



Observe, interact, experience, simulate

2021 VIRTUAL NATO FIELD SCHOOL AND SIMULATION PROGRAM **SYLLABUS AND SCHEDULE**

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The NATO Field School and Simulation Program is an academic program that offers two combined courses in one semester: **POL 484-12** for undergraduate students and **POL 880-6** for graduate students. This is an intensive academic-engagement course. Expect a full-time schedule of virtual engagement and reading time. This program provides a significant number of academic credits. Throughout the program there will be a mix of individual, small group oral, written, and other assignments.

Real-time Classes: Tues-Wed-Thurs-Fri: 8:45-13:00, PDT

NOTE: Several Segments of additional Real-Time plus asynchronous time occur around Simulations some of which can be 2-3 days in length each with days from 9:00 till 15:00.

2021 Virtual NATO Field School and Simulation Program Team

Teaching: Alexander Moens, Alexandra Richards

Program and Teaching support: Elis Vllasi

Program Manager: Hannah Christensen

NATO Field School Champion Professors:

Dr. Brooke Smith-Windsor

Dr. Ian Hope

Dr. Christian Leuprecht, Royal Military College and Queens University, Kingston, Ontario.

Dr. Andrea Charron, University of Manitoba.

Course Readings (e-copies on SFU Library and SFU Canvas)

***Additional readings and video materials to be announced.

Bechev, Dimitar. Russia's strategic interests and tools of influence in the Western Balkans. NATO Strategic Communications Centre of Excellence, 2019. (On Canvas)

Birnbaum, Michael and Missy Ryan (2021) "Facing sweltering soldiers and flooded ports, NATO to focus on climate change" *The Washington Post*, March 23, 2021, https://www.washingtonpost.com/world/europe/nato-climate-change-stoltenberg/2021/03/23/3884fe52-8aa7-11eb-a33e-da28941cb9ac_story.html/

[*Canadian Armed Forces 101 for Civilians*](#). National Defence, Canada. (On Canvas)

Conley, Heather A., James Mina, Ruslan Stefanov, and Martin Vladimirov. "[*The Kremlin Playbook*](#)." [*Understanding Russian influence in Central and Eastern Europe*](#). Washington: Center for Strategic & International Studies (2016). (On Canvas)

Clingendael, "[*Kosovo's NATO future Policy Brief How to Square the Circle?*](#)" Clingendael, December 2020. (On Canvas)

Efjestad, Svein and Rolf Tamnes, "NATO's Enduring Relevance" in Olsen, John Andreas, ed. *Future NATO: Adapting to New Realities*. Routledge, 2020. (e-book, SFU Library).

Foy, Henry. "The Brutal Third Act of Vladimir Putin," *Financial Times*, March 10, 2021. (On Canvas)

Haglund, David, "In Considerable Doubt?" Canada and the Future of NATO, *Journal of Military and Strategic Studies*, Vol 13, Issue 3, Spring 2011. (on Canvas)

Huebert, Rob, "Understanding Arctic Security: A Defence of Traditional Security Analysis," in W. Greaves and Lackenbauer *Breaking Through*, 2021. (TBC)

Juneau, Thomas, Philippe Lagassé, and Srdjan Vucetic eds. *Canadian Defence Policy in Theory and Practice*. Toronto: Palgrave, 2020. (SFU Library Course Reserve)

Kuczyński, Grzegorz. [*Russia's Hybrid Warfare in the Western Balkans*](#). Warsaw, Poland: Warsaw Institute (2019). (On Canvas)

Kudors, Andis (ed.) *Fortress Russia*, 2016, Introduction and Part I. CEEPS, Latvia. (On Canvas)

Lane, Andrea. (2020): "Women in the Canadian Armed Forces." In Juneau, Thomas, Philippe Lagassé and Srdjan Vucetic eds. *Canadian Defence Policy in Theory and Practice*. Toronto: Palgrave. (SFU Library Course Reserves)

Lanoszka, Alexander, Christian Leuprecht, and Alexander Moens (eds). *Lessons from the Enhanced Forward Presence, 2017-2020*. NDC Research Paper No.14. NATO Defense College – Rome, November 2020. (On Canvas)

