

ROMANIA
ROMANIAN INTELLIGENCE SERVICE
"MIHAI VITEAZUL"
NATIONAL INTELLIGENCE ACADEMY
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**MULTIANNUAL
STRATEGIC PLAN
FOR INSTITUTIONAL DEVELOPMENT
OF
"MIHAI VITEAZUL"
NATIONAL INTELLIGENCE ACADEMY
for the 2025-2029 timeframe**

Approved in ANIMV Senate meeting on June 25th, 2025
– Bucharest, 2025 –

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PREAMBLE

The multiannual strategic plan for institutional development of “Mihai Viteazul” National Intelligence Academy (hereinafter ANIMV) aims to strengthen its unique role as a benchmark institution in the field of "Intelligence and National Security" and transform it into a hub of education, research, development, and training at the Euro-Atlantic level, for the 2025–2029 timeframe.

This document is addressed to the ANIMV academic community, consisting of teaching and research staff, including intelligence instructors, auxiliary teaching staff, non-teaching staff, students enrolled in all stages of university study programs, as well as students in postgraduate and non-academic professional training programs in the ANIMV portfolio.

The plan defines the strategic directions and objectives to be pursued and achieved over the next four years, based on the institution's recertified status as a higher education institution with "High Confidence Level".

In order to achieve these objectives, we aim to capitalize on the progress made by ANIMV during the 2022 - 2025 timeframe in terms of structural and functional reorganization, carried out in successive phases, investment in technology and digitization, as well as consolidated and expanded partnerships.

The plan also addresses the challenges of the environment in which ANIMV operates and is based on its assumed mission and values, as well as its vision for institutional development.

The proposed strategic plan, assumed by the academic community of ANIMV, is published on the ANIMV website and shall be carried out with the support of the University Senate, the academic community, and ANIMV stakeholders.

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1. CONTEXT

ANIMV is a public military higher education institution, part of the national higher education system, providing education and research, accredited under the law, operating on the basis of the relevant national regulatory framework and the orders issued by the director of the Romanian Intelligence Service (hereinafter SRI), as well as on the basis of the University Charter.

ANIMV is the sole provider of professional training for intelligence officers in the SRI and the sole provider of professional training for human resources in the intelligence field for the institutions that are part of the national defense, public order, and national security system (hereinafter SNAOPSN), as well as one of the main providers of national security culture for the Romanian society.

ANIMV is also an accredited scientific research institution, responsible for fundamental and applied research in the field of "Intelligence and National Security" at national level, as well as an institution organizing doctoral studies (IOSUD).

All these elements shape the truly unique role of ANIMV, in the two essential areas of its activity – academic training and specialized (intelligence) training.

From this perspective, ANIMV's activity is determined or influenced by the following categories of stakeholders:

1. SRI and the other SNAOPSN institutions, as beneficiaries of the education, professional training, and research processes;
2. institutions within the national higher education system, which have a regulatory, guiding, and supervisory function.

As a university, ANIMV operates in a competitive academic and research environment, but has a dual status, in that it is both a state military higher education and research institution and a military unit of the SRI, its autonomy defined by the latter function.

Some of the identified challenges are (1) keeping up with developments in national education, national and European public policies in this area, (2) absorbing the impact of digitization on education, (3) providing quality educational services for the SRI and the other SNAOPSN institutions, and (4) transferring the knowledge gained through scientific research into teaching activities.

ANIMV responds to these challenges through (1) regulatory adaptation, in line with developments in national legislation and regulations in the field of education, (2) innovation and digitization projects, (3) efforts to strengthen the teaching staff and attract specialists with relevant expertise in the field of intelligence and national security for teaching activities, and (4) the conclusion of national and international partnerships on relevant teaching and scientific research projects.

2. MISSION, VISION AND VALUES

2.1. MISSION

ANIMV's mission is education and research, in accordance with Law of higher education No. 199/2023, with subsequent amendments and completions.

ANIMV's mission is achieved through:

- a) training and further training officers and military and civilian experts in the field of "Military Science, Intelligence, and Public Order";
- b) organizing and conducting academic scientific research in the field of "Military Science, Intelligence, and Public Order";
- c) promoting a security culture within the civil society through training and further training programs for civilian specialists in the fields of "Military Science, Intelligence, and Public Order" and "Political Science."

The training of intelligence officers requires an integrated education and professional training strategy, which covers two essential areas, namely academic training – which ensures life and professional beliefs based on the **humanist values** of dignity, tolerance, and respect for fundamental human rights and freedoms – and specialized (intelligence) training, which is constantly linked to the specific nature of the profession.

2.2. VISION

The proposed vision is to consolidate ANIMV's position as a high-performance higher military education and research institution in the field of "Intelligence and National Security," a digitized, flexible, innovative, sustainable institution that develops skills adapted to the security, social, and technological challenges of the future.

2.3. VALUES

The ANIMV values are subsumed to SRI values, which include: ***Patriotism, Honor, Professionalism***, to which we add our credo as a higher education institution focused on excellence: ***Dare! Learn! Innovate!***

3. TRADITION AND PRINCIPLES

3.1. TRADITION

The Faculty of Psycho-Sociology, the "Intelligence" specialization, a structure subordinated to SRI (Government Decision no. 137/1991) was established within the "Alexandru Ioan Cuza" Police Academy in Bucharest on February 25, 1991.

