

„Mihai Viteazul” National Intelligence Academy

**The Strategy for research, development, and
scientific innovation
of the National Intelligence Academy
"Mihai Viteazul"
2023-2027**

Preamble

*The Strategy for Scientific Research, Development, and Innovation*¹ of the „Mihai Viteazul” National Intelligence Academy (ANIMV) is a document drafted in line with the major research directions specific to scientific research at national and European level, in compliance with the provisions of the normative acts in force regulating scientific research, in accordance with *the Management Plan of the ANIMV Rector*, the *ANIMV University Charter*, as well as the major strategic intervention directions of the Romanian Intelligence Service.

The Strategy was developed against the backdrop of the redesign of ANIMV's teaching and research activities and aims to concretize the mission, vision, objectives and research directions entrusted to research, development and innovation activities in accordance with a new vision of ANIMV's institutional profile. In this sense, the development of *the Strategy* aims to establish a research system at ANIMV's level, consisting of several functional pillars, whose activity is the subject of this strategic document:

- ✓ **scientific research activity, carried out through the National Institute for Intelligence Studies (NIIS);**
- ✓ **research activity as a support for teaching activity, carried out through the teaching departments within the faculties;**
- ✓ **doctoral research activities carried out by doctoral students and by doctoral supervisors, through the Doctoral School;**
- ✓ **research support activities for digital transformation carried out through the National Center for Modeling and Simulation in Intelligence.**

The Strategy is intended to be a document that guides the scientific research efforts undertaken at the ANIMV level in a coordinated manner and responds to the need to streamline and facilitate initiatives through pragmatic and judicious reporting to the missions of the Romanian Intelligence Service, as well as through a systematic "cost-benefit" analysis.

The Strategy for the period 2023-2027 was designed in accordance with the strategic cycle of the documents that guided this approach and has as time horizon the year 2030: *The National Strategy for Research, Innovation, and Smart Specialization 2022-2027*, *The National Plan for Research, Development, and Innovation 2022-2027*, *The EU Program for Research and Innovation 2021-2027*, *The National Doctrine of Security Intelligence*.

Context

Contemporary society is marked by global competition, profound transformations and changes, derived from the unprecedented development in

¹ Hereinafter referred to as *the Strategy*.

recent decades of factors driving progress, such as the proliferation of scientific discoveries and technologies, including those associated with information and knowledge. In terms of security, complexity, volatility, and unpredictability have become reference attributes and criteria for assessing a complicated security environment, in which social, political, and economic implications intertwine, increasing the degree of uncertainty regarding local, regional, or global developments.

Defined by these coordinates, the present context needs to be understood and explained through "useful and actionable knowledge" ² as an essential resource for shaping the future and, at the same time, as a prerequisite for designing and shaping any national strategic approach. To achieve this goal, today's organizations are taking on and promoting investment in research as a strategic objective. This is even more true for intelligence organizations, for which knowledge is an organic attribute; research, development, and innovation must be taken on as the main resource for gaining a competitive advantage in the knowledge market. Fully functional intelligence also means the ability to innovate and make optimal use of scientific and technological information in all areas of economic, social and political life.

The goal of a "*strong Romania in Europe and in the world*" ³ and to redefine Romania, from its role as an external boarder actor and small-scale partner of major interests to that of a "reference point" for social, economic, and technological reconstruction and a driving force for regional projects of strategic importance, requires a constant eye on the future, the ability to manage the inevitable, resilience, but, above all, knowledge and innovation capabilities.

In this context, as part of the Romanian Intelligence Service, ANIMV aims to develop a high-performance research and development system, in line with the national vision regarding the role of science, technology, and innovation in the development of the knowledge society in Romania. Through its results, research plays an important role in the development of all areas of activity of the institution, in the context of continuous adaptation to developments in the field of national security. Equally, research activity generates a context of collaboration and transparent academic dialogue, which firmly guides the Academy towards an approach that combines a concern for excellence with the assumption of academic responsibility by all members of its own community.

ANIMV research profile

The research activity undertaken at ANIMV is legitimized by the permanent and systematic reporting to the needs of the organization of which the Academy is an integral part. Implicitly, ANIMV's research profile and competencies are designed

² Perspective proposed under the formula "Pasteur's Quadrant," which brings together fundamental research with applied research, the basic criterion being that of social utility - Donald E. Stokes (1997), *Pasteur's Quadrant. Basic Science and Technological Innovation*, Brookings Institution Press.