Leuprecht, Christian. (2020) "The Demographics of Force Generation: Recruitment, Attrition and Retention of Citizen Soldiers." In Juneau, Thomas, Philippe Lagassé and Srdjan Vucetic eds. *Canadian Defence Policy in Theory and Practice*. Toronto: Palgrave (SFU Library Course Reserves)

Lindstrom, Gustav and Thierry Tardy. [*NATO and the EU: The Essential Partners*](#). NDC Research Paper, No. 5. NATO Defense College – Rome, September 2019. (On Canvas)

Massie, Justin. (2020): Canadian Strategic Cultures: From Confederation to Trump, ". In Juneau, Thomas, Philippe Lagassé, and Srdjan Vucetic eds. *Canadian Defence Policy in Theory and Practice*. Toronto: Palgrave (SFU Library Course Reserves)

Mattelaer, Alexander. (2010): The CSDP Mission Planning Process of the European Union: Innovations and Shortfalls, In: Vanhoonacker, Sophie, Hylke Dijkstra and Heidi Maurer (eds). *Understanding the Role of Bureaucracy in the European Security and Defence Policy*, European Integration online Papers (EIoP), Special Issue 1, Vol. 14, <http://eiop.or.at/eiop/texte/2010-009a.htm/> (On Canvas)

Marrone, Alessandro, and Ester Sabatino. "Cyber Defence in NATO Countries: Comparing Models." (2021). (On Canvas)

Mayne, Richard Oliver. *The Canadian Experience: Operation Mobile*. In *Air Wing: RCAF Commanders' Perspectives During the 2011 Libyan Conflict*, eds. Richard Mayne and William March, (Trenton: Canadian Forces Aerospace Warfare Centre, 2018). (SFU library Course Reserves)

Mazarr, Michael J., Abigail Casey, Alyssa Demus, Scott W. Harold, Luke J. Matthews, Nathan Beauchamp-Mustafaga, and James Sladden. [*Hostile Social Manipulation: Present Realities and Emerging Trends*](#). Santa Monica, CA: RAND Corporation, 2019. (Chapter.3) (On Canvas)

Moens, Alexander. [*How NATO's Values and Functions Influence its Actions*](#). NDC Fellowship Monograph 7. NATO Defence College-Rome, May 2016. (On Canvas)

[*NATO Mediterranean Dialogue*](#), *NATO.int*, February 13, 2015.

[*NATO Strategic Concept*](#), November 2010 (On Canvas)

[*NATO 2030: United for a new Era*](#), November 2020. (On Canvas)

NATO. *Washington Treaty*, 1949. (On Canvas)

Report of the Standing Committee on National Defence , 2018

<https://www.ourcommons.ca/Content/Committee/421/NDDN/Reports/RP9972815/nddnrp10/nddnrp10-e.pdf>/ (On Canvas)

Palmer, Diego A. Ruiz. *Strategic Odyssey: Constancy of Purpose and Strategy-Making in NATO, 1949-2019*. NDC Research Paper No. 3. NATO Defence College – Rome. June 2019. (On Canvas)

Policy Planning Staff. [*The Elements of the China Challenge*](#). US Department of State, Revised December 2020. (On Canvas)

Priché, Gaëlle R. [*"Standing On Guard: Canada's Strategic Interests in a Competitive World Order"*](#), Canadian Defence Associations Institute, Volume 47, March 2021. (On Canvas)

Putnam, Robert D. "Diplomacy and domestic politics: the logic of two-level games." *International organization* (1988): 427-460. (On Canvas)

Ringsmose, Jens, and Mark Webber. "Hedging their bets? The case for a European pillar in NATO." *Defence Studies* 20, no. 4 (2020): 295-317. (On Canvas)

Rostoks, Toms, and Guna Galvriļko eds., *Defence Policy and the Armed Forces in Times of Pandemic*, Riga, Konrad-Adenauer-Stiftung, 2021. (On Canvas)