Awareness of the social utility of this initiative led to the establishment, on August 24, 1992, of an independent military higher education institution specializing in the training of intelligence officers: the Higher Intelligence Institute (Government Decision No. 427/1992). The new structure was reorganized and transformed on April 4, 1995, into the National Intelligence Institute (Government Decision No. 206/1995), which included the Faculty of Psychosociology and the Faculty of Communication Sciences.

In order to better meet the requirements for the training of intelligence officers, on October 24, 2000, the National Intelligence Academy was established (Government Decision No. 952/2000), within which the Faculty of Intelligence operated. On March 25, 2009, the name of the institution was changed to the "Mihai Viteazul" National Intelligence Academy (Government Decision No. 353/2009).

In 2010, ANIMV became an education and research institution, with the establishment of the National Institute for Intelligence Studies, whose purpose was to carry out scientific research in the field of "Intelligence and National Security" in order to support the educational process of ANIMV.

As a result of a new reorganization, starting June 22, 2015, the Faculty of Intelligence Studies and the National Center for Modeling and Simulation in Intelligence were established, and the Doctoral School and the National Intelligence College were reorganized as independent structures (Government Decision no. 446/2015).

As part of the institutional transformation efforts for 2020-2025, ANIMV has become the sole provider of education and professional training for SRI, expanding its training logistics base by integrating two campuses.

3.2. PRINCIPLES

The basic principles of this strategic plan are those stated in the ANIMV University Charter of 2024, namely:

- the principle of legality;
- the principle of academic autonomy;
- the principle of academic freedom;
- the principle of public accountability;
- the principle of quality assurance;
- the principle of equity;
- the principle of managerial and financial efficiency;

- the principle of transparency;
- the principle of respect for the rights and freedoms of the academic community members;
- the principle of freedom of national and international mobility for students, teachers, and researchers;
- the principle of student-centered education;
- the principle of relevance, according to which education responds to personal and socio-economic development needs;
- the principle of guaranteeing the cultural identity of all members of the academic community and intercultural dialogue;
- the principle of assuming, promoting, and preserving the national identity and cultural values of the Romanian people;
- the principle of recognizing and guaranteeing the rights of people belonging to national minorities, the right to preserve, develop, and express their ethnic, cultural, linguistic, and religious identity;
- the principle of ensuring equal opportunities and non-discrimination;
- the principle of freedom of thought and independence from political and religious ideologies and doctrines;
- the principle of consulting social partners in decision-making;
- the principle of student participation in decision-making.

4. DIRECTIONS AND STRATEGIC OBJECTIVES

The academic decision-making process is based on subsidiarity and proportionality. Considering the specific nature of ANIMV as a military higher education institution, dialogue and the allocation of tasks to those responsible at different internal decision-making levels complement the rigors imposed by the military hierarchy. The specific duties of management positions within ANIMV, their tasks and timelines are established in close relation to the objectives set out in the ANIMV Commandant's management plan.

The strategic directions identified for the realization of the above perspective are as follows:

4.1. EDUCATION AND PROFESSIONAL TRAINING

Given its unique role as the sole provider of training for human intelligence resources at the national level, established and consolidated over more than three decades of activity, ANIMV aims to provide modern education in line with trends in the professional field and technological developments, with a focus on providing educational services to its main beneficiary – SRI.

The entire educational process, carried out within the two faculties – the Faculty of Intelligence and the Faculty of Intelligence Studies – is student-centered and learner-centered, designed to meet their professional and personal development needs. In this endeavor, students and trainees are not only beneficiaries of the educational processes organized by ANIMV, but also partners of our university.

The challenges that ANIMV is facing are to align initial and continuing training requirements with professional training standards (the optimal graduate profile in terms of skills and learning outcomes), and to ensure the continuity of the evaluation and feedback process for measuring training performance in the short, medium, and long term, with the involvement of all participants in the process (trainees, trainers, SRI, beneficiary institutions).

It remains particularly important to replicate within ANIMV the professional environment into which graduates of programs dedicated to training future intelligence officers will have to integrate, as well as to capitalize on ANIMV's scientific research activities in study and professional training programs.

We also want to ensure increased access to ANIMV's non-academic training programs for SRI employees by developing e-learning programs and developing the logistic and technologic infrastructure on ANIMV campuses.

4.1.1. Strategic objective 1 – Ensuring an education and professional training process tailored to the needs of the SRI and beneficiary institutions within the SNAOPSN

4.1.1.1. Providing study and professional training programs in accordance with the needs of the SRI and beneficiary institutions within the SNAOPSN

Activities:

- Updating education and professional training policies to ensure convergence with SRI needs.
 - timeline: July 1, 2025
- Establishing the ANIMV university archive.
 - timeline: December 31, 2025
- Evaluating and revising the curricula for professional bachelor's and master's degree programs, in consultation with the main beneficiaries.
 - timeline: annually, by March 31
- Developing the curricula for non-academic training programs, in consultation with the main beneficiaries.
 - timeline: annually, by March 31
- Diversification of the study and professional training programs portfolio in accordance with the needs of the SRI and beneficiary institutions within the SNAOPSN.
 - timeline: annually, by May 31
- Collecting feedback from graduates and employers for study and professional training programs.
 - timeline: annually, by September 30
- Integrating data and drafting the framework document for planning the education and professional training process within SRI.
 - timeline: annually, by September 30
- Validating ANIMV enrollment figures and the figures for admission to SRI through military and civilian higher education institutions.
 - timeline: annually, by October 15
- Recording military students enrolled for SRI needs in civilian higher education institutions.
 - timeline: annually, by October 31

- Involvement of nationally recognized specialists in the development of study and professional training programs in order to ensure the optimal integration of graduates into the professional environment.