³ assumed by the National Defense Strategy (2020-2024)

to respond, through scientific knowledge, to the missions entrusted to the Romanian Intelligence Service (RIS).

The research claims to belong to the field of social and human sciences and, secondarily, to security and intelligence studies. From this point of view, ANIMV's profile is anchored in the conceptual and theoretical developments outlined internationally, especially in the last five decades, devoted to security and intelligence as subjects of study. At the same time, by assuming this scientific profile, the „Mihai Viteazul" National Intelligence Academy aims to continue its efforts to develop a school of thought in security and intelligence at the national level, integrating new global research directions, such as post-positivist approaches, critical intelligence theory and interdisciplinary approach, (using knowledge derived from political sciences, cultural studies, semiotics, history), designed to produce applied knowledge in support of the Romanian Intelligence Service's missions. This objective can only be achieved through national, regional, and international collaboration, with ANIMV assuming the role of promoter of the development of partnerships and research and development networks in areas converging with security and intelligence studies.

Conceptually anchored in this way, the vision of scientific research is based on understanding the essential role played by *academic intelligence* as a conceptual link between institutions and organizations with different roles in ensuring national security. At the level of the "Mihai Viteazul" National Intelligence Academy the concept of *academic intelligence* is operationalized by integrating the concepts of knowledge subsumed under national security into a theoretical approach which, together with research-specific practices, provides an adaptive framework for the problems of the contemporary nation state, with the potential for analysis with different time horizons (short, medium, and long term) and in different approaches (geostrategic, geopolitical, geographical, military, economic, social, technological, etc.).

The Western world has initiated and developed an "economy of knowledge " in which research activity is divided into four types: fundamental, applied, commercial, and practical research. These are recognized as distinct forms of research activity, as a specialized activity and they represent the levels of promotion of research results recognizable in a common language. For ANIMV, systematic connection with the professional environment under the aegis of the Romanian Intelligence Service in particular, but also in the broader context of the national security system, generates a special framework for reporting on research, in the sense of the practical transfer of knowledge and the continuous refinement of innovative solutions and the streamlining of processes, methods, and working techniques in intelligence work.

ANIMV's journey over the last decade and a half and the experience it has gained allow for the reorientation of scientific research, with priority given to obtaining knowledge with generic potential for exploitation towards the provision of "practical knowledge," the specificity of which is understood by direct reference to the Service's knowledge missions. Thus, the research and education pillars within ANIMV will develop fundamental and applied research projects, with involvement in interdisciplinary projects in national and European university consortia and

partnerships, while at the same time showing openness to practical research and encouraging public-private partnerships at national and European level.

At the same time, efforts will be made to ensure usefulness in terms of covering pre-existing knowledge needs and/or anticipating knowledge needs generated by the rapid evolution of the regional and global security environment. This orientation of the activity is reflected in the present *Strategy* by customizing and adapting the research agenda according to the strategic priorities assumed by the Service and, correlatively, by identifying the most effective mechanisms to ensure the connection of research to the needs of the Service, but also by capitalizing on the results to substantiate its knowledge in areas of strategic interest.

The ANIMV research system comprises: The National Institute for Intelligence Studies, the National Center for Modeling and Simulation in Intelligence, the Doctoral School, the Department of Distance Learning, the Faculty of Intelligence Studies, and the Faculty of Intelligence on the research component for the benefit of educational activities. The profile of each of the above-mentioned entities gives particular characteristics to the research activities carried out, as follows:

- The National Institute for Intelligence Studies conducts research in innovative projects for the scientific foundation of Romanian Intelligence Service's missions and the fields of security and intelligence studies at the national level;
- Doctoral School - doctoral research activity focused on producing original knowledge in the field of *Intelligence and National Security*, through the contribution of doctoral students;
- Distance Learning Department - research support activity focused on identifying and integrating technological means and solutions to make training programs more flexible;
- National Center for Modeling and Simulation in Intelligence - research support activity for digital transformation;
- Faculty of Intelligence Studies and Faculty of Intelligence - research activity of teaching staff for the benefit of educational products, as well as research activity within bachelor's and master's programs through student's contribution;
- Scientific research at the Faculty of Intelligence Studies focuses primarily on the development of intelligence and national security, security policies, intelligence analysis, OSINT, foreign languages, cultures, and civilizations, as well as on improving the scientific content of the disciplines studied. At the same time, the Faculty of Intelligence Studies focuses on identifying digital teaching techniques and tools applicable in the field of security and intelligence studies, as well as on analyzing scientific management tools that can be used in national security organizations. The Faculty of Intelligence Studies publishes the Bulletin of Linguistic and Intercultural Studies and encourages students to contribute to scientific research by participating in the organization of the ANISTUD scientific session.
- At the Faculty of Intelligence, scientific research focuses on:
 - Within the Department of Intelligence Operations (DIO): the collection, analysis, synthesis, and dissemination of lessons learned, extracted

both from the lectures of experts who carry out teaching activities and from semi-structured interviews conducted with them (elements subsequently presented to trainees in the form of good practice guides).

Scientific research is conducted using both intra-systemic resources (related to the map of professional skills and values of the socio-professional categories represented by military students and Romanian Intelligence Service staff) and extra-systemic resources (those carried out with HCOE: the use of applied psychology in HUMINT, the optimization of interpersonal relationships, lie detection techniques, blind exploitation techniques, interview techniques, etc.). It also targets publishing activities, focusing on specialized articles (related to HUMINT, SOCMINT, HUMINT history), studies, and course notes accompanied by exercise books, published by ANIMV Publishing House and HCOE Publishing House.

- Within the Department of Social Sciences (DSS), scientific research focuses on topics specific to the fundamental disciplines of social sciences, with an emphasis on current issues such as digital sociology, media culture and intelligence, intelligence and security studies, national security and human security, intelligence analysis, intercultural psychology, psychology of creativity, sociology of change, etc. Improving the scientific content of the disciplines studied, both for teaching purposes and for the development of fundamental knowledge in the scientific fields corresponding to the subjects taught and discussed in seminars within the teaching activities carried out at the DSS level, is an ongoing task, considering publishing activities, namely the publication of books, lecture notes, and specialized articles.

Priority research areas

Research teams are encouraged to support the Academy's mission to become a center of national and international excellence in two major areas of research: security studies and intelligence studies. These areas proposed for scientific investigation reflect emerging trends in knowledge, as outlined in specific European and national research program documents, and encapsulate the Service's knowledge needs in the form of academic disciplines of study.

In order to facilitate synergistic and integrated reporting by the Academy's research teams, the fields of security and intelligence studies are broken down into recommended areas of study.

Security Studies

Thematic areas	
Romania 2030 – alternative scenarios for development	Predictive and risk analysis methods applied to the internal/regional security environment; Development of country profiles, highlighting strategic action directions (Romania and the EU, Romania-the new world order).
Security concepts and paradigms	Theories of security – the study of a discipline; the application of a security paradigm : realist, liberal, critical, behaviorist, constructivist, etc.; global society, information security – redefining international relations; actors and mechanisms of power – historical and synchronic perspective; tangible and intangible components of power.
Security strategies and policies	Comparative analysis of security strategies and policies ; institutionalist, rationalist, and critical perspectives on regional and Euro-Atlantic security policies ; shaping security strategies , decisions, and assessments in the 21st century.
Security developments in the knowledge society. Interdisciplinary approaches	Interdisciplinary approaches to analyzing security developments – conventional, asymmetric, and hybrid risks and threats, propaganda, disinformation, and information manipulation , etc.; emerging technologies, the role of artificial intelligence in reconfiguring the security environment ; defending national values and symbols, increasing the resilience of the state and society to polarization, populism, and violent extremist ideologies.
Indicators of the state of national security. Development of the early warning component	Risk decision modeling; risk indicators ; predictive models —behavioral, social, economic, cultural, military, etc.; security gamification ; modeling, simulation, and decision-making in crisis situations to strengthen the capacity to adapt and respond quickly to new national security challenges
Evolution of risks and threats to national security within the Service's area of responsibility	National security risk management; trends and manifestations of risks to national security – analysis, prediction, prevention, and countermeasures ; security threats in cyberspace ; conflicts in virtual space and public policy dilemmas ; implications of <i>hacktivism</i> and <i>hacking</i> for security; security of citizens and large public systems.
Hybrid threats, propaganda and disinformation, foreign interference (FIMI)	Assessment and understanding of recent developments in the field of security risks with implications for national, regional, and European security.
Regional security developments with implications for national security – the Wider Black Sea Region, the Western Balkans, and the Middle East	Romania in the regional and Euro-Atlantic security space; Security in the Black Sea Region ; "frozen conflicts" and "open conflicts" in the Black Sea area – impact on national security; energy security dynamics ; infra-state violence and non-state actors.