- Saideman, Stephen M. *Adapting in the dust: Lessons learned from Canada's war in Afghanistan*. University of Toronto Press, 2016. (e-book, SFU Library Course Reserves).
- Sayle, Timothy Andrews. *Enduring alliance: a history of NATO and the postwar global order*. Cornell University Press, 2019. (e-book, SFU Library Course Reserves)
- Schmitt, Olivier. "How to challenge an international order: Russian diplomatic practices in multilateral security organisations." *European Journal of International Relations* 26, no. 3 (2020): 922-946. (On Canvas)
- Sloan, Stanley R. *Defense of the West: NATO, The European Union and the transatlantic bargain*. Manchester University Press, 2016. (SFU Library Course Reserves)
- Vllasi, Elis. "Russia's Revenge." Purdue FORCES Initiative Policy Brief, 2021. (Canvas).
- Webber, Mark, "NATO 101: A Guide to the Alliance's Purpose, Structure, and History," 2019, (in house word doc).
- Webber, Mark, and Adrian Hyde-Price, eds. *Theorising NATO: new perspectives on the Atlantic Alliance*. Routledge, 2015. (e-book, SFU Library)

Overall Structure of the Program

The Virtual NATO Field School is organized into three types of Modules:

- **Teaching and Engagement Modules:** including lectures, panels, and base visits. Lectures and Panels on the same day occur as separate events.
- **Simulation Modules:** including training and two major exercises (CMX and NMDX) led by retired NATO Defense College Mentors and Faculty Advisors.
- **Young Careers:** In this module, we bring NATO FS Alumni and other young professionals into the program in mostly informal ways to share their paths towards jobs and careers in the national and international security and defence community.

Teaching and Engagement Modules include:

Virtual Base/Facility Visits:

In these segments, an officer or official from a military or political location will walk with us with camera and mic to talk about what the base/facility is, who works there, what they do, how it fits into the larger tasks of Armed Forces and the NATO alliance. All our students are citizens from NATO nations and we realize there are many security provisions for these sites.

Simulation Modules

SIM Module 1: Fundamentals and Training: Alexandra Richards, Elis Vllasi, and Alexander Moens

SIM Module 2: Crisis Management Exercise, “Raleigh,” CMX, mentors: Alexandra Richards and Elis Vllasi

SIM Module 3: NDC NMDX: Mentors: Ilay Ferrier, coordinating mentor.
Negotiation, Mediation, Decision-Making Exercise NMDX (adapted)

SIM Module 4: Peace Support Operations in the Grey Zone Exercise: Dr Walter Dorn and Ryan Cross

Annex

Short Biographical information for each VNFS contributing expert

Assignment Structure:

Assignment	Percentage of Final Grade	Due Date
Reading and Briefing Reflection Paper	25%: Reflection paper final submission	23:59 PDT, July 30
	2%: Submission of draft for peer review	23:59 PDT, June 11
	2%: Peer review of another student's draft	23:59 PDT, June 18
Briefing and Classroom Participation	20%	N/A
Simulation Participation	20%	N/A

Policy Advocacy Paper	25%: Policy Advocacy Paper Final Submission	12:00 PDT August 11
	3% Submission of draft for Peer Review	23:59 PDT, July 16
	3% Peer review of another Student's Draft	23:59 PDT, July 23
2% Bonus Assignment: Research Participation or Alternative Assignment	2%	1 st Survey Deadline: 23:59 PDT, May 18
		2 nd Survey Deadline: 23:59 PDT, Aug 13
		Alternative Assignment Deadline: 23:59 PDT, Aug 13

Important: All due dates for this course use Pacific Standard Time (PDT). If you are in a different time zone, it is your responsibility to ensure you submit on time in PDT time.

This course will use the political science grading scale:

<http://www.sfu.ca/content/dam/sfu/politics/documents/Undergraduate/POL%20Grading%20Scale.pdf>

Late Policy for Assignment

All coursework is expected to be submitted on time for this program. The teaching staff has the right to refuse late work and assign a grade of 0% to that component of the course if there is no medical emergency or other extenuating reason that justifies its lateness. Hence, if there is a true emergency, you will want to contact Dr Moens (moens@sfu.ca) with Alexandra CC'd (ajrichar@sfu.ca) as early as possible and be able to show clear proof of an emergency.