- timeline: ongoing

Responsible parties: vice-chancellor, deans, vice-deans, chief secretary of ANIMV, head of the Educational Management Office, head of the Quality Assurance Office, university department directors

4.1.1.2. Increasing accessibility of non-academic training programs for SRI employees

Activities:

- Evaluation and drafting of proposals for the development of non-academic training programs in *e-learning* or *blended-learning* formats.

- timeline: annually, by March 31

- Developing the internal teaching platform through which non-academic training programs are provided in *e-learning* or *blended-learning* formats.

- timeline: September 30, 2025

Responsible parties: vice-chancellor, deputy commandant, deans, vice-deans, director of the Distance Education Department, head of the National Center for Modeling and Simulation in Intelligence

4.1.1.3. Coordination of internships within SRI units

Activities:

- Updating the methodological Norms regarding the conduct of specialized internships within SRI and ANIMV's internship partner institutions.

- timeline: 01.07.2025

- Concluding institutional internship agreements with the universities of students interested in carrying out internships within SRI units.

- timeline: annually

- Concluding individual internship agreements and issuing documents certifying the results of students' practical training activities.

- timeline: annually

- Organizing internships for military students enrolled at other higher education institutions and registered with ANIMV.

- timeline: annually, depending on the structure of the academic year

- Presenting the internship offer within the Service's units and the conditions under which these are carried out.

- timeline: annually, in November

Responsible parties: Deans, Vice-deans, ANIMV chief secretary, Head of the Educational Management Office, faculty chief secretaries, internship coordinators

4.1.2. Strategic goal 2 - Ensuring a research-based education

4.1.2.1. Curriculum development aligned with scientific research in the field

Activities:

- Adapting the curriculum in order to ensure the development of required competences and skills, including through the use of scientific research results generated within ANIMV research projects (critical thinking, active and experiential learning, complex problem-solving, innovation, creativity, originality, initiative, leadership and social influence, resilience, flexibility and stress tolerance, programming, use, monitoring and control of technology, adaptability, and foresight-oriented thinking).

- timeline: ongoing

- Setting-up specific teaching laboratories for each professional specialization, designed to replicate the real working environment.

- timeline: 2025–2029

- Strengthening the link between university master's degree programs aimed at enhancing security culture in civil society and the research projects implemented by the National Institute for Intelligence Studies and the Doctoral School, including internships and the involvement of students in research teams.

- timeline: 2025–2029

- Strengthening the cooperation with beneficiaries within the SRI through research projects in fields of interest.

- timeline: 2025–2029

- Strengthening the cooperation with the NATO HUMINT Excellence Center in Oradea on HUMINT related projects.

- timeline: 2025–2029

Responsible parties: Vice-rector, Deans, Vice-deans, directors of university departments, director of the National Institute for Intelligence Studies

4.1.3. Strategic goal 3: Development of doctoral and postdoctoral studies

4.1.3.1. Development of doctoral and postdoctoral study programs

Activities:

- Aligning doctoral thesis topics with the research necessities identified at the SRI level.

- timeline: ongoing

- Increasing the number of university teaching staff and tenured scientific researchers involved in doctoral and postdoctoral study programs.

- timeline: ongoing

- Identifying alternative sources for funding doctoral and postdoctoral scholarships.

- timeline: ongoing

- Increasing the international mobility of doctoral candidates and postdoctoral researchers, including through funding the internationalization of training activities and the dissemination of research results, as well as participation in relevant international conferences or the publication of scientific articles in internationally recognized journals.

- timeline: ongoing

- Developing common practices in advanced scientific research specific to the “Intelligence and National Security” field of study
 - timeline: 2025–2029
- Periodic evaluation of compliance with specific performance criteria and critical performance indicators applicable to doctoral and postdoctoral studies at national level.
 - timeline: biannual (June/December)

Responsible parties: director of the Doctoral Studies Council; director of the Doctoral School

4.1.4. Strategic goal 4 – Strengthening the institution’s knowledge provider position in national and international partnerships

4.1.4.1. Strengthening collaboration within national partnerships

Activities:

- Strengthening and expanding partnerships with Romanian universities.
 - timeline: 2025–2029
- Updating, as appropriate, cooperation agreements on initial and continuing vocational training concluded with SNAOPSN institutions.
 - timeline: according to timelines specified in said agreements
- Setting out activities of interest to be carried out within partnerships with universities in Romania in order to promote security culture and to ensure ANIMV is keeping up with the latest developments in education.
 - timeline: annually

Responsible parties: Vice-rector, Deans, Vice-deans, director of the National Institute for Intelligence Studies, director of the Doctoral Studies Council; director of the Doctoral School, ANIMV chief secretary

4.1.4.2. Strengthening collaboration within international partnerships

Activities:

- Developing, maintaining, and strengthening strategic partnerships with prestigious universities and research institutions at European and international level.
 - timeline: 2025–2029
- Actively contributing, including through training programs, as well as encouraging *outreach* activities on academic cooperation platforms and specialized educational associations operating in the European and Transatlantic space, such as the European Intelligence College, the European Security and Defense College, the International Association for Intelligence Education, the International Studies Association, etc.
 - timeline: 2025–2029
- Developing international collaborations and partnerships, including across all components specific to doctoral and postdoctoral programs (organization of and participation in European and international scientific events and training programs, invitation of foreign lecturers, and their involvement in doctoral supervision and thesis defense committees).
 - timeline: 2025–2029

- Continuous mapping and cost–benefit evaluation of opportunities to initiate new partnerships in European and international formats.