Strategic and security culture	Economic, social, political, etc. security; securitization in international relations; models for developing strategic and security culture; new forms of civic activism – impact on social security; smart power projections in the regional and European area; development of cooperation and partnership networks for
	regional security; security leadership; cultural and social variables cultural and social variables of security.
Terrorism, counterterrorism, violent extremism, and social polarization	Current trends in preventing and combating social polarization, violent extremism, radicalization, and terrorism—methods, policies, comprehensive approaches; forms of extremism and radicalization promoted in new media, social networks, gaming platforms, cyberspace, etc. meta space, etc.

Intelligence studies

Thematic areas	
Intelligence and national security policies	Intelligence – a tool of power in the state portfolio; tactical intelligence & strategic intelligence in support of the decision-making process; intelligence and the national security policy agenda; the role of intelligence in foreign policy decision-making; intelligence and strategic warning (conflicts, terrorism, economy, etc.); intelligence for national security; competitive intelligence.
Theory of intelligence	Defining intelligence as a scientific field; comparative research in intelligence; the producer-consumer relationship in intelligence; intelligence gathering and analysis; paradigm shifts in intelligence, e.g. critical theory of intelligence; intelligence and political systems; success and failure in intelligence; the functions of intelligence (offensive – defensive); intelligence as a complex system (processes, cycles, actors, structure); ethics in intelligence.
Intelligence Communities: theories, processes, challenges	Cooperation in intelligence and intelligence culture; outreach policies; sources and resources in intelligence; intelligence and covert actions (disinformation, reflexive control, and defense mechanisms); the research-education-profession trinity in intelligence; counterintelligence activities.
Technology, society, and intelligence	The impact of technology on intelligence activities (artificial intelligence, machine learning, VR/AR, Big Data, IoT, quantum computing, 5G, blockchain); the relationship between narratives, trust, and public image; information warfare – psychological operations; social dynamics and intelligence, the development of state policies, citizens' digital skills, media education, etc., to strengthen societal resilience to polarization trends and inferences through information manipulation

History and transformation in intelligence	Intelligence and political systems; the history of success and failure in intelligence; institutional evolution and development ; partnerships and collaboration in intelligence in the 20th century; intelligence sources and methods: historical evolution; institutional memory – organizational culture ; identifying the action patterns of an actor (individual, organization, state) through historical analysis.
Intelligence Analysis: methods, techniques, strategies	Methods and techniques of analysis ; methodological limitations and challenges; education and training in intelligence analysis ; analysis of risks, challenges, opportunities; the producer-beneficiary relationship in intelligence analysis; the impact of technology on intelligence analysis; intelligence as a psychological process (cognitive processes, sources of error in intelligence).
Intelligence and democratic processes	Control of intelligence services ; human rights and intelligence for national security; intelligence and separation of powers in the state; security – privacy – personal data protection .

Objectives

O1. Achieving excellence in research and producing academic knowledge that contributes to increasing the Service's anticipatory capacity in terms of national security and providing a scientific basis for institutional modernization and adaptation efforts.

O2. Achieving the trinity of education-research-profession by integrating the research component into educational processes and synergistic and integrated reporting on security and intelligence studies in order to scientifically substantiate educational content and align training programs with the requirements of the intelligence expert profession.

O3. Establishing the "Mihai Viteazul" National Intelligence Academy as a networking platform and knowledge hub in relation to academic environment, the European and international community of intelligence practitioners, and civil society by creating a climate of creativity and dialogue at the national and regional level in the field of security and intelligence studies.

Areas of action

The specific objectives associated with this strategic cycle are implemented through a series of lines of action in academic and research activities. The adoption of these lines of action at the level of the academic community serves to give structure

and dynamism to the research system and to chart paths for the transformation and evolution of the Academy's main performance indicators in terms of achieving academic excellence through scientific research.