Please Note: Only Dr Moens can grant extensions for assignments. To ask for an extension, you must email Dr Moens and CC Alexandra on the email. Any extension requests received that do not follow this protocol will not be considered.

Week 1: May 12-14 Introduction to the VNFS, Why Security and Defence, and Why NATO

May 12

Introduction to the Virtual NATO Field School and Simulation Program

NATO Field School and Sim Program Briefings from Alexander Moens, Alexandra Richards and Hannah Christensen

- Review Syllabus and Assignments
-

May 13

Module 1: What is NATO, who is NATO, and why is it relevant still?

Panel: **Mark Webber** and Alexander Moens

Lecture on the study and practice of NATO: Alexander Moens

Reading: Sloan, 2016; Chapter 1. Text of Washington Treaty, 1949, (NATO.int); Webber, NATO 101, 2019.

May 14

SIM Module 1: Fundamentals and Training: Alexandra Richards, Elis Vllasi, and Alexander Moens

- Why simulations?
- Diplomatic Language
- National Interests

Simulation Readings: Baltic Amber Simulation Documents (available on Canvas)

Debrief on Week 1/Assignment Introduction

Week 2: May 18-21 Canada, the USA, and NATO: History, Current Policy, and Policy Making

May 18

Module 2: Historical Analysis from two national viewpoints: Canada and the United States

Canada and NATO: 1949-present

Panel: **Joel Sokolsky** and **Joseph Jockel**

The United States and NATO: 1949-present

Lecture: **Stanley Sloan**

Reading: T. Andrews Sayle, 2019, Introduction and Chapter 1; Sloan, Chapter 2; Haglund, 2011.

May 19

Module 3: NATO Policy and Policy Making

Canada and Euro-Atlantic Security

Lecture: **Oliver Poulin**, Executive Director, Security and Defence Relations, Global Affairs

Briefing: Committee Members of the House of Commons, Standing Committee on National Defence (NDDN): **James Bezan**, **Randall Garrison**, and **Cheryl Gallant**.

Reading: Report of the Standing Committee on National Defence, 2018

May 20

Module 3: NATO Policy and Policy Making

Global Affairs and Department of National Defence: Canada's NATO Policy-making Process Panel: **David Nelson** (GAC) and **Graeme Hamilton** (DND)

Reading: Priché, 2021.

May 21

SIM Module 1: Fundamentals and Training: Alexandra Richards, Elis Vllasi, and Alexander Moens (Continued)

- Decision documents

- Mandates and End states
- Diplomatic Language (continued)
- Bracketing, silence procedure

Debrief on Week 2/Assignments

Week 3: May 25-28 Canadian Armed Forces: People, Capabilities, Training, and Command

May 25

Module 4: The Canadian Armed Forces: Army

Keynote: Vice Chair of the Defence Staff, Lt-Gen. **Michael Rouleau**

Virtual Visit: CFB Wainwright and the Canadian Manoeuvre Training Centre: What is Op. Maple Resolve, how is it staged, and with what key training objectives and outcomes?

Briefing by CMTC Deputy Commander, **L.Col Ross Bonnell**.

Selected imagery and video of the Maple Resolve Exercise.

Panel Q and A: **L.Col Ross Bonnell** and **Major B. Ouellet**, the CMTC G5.

Reading: Canadian Forces 101 for Civilians, Modules 1 and 3 (in house pdf)

May 26

Module 4: The Canadian Armed Forces: Navy and Air Force

Commander MARPAC, **Rear-Adm. Angus Topshee**

Virtual Visit of Frigate *HMCS Calgary*

Panel Q&A: Commanding officers of *HMCS Regina*: **LCdr David Dallin**, **Cdr Landon Creasy**, **CPO1 Carl Dixon**

The South China Sea: Briefing by **Brett Witthoeft**, Team Leader, International Engagement, Maritime Forces Pacific, DND

Reading: Canadian Forces 101 for Civilians, Module 5 (in house pdf)

May 27

Module 4: The Canadian Armed Forces: Canadian Joint Operations Command, CJOC

Briefing: **BGen Carla Harding**. What is CJOC, who is CJOC, and what does it do, why should a student of defence issues understand CJOC 101?