- timeline: annually

- Ensuring international mobility for students and academic staff by strengthening existing partnerships and initiating new ones with universities offering competitive educational programs in the fields of security and intelligence studies, as well as in complementary fields of study.

- timeline: annually

Responsible parties: Vice-rector, deans, Vice-deans, Director of the National Institute for Intelligence Studies, Director of the Doctoral Studies Council, Director of the Doctoral School, ANIMV Chief Secretary, ERASMUS+ coordinators

4.2. SCIENTIFIC RESEARCH

In line with its assumed mission, scientific research activities are carried out through the National Institute for Intelligence Studies, the teaching departments within the two faculties, and by doctoral students and their doctoral supervisors through the Doctoral School, based on an integrated approach to the available resources for the successful implementation of the undertaken research projects premise.

To this end, ANIMV will continue to operationalize the concept of a collaborative, matrix-based working model, whereby interdepartmental project teams carry out tasks assigned by the project manager in close cooperation with beneficiaries. At the same time, the cross-cutting valorization of research outputs will be pursued, with the objective of optimizing research results for the benefit of the SRI.

4.2.1. Strategic goal 1 – ANIMV - leading national and European contributor to scientific research in security and intelligence studies

4.2.1.1. Maintaining the upward trend in involvement in national and European research projects with international impact, as well as increasing the visibility of research results

Activities:

- Mapping the scientific knowledge necessities of intra- and inter-institutional partners who are beneficiaries of ANIMV's scientific research outputs at national level.

- timeline: ongoing

- Strengthening and diversifying the European research consortia portfolio in order to participate in national and European scientific research funding competitions.

- timeline: 2025–2029

- Actively attracting research funding opportunities within national and European programs.

- timeline: 2025–2029

- Increasing the number of research projects submitted to and awarded funding through competitive calls, as well as the number of scientific events organized by ANIMV with regional and European impact, and the number of scientific publications accepted in international databases and/or by publishers of national and international prestige.

- timeline: 2025–2029

Responsible parties: vice-rector, deputy commander, Director of the Doctoral Studies Council, deans, vice-deans, director of the National Institute for Intelligence Studies, director of the Doctoral School

4.2.1.2. Encouraging academic excellence and increasing scientific research visibility

Activities:

- Attracting competent human resource and developing the research competences of current researchers in areas of expertise relevant to the fulfilment of SRI missions.
 - timeline: ongoing
- Promoting and actively monitoring the publication of scientific research results in specialized outlets with academic impact at national and international level.
 - timeline: ongoing
- Encouraging the publication of doctoral theses defended within ANIMV's Doctoral School through the ANIMV Publishing House.
 - timeline: ongoing
- Maintaining and strengthening ANIMV's capacity to generate relevant and impactful knowledge in the field of security and intelligence studies through the development of interdisciplinary research projects within nationally and internationally recognized consortia in the field.
 - timeline: 2025–2029
- Developing mechanisms to promote innovations and editorial outputs relevant to the field within the ANIMV academic community.
 - timeline: 2025–2029
- Adopting the ANIMV's editorial strategy.
 - timeline: annually, by 1 July

Responsible parties: Vice-rector, deans, Vice-deans, director of the Doctoral Studies Council, director of the Doctoral School, director of the National Institute for Intelligence Studies, Head of the Central Library and Publishing House

4.2.2.2. Integrating scientific researchers into faculty teaching activities

Activities:

- Involving scientific researchers in the process of updating curricula and teaching content, including through participation in interdepartmental teams conducting comparative or benchmarking studies (as needed) and integrating the results obtained.
 - timeline: upon curriculum updates
- Capitalizing on the results of research projects by integrating them into teaching materials applicable within the education process.
 - timeline: ongoing
- Involving ANIMV scientific researchers, according to their expertise and research fields, in teaching activities that allow the real-time use of consolidated expertise gained through recently completed and/or ongoing research projects.
 - timeline: 2025–2029

Responsible parties: Vice-Rector, Deans, Vice-Deans, Director of the National Institute for Intelligence Studies, Director of the Doctoral Studies Council, Director of the Doctoral School

4.2.3. Strategic goal – 3 - Ensuring alignment of scientific research activities to SRI necessities

4.2.3.1. Enhancing cooperation between ANIMV and SRI units

Activities:

- Identifying the scientific knowledge necessities of SRI units that are beneficiaries of scientific research outputs.
 - timeline: annually
- Capitalizing on scientific research outputs at the level of SRI units through beneficiaries' profiles tailored products.
 - timeline: ongoing
- Developing a new “ANIMV Strategy for Scientific Research, Development and Innovation 2027–2031.”
 - timeline: 2026

Responsible parties: Deputy Commander, Director of the Doctoral Studies Council, Director of the National Institute for Intelligence Studies, Director of the Doctoral School

4.2.3.2. Encouraging student participation in research activities and student scientific conferences

Activities:

- Involving ANIMV students in organizing teams or as observers at scientific events and training formats organized under the auspices of the National Institute for Intelligence Studies.
 - timeline: 2025–2029
- Promoting opportunities for ANIMV students to participate in research projects carried out by ANIMV.
 - timeline: 2025–2029
- Encouraging ANIMV students to participate in student conferences or in national and international scientific conferences and scientific communication sessions organized by other universities or research institutions.
 - timeline: 2025–2029
- Capitalizing on research deliverables produced by ANIMV students through periodic publication.
 - timeline: 2025–2029
- Identifying student training topics aligned with ANIMV research projects.
 - timeline: annually
- Organizing the ANISTUD student conference.
 - timeline: annually, by 30 May
- Organizing the international conference for master's and doctoral students, *Intelligence and Security Culture (ICS)*.
 - timeline: annually, by 30 June

Responsible parties: Vice-Rector, Deans, Vice-Deans, Director of the Doctoral Studies Council, Director of the Doctoral School, Director of the National Institute for Intelligence Studies, Head of the Central Library and Publishing House

4.3. QUALITY – EXCELLENCE – ETHICS

ANIMV will continue to implement quality standards in education across all activities carried out, in accordance with the applicable legislation in the field of higher education and internal institutional regulations. Emphasis will be placed on excellence in education and research, with strict adherence to academic ethics and professional deontology.

4.3.1. Strategic objective 1 – Ensuring compliance with education quality standards and developing a culture of quality within ANIMV

4.3.1.1. Strengthening the quality management system

Activities:

- Updating strategies, regulations, methodologies and reports specific to the implementation of study and vocational training programs in accordance with the provisions of Law No. 199/2023 on higher education with subsequent amendments and completions, and of the internal regulations specific to SRI.
 - timeline: ongoing
- Organizing and ensuring periodic external evaluation processes – institutional evaluation, evaluation of doctoral and master's degree programs, evaluation of undergraduate study programs, in accordance with the provisions of Law No. 199/2023 on higher education, with subsequent amendments and completions, and Government Decision No. 962/2024 on the approval of the Methodology for the external evaluation of the quality of education in higher education, as follows:
 - Periodic evaluation of the doctoral study program "Information and National Security" – timeline: January 2026
 - Accreditation of the master's degree program "Security Studies," which will create the possibility of establishing new professional master's programs – timeline: December 31, 2026
 - Periodic evaluation of the master's degree program "Information and National Security" – timeline: June 2027
 - Periodic evaluation of the bachelor's degree program "Intelligence Operations" – timeline: January 2028
 - Periodic evaluation of the master's degree program "International Relations and European Studies" – timeline: October 2029
 - Periodic evaluation of the bachelor's degree program "Security and Intelligence Studies" – timeline: October 2029
 - Periodic institutional and IOSUD evaluation – timeline: October 3, 2029
- Monitoring the action plan for the implementation of ARACIS-HCERES recommendations following the external evaluation.
 - timeline: every six months
- Continuous adaptation of admission criteria and methods for verifying their fulfillment to the profile of candidates and the objectives of ANIMV in order to increase the quality of admitted students.
 - timeline: annually, 6 months before admission
- Conducting comparative analyses (benchmarking) to establish a set of own qualitative and quantitative references regarding quality at the institutional level.
 - timeline: annually
- Updating the "Strategy for the evaluation and quality assurance of education at ANIMV".
 - timeline: June 2025

- Updating the "System for ensuring the quality of educational services in ANIMV".
 - timeline: June 2025
 - Updating curricula in accordance with quality standards for programs and fields of study.
 - timeline: annually
 - Regular training of staff involved in the educational process on existing quality standards.
 - timeline: quarterly
 - Updating information in the National Register of Qualifications in Higher Education and the National Register of Postgraduate Programs regarding study and vocational training programs.
 - timeline: whenever necessary
 - Issuing academic documents for graduates of university study programs.
 - timeline: according to legal timelines
 - Evaluating the quality of the education and professional training process in SRI.
 - timeline: annually, by June 30 (for the previous calendar year)
- Responsible parties:** rector, vice-rector, deans, vice-deans, university department directors, chair of the Quality Evaluation and Assurance Committee, head of the Quality Assurance Office, chief secretary of ANIMV, head of the Educational Management Office, head of the Academic Records Office

4.3.1.2. Developing mechanisms for collecting feedback on the quality of study programs and the teaching staff's activity

- Activities:**
- Applying questionnaires and collecting feedback from students/trainees/graduates and employers.
 - timeline: annually
 - Interpreting the feedback collected in reports that can be used to improve educational efficiency.
 - timeline: annually
 - Updating feedback questionnaires and simplifying the process of collecting and interpreting feedback from students and employers.
 - timeline: whenever necessary
 - Analyzing feedback reports by ANIMV management and implementation of necessary measures.
 - timeline: every six months
 - Compiling scores resulted from student feedback and transmission of these for the teaching staff evaluation process.
 - timeline: annually, by December 15
- Responsible parties:** Chair of the Evaluation and Quality Assurance Committee, Head of the Quality Assurance Office, deans, vice deans, department directors

4.3.2. Strategic objective 2 – Focusing educational processes on the needs of students/trainees

4.3.2.1. Adapting teaching tradecraft to the particular features of new generations

- Activities:**
- Conducting a research project to identify the characteristics of new generations and establish the profile of future students/trainees.
 - timeline: 2026