O1. Achieving excellence in research and producing academic knowledge that contributes to increasing the Service's anticipatory capacity in terms of national security and providing a scientific basis for institutional transformation and adaptation efforts:

1. Ensuring the scientific component in substantiating the Service's position on national security issues, in order to consolidate the institution's role within the national security system and create a culture of capitalizing on the opportunities that research can offer in response to the Service's needs:
 - producing information products and carrying out information and documentation activities on issues of interest relating to intelligence and national and Euro-Atlantic security, in support of the process of developing studies and research, as well as teaching, training, and staff development activities;
 - Developing scientific intelligence analysis tools to strengthen the objective dimension of the Service's analytical process.
2. Conducting research and development activities on complex team projects to increase performance and conceptual adaptation to the management of research and development resources.
3. Participating in national and international research and development competitions to anchor research and development activities to national and community objectives in the field and increase the volume of financial resources available for research and development.
4. Rewarding outstanding research results to motivate staff involved in research.
5. Improving access to information and documentation sources in order to increase the quality of research products.
6. Providing high-performance research equipment and software, with priority given to national research and development programs, to ensure the material basis necessary for conducting a high-performance research process.
7. Supporting the process of training and developing the research skills necessary for high-performing human resources, by encouraging participation in international conferences with an impact in the fields of security and intelligence studies, as well as by increasing the proportion of advanced researchers (scientific researcher II and scientific researcher I) to 60% of the total research staff, and young researchers (assistant scientific researcher and scientific researcher) to 40% of the total number of researchers over the next five years, to ensure the necessary conditions for improving the quality of research results.

O2. Achieving the trinity of education-research-profession by integrating the research component into educational processes and synergistic and integrated reporting on security and intelligence studies in order to scientifically substantiate educational content and align training programs with the requirements of the intelligence expert profession.

1. Cross-cutting assumption at the level of all research teams of areas of study in the field of scientific research, to ensure consistency in approach, streamline the allocation of resources for research, and create the conditions for the development of ANIMV brands in research.
2. Improving the quality of the educational process by (1) conducting high-level scientific activities, (2) accessing competitions dedicated to academic mobility (e.g., Erasmus+), and (3) encouraging individual initiative and the systematic involvement of teachers and students in training programs based on research activities in national and international groups.
3. Inclusion in the educational process of the objective of developing scientific research skills, to ensure the integration of teaching and research activities, while training future specialists in research and development.
4. Maintaining in the annual evaluation of members of the academic community the criteria for measuring demonstrated scientific performance (constantly updated), in order to make them aware of the priorities in their work and to provide them with the necessary motivational resources.
5. Organizing quarterly meetings with the participation of all members of the academic community, for mutual information on the partial and final results of research activities, as well as for creating clusters of thematic research problems that generate new ideas and projects.
6. Selecting students from the "Mihai Viteazul" National Intelligence Academy with research skills, motivating and supporting the most talented ones.

O3. Establishing the "Mihai Viteazul" National Intelligence Academy as a networking platform and knowledge hub in relation to academic environment, the European and international community of intelligence practitioners, and civil society by creating a climate of creativity and dialogue at the national and regional level in the field of security and intelligence studies.

1. Strengthening membership in European educational formats and developing dialogue and partnership activities with members of the European intelligence community (e.g., through the European Intelligence College) and the European security community (e.g. through the European Security and Defense College) in

line with the development of training programs and postgraduate academic courses with international participation, joint research programs, and academic dialogue initiatives (conferences, workshops, thematic seminars, exercises, and serious gaming, etc.)

2. Publishing its own nationally and internationally recognized publications, publishing thematic issues of leading international publications in the field of security and intelligence studies (e.g., International Journal of Intelligence and Counterintelligence, Intelligence and National Security, etc.) to disseminate research results and increase the institution's prestige, as well as publishing articles in high-impact journals in the field of security and intelligence studies and related research areas.

3. Strengthening partnerships with civil universities and research institutes at national and regional level, which can bring added knowledge and facilitate the expansion of the research agenda, integration into national research and development networks, in order to connect with the academic scientific community and the research community in general, in terms of knowledge and access to various partnership formulas for carrying out relevant research projects.