Assessment and Analysis of NATO operations: the case of ISAF Lecture: **Steve Saideman**

Readings: Canadian Forces 101 for Civilians, Module 2 (in house pdf); Saideman, 2016, Chapters 1 and 2.

May 28

SIM Module 1: Fundamentals and Training: Alexandra Richards, Elis Vllasi, and Alexander Moens (Continued)

- CMX preparation concepts and procedures
- Introduction to multi-lateral negotiations
 - NATO negotiation process
 - NATO Committees, role of staff, and NATO Structure
 - Understanding and representing national positions

Simulation Readings: Putnam, 1988

Debrief on Week 3

- Introduction to Peer Review
-

Week 4: June 1-4 NATO: A Politico-Military Alliance: Opening the Box

June 1

Module 5: A View from NATO HQ and Supreme Headquarters Allied Powers Europe, SHAPE

Preparation: Deterrence the movie (<https://www.deterrencethemovie.com/>)

Jamie Shea: Taking us behind the Scenes (the ins and outs of NATO infused with the wisdom of decades of service and liberated by official retirement)

Diego Ruiz Palmer: Political Intent and Military Capability: NATO Strategy and operational coherence: 1949-2021

Alexander Moens: NATO: a Politico-Military Alliance, a complex structure, and a dynamic process: a Structural-Functionalist analysis of NATO.

Reading: Palmer 2019; Moens, 2016.

June 2

Module 5: A View from HQ and SHAPE (Continued)

NATO Headquarters (Brussels)

Panel: The Joint Delegation of Canada to NATO Panel: Deputy Ambassador **Vera Alexander** and Canadian Mil. Rep. **LGen Frances Allen**

Virtual NATO HQ visit: **Damien Arnaud**, Head, Media, NATO-PDD

Reading: Reflection Group, *NATO 2030*, 2020.

June 3

Module 5: A View from HQ and SHAPE (Continued)

James Appathurai: the North Atlantic Council, the Sec-Gen, the Military Committee and SACEUR

SHAPE Briefing: **B-Gen. Darlene Quinn**, LCol Don Jamont, LCol R. Moore, Maj. Matthew Reynolds

- What is SHAPE and how is it organized
- What do Canadians do in SHAPE
- How does SHAPE connect to Military Committee and NAC?

Reading: NATO Strategic Concept, 2010.

June 4

SIM Module 2: CMX Briefs and Training: Richards, Vllasi, and Moens

Intro to CMX (Raleigh)

Student Chairs meet with mentors

Debrief on Week 4/Assignment Information

- Assignment overview

Reading: CMX documents (to be distributed via Canvas)

Week 5: June 8-11 Russia, Cyber, and Information Warfare, and CMX simulation exercise

June 8

Module 6: Major Challenges 1: Russia

Panel: **Luca Ratti** and Elis Vllasi

Reading: Conley, et al., 2016; Schmitt, 2020; Foy, 2021.

June 9

Module 7: Major Challenges 2: Cyber and Information Warfare

Panel: **Chelsey Slack** and **Christian Leuprecht**

Cyber Exercise, directed by: **Alexandra Green**, RMC.

Reading: Marrone, Alessandro, and Ester Sabatino, 2021; Mazzar et al, 2020; Vllasi, 2021

June 10 and 11 (Revised Schedule 9:00-16:00)

SIM Module 2: Crisis Management Exercise (CMX)

Directed by Alexandra Richards, Elis Vllasi, Alexander Moens

June 11 Debrief at 15:00

Week 6: June 15-19 NATO's Enhanced Forward Presence Missions, and the eFP in Latvia

June 15

Module 8: NATO's Enhanced Forward Presence Missions: Task Force Latvia (TFL)

Keynote: Ambassador **Kevin Rex**

Panel Briefing: **Col Eric Laforest**, Commanding Officer TFL, **Graham Ericson**, Policy Advisor, TFL, and **Lt (N) Liz Steele**, TFL Legal Advisor