- Analyzing the optimal delivery of study programs/subjects in the ANIMV portfolio.
 - timeline: every semester
 - Organizing workshops to promote innovative teaching methods in ANIMV's educational activities.
 - timeline: every quarter
 - Implementation of a multi-annual program to support and advise students with the purpose of facilitating their integration into university education, providing guidance in choosing the most suitable educational, cultural, and social options specific to student life, with a view to a successful academic career.
 - timeline: 2025
 - Creating digital content for those programs or disciplines that are suitable.
 - timeline: ongoing
 - Professionalizing teaching staff to cultivate digital design and delivery skills.
 - timeline: ongoing
 - Increasing predictability and automating the planning of teaching activities.
 - timeline: 2025
 - Monitoring the implementation of the provisions of the ANIMV Student Rights and Obligations Code.
 - timeline: annually
- Responsible parties:** vice-rector, deputy commander, deans, vice-deans, director of the Doctoral School, director of the National Institute for Intelligence Studies, head of the National Center for Modeling and Simulation in Intelligence, director of the Distance Learning Department, head of the Quality Assurance Office

4.3.2.2. Personal development of ANIMV students and trainees

- Activities:**
- Implementing a program of extracurricular activities for ANIMV students and trainees.
 - timeline: 2025
 - Assessing the availability of facilities for sports, cultural-artistic and vocational activities, as well as recycling and redevelopment of green spaces.
 - timeline: annually
 - Involving ANIMV staff, as well as students/trainees, in the organization and implementation of sports or cultural-artistic activities.
 - timeline: annually
 - Capitalizing on student involvement in sports or cultural-artistic activities in the process of awarding academic performance scholarships.
 - timeline: annually
 - Ensuring an upward trend in the number of users of the resources of the ANIMV Central Library.
 - timeline: annually
 - Promoting psychological counseling and career guidance services among students.
 - timeline: annually
- Responsible parties:** vice-rector, administrative director, deans, vice-deans, director of the Doctoral School, chief secretary of ANIMV, coordinator of the Career Counseling and Guidance Center, head of the Central Library and Publishing House

4.3.3. Strategic objective 3 – Ensuring an ethical framework in line with legislation and best practices in this area

4.3.3.1. Ensuring awareness of ethical and professional standards

Activities:

- Organizing seminars or thematic viva attended by teaching and research staff teaching and research staff, invited associate teaching staff, auxiliary teaching staff, students and trainees.

- timeline: annually

- Organizing training sessions on the use of software for identifying similarity coefficients and on how to use verification reports.

- timeline: annually

Responsible parties: Chair of the University Ethics Committee, Vice-Rector, Deans, Vice-Deans, Director of the Doctoral School, Director of the National Institute for Intelligence Studies, Head of the National Center for Modeling and Simulation in Intelligence

4.3.3.2. Ensuring the proper functioning of the University Ethics Committee

Activities:

- Encouraging and supporting the work of the University Ethics Committee, ensuring its autonomy and transparency in the reports it prepares and the complaints it examines.

- timeline: ongoing

- Operationalizing and ensuring the activity of the research ethics subcommittee, ensuring the regulatory framework necessary for its functioning and the effectiveness of the decisions made.

- timeline: ongoing

- Consistent and coherent implementation of academic integrity measures resulting from resolved cases and ensuring the continuity of this process of improving academic integrity with the participation of the entire university community.

- timeline: ongoing

Responsible parties: rector, vice-rector, deans, president of the University Senate, president of the University Ethics Committee, chief secretary of ANIMV

4.4. HUMAN RESOURCES

Human resources are the most important resource in our academic community, which is why ANIMV wants to attract competent staff with a professional reputation, who is motivated and willing to invest time and energy in developing or strengthening the professional skills of the beneficiaries of education and vocational training processes.

At the same time, we aim to encourage ANIMV teaching and research staff to participate in continuing education programs, in order to nurture the cultivation of professional expertise and personal development, as well as to create a stimulating and challenging work environment through the implementation of a scientific management system based on meritocracy.

4.4.1. Strategic Objective 1 – Continuing the recruitment and selection processes

4.4.1.1. Recruiting teaching and research staff

Activities:

- Updating the recruitment procedures for university teaching staff, instructors and scientific researchers for the positions advertised.
 - timeline: annually, by July 31
- Using communication channels, depending on the category of the advertised position, in order to promote available vacancies and attract competent human resources.
 - timeline: 2025-2029

Responsible parties: vice-rector, deans, vice-deans, director of the Doctoral School, director of the National Institute for Intelligence Studies, Human Resources department, faculty secretariats, Academy Secretariat, Communication and International Cooperation department

4.4.1.2. Selection of teaching and research staff, including associate teaching staff

Activities:

- Filling vacant teaching and research positions through public competition with staff who have good professional training and moral integrity.
 - timeline: every six months, according to the methodologies in place
- Stabilizing and consolidating the body of SRI experts as associate teaching staff invited for strictly specialized disciplines or sequences of disciplines.
 - timeline: 2025-2029

Responsible parties: vice-rector, deans, director of the National Institute for Intelligence Studies, Human Resources department, faculty secretariats, Academy Secretariat

4.4.2. Strategic objective 2 – Professional development of teaching and research staff

4.4.2.1. Personalization of the career path of teaching and research staff

Activities:

- Validation of the individual career plans of teaching and research staff, considering personal aspirations and institutional needs, in accordance with policies to support and ensure the quality of human resources at the academic and scientific level.
 - timeline: 2025-2029
- Periodic assessment of the level of professional skills of teaching and research staff in relation to individual career plans and established performance indicators.
 - timeline: 2025-2029

Responsible parties: vice-rector, deans, vice-deans, director of the Doctoral School, director of the National Institute for Intelligence Studies, Human Resources department

4.4.2.2. Development of teaching and research staff skills

- Participation of teaching and research staff in documentation internships at the SRI in order to understand the knowledge and training needs of beneficiaries and identify the best ways to translate academic knowledge and scientific research results into the academic and continuing education process.

