quantitative references for quality at the level of the institution.	CEAC Director, BAC Director	2025
Issuing academic documents for university study programs in a timely manner.	Head of the Academic Records Office	Within legal deadlines
<i>3.1.2. Developing mechanisms for collecting feedback on the quality of the study programs and the teaching staff’s activity</i>		
Updating feedback questionnaires and simplifying the process of collecting and analysing feedback from students and employers.	BAC Director	Whenever the case
Applying questionnaires and collecting feedback from students/trainees/graduates, and employers.	BAC Director	2025

Planned actions, programs, projects to achieve the strategic objective	Responsible parties	Deadline
Analysing the feedback collected in reports which can be used to improve educational efficiency.	BAC Director	2025
Analysing feedback reports by ANIMV leadership and implementing the necessary measures.	Commandant (Rector), Deans	Twice a year
Compiling scores based on student feedback and forwarding them for the teaching staff evaluation process.	BAC Director	December 15 th , 2025
3.2. Focusing educational processes on the needs of students/trainees		
<i>3.2.1. Adapting teaching tradecraft to the particular features of new generations</i>		
Organizing workshops to leverage innovative teaching methods in ANIMV educational activities.	Deans, CNMSI Director	Quarterly
Analysing the optimal way to deliver the study programs/the subjects in ANIMV's portfolio.	Deans	Twice a year
Implementing a multiannual program to support and advise students, in order to facilitate their integration into university, provide guidance in choosing the most suitable educational, cultural, and social options specific to student life, with a view to a successful academic journey.	Deans	2025
Increasing predictability and automatization of teaching activity planning.	Deans, CNMSI Director	2025
Monitoring the implementation of the provisions of ANIMV Student Rights and Obligations Code.	University Senate, Deans, BAC Director	2025
<i>3.2.2. Personal development of ANIMV students and trainees</i>		
Implementing an extracurricular activities program for ANIMV students and trainees.	Deans, Career Counselling and Guidance Centre (CCOC) Coordinator	2025
Involving ANIMV personnel, as well as students/trainees, in organizing and conducting sports or cultural-artistic activities.	Deans, CCOC Coordinator	2025
Ensuring an upward trend of the number of users of ANIMV's Central Library resources.	Deans, Central Library Director	2025

Planned actions, programs, projects to achieve the strategic objective	Responsible parties	Deadline
3.3. Ensuring an ethical framework in line with legislation and best practices in this area		
<i>3.3.1. Ensuring awareness of ethical and professional standards</i>		
Organizing seminars or vivas on ethics and deontology topics.	University Ethics Commission (CEU) Director	2025
Organizing training sessions on the use of software to identify similarity coefficients and on the use of verification reports.	CEU Director	2025
<i>3.3.2. Ensuring the proper functioning of the University Ethics Commission</i>		
Operationalizing and ensuring the activity of the research ethics subcommittee, ensuring the regulatory framework necessary for its functioning and the effectiveness of the decisions.	CEU Director	2025
4. HUMAN RESOURCE		
4.1. Continuing the recruitment and selection processes		
<i>4.1.1. Recruiting teaching and research staff</i>		
Updating the procedures for recruiting university teaching staff, intelligence instructors and scientific researchers for the positions created.	Deans, SD Director, INSI Director, ANIMV Chief Secretary	July 31 st , 2025
<i>4.1.2. Selection of teaching and research staff, including associate teaching staff</i>		
Filling vacant teaching and research positions through selection processes with personnel who have proper professional training and moral integrity.	Deans, INSI Director, ANIMV Chief Secretary	According to methodologies into force
Stabilizing and strengthening the group of experts within SRI as associate teaching staff invited for strictly specialized subjects or subject sequences.	Deans, Human Resources Department	2025