4. Increasing the number of articles by research and teaching staff in mainstream publications, to ensure a minimum of one article per author/year/member of the academic community, to increase the visibility of the Academy and improve the criteria for certifying the scientific competence of specialized structures.

5. Disseminate research results nationally and internationally by organizing scientific events to strengthen the image of the Service as a knowledge provider.

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

Research products

Increasing competition in the scientific research and technological development market and the growing requirements for participation in funded research and development programs are driving a pragmatic focus on achieving measurable results with practical impact. The scientific research activity of ANIMV will take the form of a package of research products and academic debate formats, which can provide innovative solutions for adequately addressing challenges and threats to national security and substantiating the institutional contribution to promoting a stable security environment.

1. **Research products** - focused on generating strategic knowledge in the field of security and intelligence studies:

- Deliverables in research projects carried out in national and European competitions;
- Specialized studies and scientific articles;

- Strategic analyses;
- Programmatic documents;
- Methodologies and analytical tools;
- Support materials for teaching activities;
- Thematic volumes;
- Periodicals (Romanian magazine of Studies of Intelligence);
- Doctoral/postdoctoral research papers;
- Doctoral theses/postdoctoral scientific papers.

2. **Formats for academic debate** - conception, design, and organization of scientific events with national and international visibility that facilitate cooperation and the exchange of best practices in the field of security and intelligence studies: international conferences, executive and postgraduate training programs (e.g., in ICE or ESDC format), summer schools (CSGSUE), and workshops for experts, practitioners, high- and mid-level decision-makers, and representatives of government institutions in Europe and the wider Black Sea region, the Balkans, etc.; round tables, debate sessions, workshops, expert talks (these are encouraged to be carried out in national and international partnership, as well as organized within dedicated competitions)⁴

Mechanisms for the development of research projects

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

The mechanisms for developing projects at ANIMV level are:

1. Implementation of research projects whose results are addressed to beneficiaries in the Romanian Intelligence Service.

The successful implementation of this mechanism requires the adoption of proactive action models and the creation of functional bilateral flows (ANIMV↔Service experts) that allow the research agenda to be aligned with the Service's needs for knowledge.

Synopsis for the development of research projects with internal beneficiaries

The project idea is developed based on the knowledge needs of internal beneficiaries/ANIMV;

Stage 0 The security environment and partnership opportunities are analyzed, research issues that support the current and future knowledge needs of internal beneficiaries are identified.

⁴ NATO Science for Peace and Security, PNCDI

Stage 2 The extent to which the requirement is achievable through research (using specific scientific research tools) is assessed and the necessary resources are estimated

Stage 3 The usable-useful ratio is assessed in relation to the expected results.

Stage 4 Design, planning, and implementation, systematic feedback from beneficiaries

2. Development and submission of research projects in national and international competitions dedicated to scientific research or to supporting the development of research infrastructure⁵.

Research projects in dedicated national and international competitions involve continuing to connect to international research and development networks and accessing, in partnership, the implementation of projects relevant to the Service, with benefits on three levels:

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

Research resources

Achieving excellence in research requires, as a fundamental prerequisite, ensuring access to adequate research infrastructure. Committed to systematic and efficient investment in research infrastructure, ANIMV has made considerable efforts to maintain and consolidate its research and development infrastructure and diversify its research resources through a combination of its own investments and the attraction of external financial resources, by implementing research and development projects financed by European funds. In terms of investments in research infrastructure, ANIMV has completed the INTELIGENT project, a complex project that has enabled the construction of a modern building and the equipping of its research laboratories with hardware and software resources adapted to institutional needs, as well as the operationalization of a hall for dissemination events.

ANIMV's objective in the coming period, in terms of research resources, is to consolidate the gains achieved through the INTELIGENT project, along the following lines:

Space – taking steps to maintain and consolidate the equipment necessary for a modern, high-performance research, development, and innovation infrastructure (including from the perspective of extensive digitization) in the field of intelligence systems for security (library, workspaces, laboratories, educational platform for online and hybrid courses).

⁵ Competitiveness Operational Program, Central European Initiative - Cooperation Activities

Research equipment – maintaining a modern IT infrastructure that allows research activities to be carried out at a high level of performance, purchasing and using software solutions for analysis and interconnection of research staff in research activities by accessing collaborative work platforms.