- timeline: every semester
- Participation of teaching and research staff in scientific events with national and international relevance in the field of reference.
- timeline: annually
- Involvement of teaching and research staff in research projects of the SRI/ANIMV or in national or international consortia.
- timeline: 2025-2029
- Organization of regular circles/workshops for the methodical training of teaching staff.
- timeline: 2025-2029
- Organization of training sessions to update and consolidate the digital skills of teaching staff.
- timeline: 2025-2029

4.4.3. Strategic objective 3 – Team building and consolidation

4.4.3.1. Developing the managerial skills of decision-making staff

Activities:

- Ensuring managerial training for decision-making staff.
- timeline: 2025-2029
- Implementing a participatory management style adapted to the university environment, favorable to stimulating employee creativity and involving them in decisions that affect them.
- timeline: 2025-2029
- Operationalizing a project to optimize the managerial skills of staff in decision-making roles.
- timeline: December 2025

Responsible parties: rector, vice-rector, deputy commanders, deans, vice-deans, chief secretary ANIMV, heads of research and support departments

4.4.4. Strategic objective 4 – Embracing and integrating a culture of sustainable development and innovation

4.4.4.1. Promoting, embracing and integrating a culture of sustainable development and innovation

Activities:

- Ensuring a balance between organizational efficiency, social equity, and economic and social responsibility.
- timeline: 2025-2029
- Protecting, supporting, and continuously improving human, natural, and financial capital for the future.
- timeline: 2025-2029
- Integrating environmental considerations into ANIMV policy.
- timeline: 2025-2029
- Implementation of the objectives assumed institutionally through the Action Plan related to the "National Strategy for Preventing and Combating Anti-Semitism, Xenophobia, Radicalization and Hate Speech 2024-2027."
- timeline: 2025-2027
- Innovation in education through teamwork, interdisciplinary study, personalized learning paths and practical learning processes.
- timeline: 2025-2029

- Stimulating innovation and increasing inclusion in the academic community through the "Ambassadors of Innovation" project.

- timeline: 2025

Responsible parties: rector, vice-rector, deputy commanders, deans, vice-deans, chief secretary of ANIMV, head of the National Center for Modeling and Simulation in Intelligence, heads of support departments

4.4.5. Strategic objective 5 – Developing the digital skills of ANIMV staff

4.4.5.1. Developing the digital skills of ANIMV staff

Activities:

- Organizing training sessions to develop the digital skills of teaching and research staff, as well as administrative support staff, in line with the progress of ANIMV's digitization process.

- timeline: 2025-2029

- Developing policies for the use of IT systems and applications and organizing training sessions and presentations of new programs or applications used to carry out teaching activities or to provide administrative support for teaching activities.

- timeline: 2025-2029

Responsible parties: Deputy Commander, Head of the National Center for Modeling and Simulation in Intelligence, Director of the Distance Learning Department

4.4.6. Strategic objective 6 – Increasing professional satisfaction in the workplace

4.4.6.1. Monitoring and improving working conditions

Activities:

- Continuous analysis of the level of professional workload and ensuring its balanced distribution, in relation to the level of expertise and professional experience.

- term: 2025-2029

- Ensuring the granting of bonuses specific to the field of activity in accordance with the activity carried out and legal provisions.

- timeline: 2025-2029

Responsible parties: rector, deputy commanders, deans, vice-deans, heads of departments

4.4.6.2. Ensuring a stimulating working environment

Activities:

- Stimulating the ability to adapt to the competitive external environment, to changes in education and research processes, as well as to effectively address crises.

- timeline: ongoing

- Optimizing mentoring processes for the organizational and professional integration of new members of the academic community.

- timeline: 2025-2029

- Organizing team-building activities, projects with social impact, joint events to strengthen the cohesion of the academic community.

- timeline: annually

Responsible parties: rector, deputy commanders, deans, vice-deans, heads of departments

4.5. ADMINISTRATION AND SERVICES

Financial, logistical and technological resources must be provided at the level of expectation, urgency and accessibility specific to a military university, but also considering the status of the SRI as a military unit.

We aim to continue implementing the integrated management system for support activities, which will maintain a high level of quality for university activities and provide optimal decision-making support for the ANIMV command.