Planned actions, programs, projects to achieve the strategic objective	Responsible parties	Deadline
4.2. Professional development of the teaching and research staff		
<i>4.2.1. Personalization of the career path of the teaching and research staff</i>		
Validating Individual career plans of the teaching and research staff, considering personal ambitions and institutional needs, in compliance with policies to support and ensure the quality of human resources at academic and scientific level.	Deans	2025
Regularly assessing the professional competence of the teaching and research staff in relation to individual career plans and established performance indicators.	Deans	2025
<i>4.2.2. Development of teaching and research staff skills</i>		
Participation of the teaching and research staff in documentation internships at SRI.	Heads of university departments	Twice a year
Participation of the teaching staff in training/development courses for psycho-pedagogical skills.	Deans	December 31 st , 2025
Organizing regular clubs/workshops for the methodological training of teaching staff.	BAC Director	Whenever the case
Organizing training sessions for updating and strengthening the digital skills of teaching staff.	CNMSI Director	2025
Increasing the collection of reference publications within ANIMV's Central Library, by developing the three collections: "Intelligence and Security Studies", "International Relations", and "Culture and Civilization".	Central Library Director	2025
4.3. Team building and consolidation		
<i>4.3.1. Developing the managerial skills of decision-making staff</i>		
Ensuring the managerial training of decision-making staff.	Commandant (Rector), Second-in-Command	According to series calendar
Operationalizing a project to optimize the managerial skills of decision-making staff.	Commandant (Rector), Second-in-Command	December 31 st , 2025

Planned actions, programs, projects to achieve the strategic objective	Responsible parties	Deadline
4.4. Embracing and integrating a culture of sustainable development and innovation		
<i>4.4.1. Promoting, embracing and integrating a culture of sustainable development and innovation</i>		
Implementing the objectives set out in the Action Plan for the “2024 - 2027 National strategy for preventing and countering anti-Semitism, xenophobia, radicalization, and hate speech”.	Deans, ANIV Chief Secretary, Heads of support departments	2025
Encouraging innovation and increasing inclusion in the academic community through the “Ambassadors of Innovation” project.	Deans, CNMSI Director	2025
4.5. Developing the digital skills of ANIMV staff		
<i>4.5.1. Developing the digital skills of ANIMV staff</i>		
Organizing training sessions to develop the digital skills of the teaching and research staff, as well as of the administrative support staff, in compliance with the progress of ANIMV’s digitalization process.	CNMSI Director	2025
Establishing procedures for using IT&C systems and applications in the teaching activities or to ensure administrative support for teaching activities.	CNMSI Director	2025
4.6. Increasing professional satisfaction in the workplace		
<i>4.6.2. Ensuring a stimulating work environment</i>		
Organizing the annual team building in order to strengthen the cohesion of the academic community.	Commandant (Rector)	September 2025
5. ADMINISTRATION AND SERVICES		
5.1. Ensuring financial, logistical and technological resources		
<i>5.1.3. Ensuring training, accommodation, equipment, food, transport and working conditions for members of the academic community</i>		
Continuing the maintenance and repair work on buildings and machinery, equipment and installations, implementing the energy efficiency project, as well as modernizing the real estate infrastructure through investment projects.	Administrative Director, Heads of Logistics Departments	2025

Planned actions, programs, projects to achieve the strategic objective	Responsible parties	Deadline
Assessing the opportunity to externalize some logistics services.	Administrative Director, Heads of Logistics Departments	2025
5.3. Communication, public information and sustainable cooperation		
<i>5.3.1. Ensuring public transparency of ANIMV</i>		
Developing and implementing the GDPR policy at ANIMV level.	Head of the Communication Department	June 30 th , 2025
<i>5.3.2. Ensuring optimal public visibility of ANIMV</i>		
Developing a communication and cooperation strategy of ANIMV falling under SRI's public communication process.	Head of the Communication Department	December 31 st , 2025
Developing a development strategy for ANIMV Publishing House.	Central Library Director	2025
<i>5.3.3. Creating the ANIMV alumni network</i>		
Creating an alumni network involved in educational or research projects of ANIMV.	Commandant (Rector), Second-in-Command	December 31 st , 2025