Information resources - annual expansion of available academic resources (book collection and virtual databases) and their updating, so as to ensure researchers' real-time access to the latest academic developments in the field of security and intelligence studies.

Technical support - against the backdrop of the growing range of technological support solutions available on the knowledge market that can be used for research, the need to integrate technical and informational components in order to digitize and streamline workflows and connect to national and international research networks, in parallel with training research staff in the use of new technical tools.

International cooperation

Convinced that, in the current context, knowledge as an essential ingredient in versatile adaptation to the dynamics of the security environment can only be generated through collaborative formulas, ANIMV assumes the role of promoter of the development of partnerships and research and development networks in the field of security and intelligence studies. Connecting with the academic scientific community and the research community at national and international level, as well as accessing various partnership formulas for the implementation of strategic projects at European level, brings substantial benefits in terms of scientific knowledge and guarantees the quality of research products.

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

Given the desire to anchor research and development activities to national and EU objectives in this field and to increase the volume of financial resources available for research and development, particular attention is paid to:

- participation in the development and submission of research projects in national competitions, as well as the initiation of projects in collaboration with external partners, financed by international and European funds, in particular within the specific research areas *of the National Research*,

Development, and Innovation Plan and European research programs (*Frameworks Programmes for Research and Innovation*), *Erasmus +*, as well as NATO (*NATO Science for Peace and Security* program);

- participation in the development of training programs and international postgraduate courses in formats such as ICE and ESDC, which are designed to strengthen partnerships between relevant universities and consolidate a common culture in the field;
- participation in doctoral and postdoctoral research programs of the European Security and Defense College's "Doctoral School in Common Security and Defense Policy (EDS on CSDP Network)" network.

ANIMV will continue its efforts to participate in and consolidate competitive European consortia of universities and research centers in the field of security and intelligence studies, collaborating with universities, research centers, and think tanks with recognized experience in the field of security and intelligence studies, in formulas materialized through the implementation of international training programs, scientific research projects, and the publication of joint studies on topics on the global security agenda.

Desired state in the future – 2023-2027

- The institutional development of ANIMV's research-development-innovation system is carried out in accordance with the strategic principles of activity optimization – uniqueness of role – streamlining of workflows;
- Research activities are fully aligned with the Romanian Intelligence Service's knowledge missions, both thematically and functionally, through the establishment of internal partnership working formulas, evaluation, and feedback through internal capitalization;
- The deliverables produced in nationally and internationally funded research projects are optimally and timely integrated into the educational flow and curricula of ANIMV's educational programs and are disseminated nationally and Europeanly through digitization efforts and interactive learning platforms;
- In the design of research activities, the qualitative criterion is decisive, to the detriment of the quantitative one;
- Research areas are covered by all components of the ANIMV research system, and the results obtained are exploited in a correlated manner, contributing to a multi-source knowledge base (NIIS, Doctoral School, DED, NCMSI, FIS, FI);
- The activity of the teaching and research staff is evaluated periodically, based on their success in research and in capitalizing on research products through publication in nationally and internationally renowned journals and publishing houses;
- The professional development of all teaching and research staff is encouraged through ERASMUS+ courses and programs, ensuring participation with

relevant papers at least one annual conference on topics directly relevant to the expertise profile held or targeted, encouraging partnerships and joint projects developed with international universities, etc.;

- The resources allocated to research enable research activities to be carried out under optimal conditions, through the integration of technical solutions for data analysis and collaborative work, and through access to specialized books and databases;
- The institutional architecture of ANIMV, through the systematic specialization of roles, functional autonomy, and interdepartmental interconnection as working principles, ensures the improvement of communication and cooperation processes and the efficient fulfillment of tasks, the distribution of resources, and the optimal and simultaneous fulfillment of all roles necessary for research activities;
- Research functions account for 90% of all existing functions;
- ANIMV has databases that integrate and index all research products resulting from the work of undergraduate, master's, and doctoral students;
- *The Romanian Journal of Intelligence Studies* is recognized nationally and regionally as a prestigious journal, and the number of articles submitted for publication has doubled;
- The vast majority of research and teaching staff publish specialist articles in internationally recognized scientific journals with a high impact factor.