4.5.1. Strategic objective 1 – Ensuring financial, logistical and technological resources

4.5.1.1. Ensuring the necessary financial resources

Activities:

- Carrying out financial and accounting activities in compliance with the requirements of legality and regularity.
 - timeline: ongoing
- Complying with the principles of economy and efficiency in the allocation of financial funds.
 - timeline: ongoing

Responsible parties: administrative director, head of the Financial Department

4.5.1.2. Ensuring access for the academic community to the necessary technological resources

Activities:

- Ensuring the functioning of ANIMV's technological infrastructure, adapted to the type and content of study and professional training programs, as well as specific SRI networks.
 - timeline: ongoing
- Implementing and operationalizing university and learning management solutions for the integrated management of education and professional training processes
 - timeline: 2029

Responsible parties: deputy commander, head of the National Center for Modeling and Simulation in Intelligence, director of the Distance Learning Department

4.5.1.3. Ensuring training, accommodation, equipment, food, transport, and working conditions for members of the academic community

Activities:

- Ensuring the functioning of all buildings according to their purpose (spaces for teaching, accommodation, and catering for students and trainees), administrative and technical spaces, etc.
 - timeline: ongoing
- Continuing maintenance and repair work on buildings and machinery, equipment and installations, implementing the energy efficiency project and modernizing the real estate infrastructure through investment projects.
 - timeline: 2025-2029

- Provision of equipment, office supplies, printed and standardized forms, hygiene and cleaning materials and laundry services.

- timeline: 2025-2029

- Provision of meals for students/trainees and ANIMV staff.

- timeline: 2025-2029

- Provision of transport resources necessary for the activities of ANIMV.

- timeline: 2025-2029

- Assessment of the opportunity to outsource certain logistics services.

- timeline: 2025

Responsible parties: administrative director, heads of logistics departments

4.5.1.4. Improving/consolidating tools and mechanisms in the field of management and use of material resources

Activities:

- Ensuring the conditions for the storage of material goods, carrying out reception operations, recording in records and distribution in accordance with legal provisions.

- timeline: 2025-2029

- Keeping technical and operational records, preparing and registering supporting documents, verifying the integrity of assets, the use and recording of assets through inventories, scores, and checks.

- timeline: 2025-2029

- Monitoring the technical condition and maintenance of assets, monitoring stocks, periodically verifying storage periods, identifying fixed assets and capitalizing on them.

- timeline: 2025-2029

- Prioritizing the allocation of material resources in a multi-year projection and linking the material resource planning component to medium- and long-term forecasts and estimates.

- timeline: 2025-2029

Responsible parties: administrative director, heads of logistics departments

4.5.1.5. Provision of high-quality material resources and services

Activities:

- Improving and adapting the technical specifications for the goods/services/works procured.

- timeline: 2025-2029

Responsible parties: administrative director, head of procurement department

4.5.2. Strategic objective 2 – Digitization of education, research, and administrative support processes

4.5.2.1. Continuing the digital transition process

Activities:

- Ensuring institutional flexibility and agility by digitizing processes, integrating databases, and eliminating analog flows.

- timeline: 2025-2029

- Conducting quantitative and qualitative research to identify digitization needs and propose technical solutions in line with the objectives of ANIMV's strategic documents.

- timeline: 2025-2029

- Monitoring national and international research and development programs in the field of education digitization and developing project proposals for submission.

- timeline: 2025-2029

- Developing a new digitization strategy for ANIMV for the period 2027–2031.

- timeline: 2026

Responsible parties: Deputy Commander, Director of the National Institute for Intelligence Studies, Head of the National Center for Modeling and Simulation in Intelligence

4.5.3. Strategic Objective 3 – Communication, public information and sustainable cooperation

4.5.3.1. Ensuring public transparency of ANIMV

Activities:

- Ensuring that the public and all interested parties are constantly provided with coherent, accurate and up-to-date information on: admission to studies, the evolution and quality of study programs, university qualifications and diplomas, human resources (academic, administrative, management), job competitions, compliance with university ethics and professional conduct, scientific research projects and their results, etc.

- timeline: ongoing

- Updating the ANIMV website.

- timeline: ongoing

Responsible parties: rector, vice-rector, deputy commander, head of the Communication and International Cooperation

4.5.3.2. Ensuring optimal public visibility of ANIMV

Activities:

- Improving promotion in the public sphere, both in terms of measures adopted to improve the quality of education and in terms of contribution to Romanian society.

- timeline: ongoing

- Disseminating research results: relevant studies and chapters in national and international journals and volumes on topics related to security and intelligence studies, participation in conferences, round tables, and workshops, etc.

- timeline: ongoing

- Development of a communication and cooperation strategy for ANIMV, in line with the public communication process of the SRI.

- timeline: December 2025

- Development of a strategy for the development of the ANIMV Publishing House.

- timeline: 2025

- Sustained promotion of ANIMV's educational offer, including to attract a larger number of graduates from previous cycles to enroll in master's and doctoral programs.

- timeline: annually

- Sustained promotion of the offer regarding the organization of internships within SRI units.

- timeline: annually

- Promotion of events, scientific communication sessions, scientific conferences organized by ANIMV or in which it is a partner.

– timeline: 2025-2029

Responsible parties: rector, vice-rector, deputy commander, deans, vice-deans, director of the Doctoral School, university department directors, chief secretary of ANIMV, director of the National Institute of Intelligence Studies, head of the National Center for Modeling and Simulation in Intelligence, head of the Communication and International Cooperation department

4.5.3.3. Creating the ANIMV alumni network

Activities:

- Creation of functional communication channels and an alumni network involved in ANIMV's educational or research projects.

– timeline: December 2025

- Inclusion of the alumni network in ANIMV's communication and cooperation strategy as a distinct audience category for promoting ANIMV's image, messages, and projects.

– timeline: December 2025

Responsible parties: rector, vice-rector, deputy commander, deans, vice-deans, director of the Doctoral School, university department directors, ANIMV chief secretary, head of the Communication and International Cooperation department