Reading: Lanoszka, Leuprecht, Moens, 2020, Introduction, Chapters 5, 6, and 7 and Conclusion; Andis Kudors (ed.) 2016

June 16

Module 8: NATO's Enhanced Forward Presence Missions (Continued) Battle Group (BG)

Panel: BG Panel with **LCol Enno Kerckhoff** and **LCol Vincent Kirstein**

Panel: Analysis of eFP Missions: **Toms Rostok** and **LCol Konstantin Bellini**

June 17

Module 9: NATO and Strategic Communication

Strategic Communications: Introduction to NATO StratCom: **Yves Desbiens**: what is StratCom, what does it do, and how, why is it important, how is it helping NATO Nations?

Exercises in Stratcomm: NATO Centre of Excellence in Strategic Communications (COE Stratcom)

Exercise led by CoE Officials

Reading: StratCom CoE, "Fact-checking and Debunking," 2021 (website publication).

June 18

SIM Module 4: Briefings to Prepare for NMDX (NATO Crisis Management Process and decision making): **Ilay Ferrier**

- Chair Meetings per committee and with mentors

Readings: NMDX Documents

Week 7: NMDX

June 21: 8:45 Meeting with NDC Mentors, Mr. Ilay Ferrier, L.Gen. Jo Godderij, Col. Ian Hope, Briefings on the Political Committee, Q and A. Faculty Advisers will be Moens, Richards, Vllasi.

June 22: 8:00 – 16:00 Political Committee

June 23: 8:00 – 16:00 Operations Policy Committee

June 24: 8:00 – 16:00 North Atlantic Council

June 25: 8:45 – 11:00 Press Conferences

Week 8: June 29-July 2 The Common Security and Defence Policy of the European Union, and NATO-EU Cooperation

June 29

Module 10: NATO-EU Cooperation

Lecture and Discussion: Alexander Moens, “What Lingers Beneath: Historical and Diplomatic Analysis of NATO-EU Relations”

Reading: Ringsmose and Webber, 2020

June 30

Module 10: NATO-EU Cooperation: Common Security and Defence Policy

Briefing: **Arnout Molenaar**, Security and Defence Policy, EEAS. How does the EU organize its security and defence competences, what are the key roles and EU instruments that play a role? What are the tasks of EEAS?

Lecture: Alexander Moens, Teaching the 2021 NATO Summit Communiqué

Reading: Lindstrom and Tardy, 2019, Chapters 1 and 5.

July 1: Canada Day: No Classes

July 2

Module 10: NATO-EU Cooperation: EU Military Staff

Briefing: Military Dimension of EU with **LCol Martin Essl**, Action Officer, EUMS

Briefing: CSDP military missions and operations with **LCol Marius Kugauda**, Action Officer, Operations Directorate of EUMS

Briefing: EU-NATO Cooperation with **Andra Kos**, Chef de file on EU-NATO Cooperation

Briefing: EU-UN Military Relations with **LCol Victoria Chiriloiu**, Action Officer, EUMS, External Relations

Reading: Mattelaer, Alexander, 2010.

Debrief on Week 7/Assignments

Week 9: July 6-9 Balkans, Black Sea region, and NATO's Southern Rim

July 6

Module 11: NATO's Southern Rim: The Balkans

KFOR Panel with Gen Rütter and Gen Maier

Briefing with Imer Avdiu

Lecture: Elis Vllasi: NATO and the Balkans

Reading: Clingendael, 2020; Bechev 2019

July 7

Module 11: NATO's Southern Rim: NATO's Tailored Forward Presence Mission

NATO Air Command Briefing: **Manfred Reudenbach**, Ramstein Air Base.

Virtual Base Visit with Operator commentary (RAF Officer: Air Base MK, Constanta, Romania, or other Air Policing base, Lithuania or Estonia).

Briefing on RCAF experience in Romania, Air Patrol, LCol. **David McCleod**: The nature, objectives, and experience of the Air Patrols out of MK, taking place in the wider context of Romania and tFP. The Canadian participation: what does it look like, what does it take, how does it matter?

Reading: Mayne, 2018.

July 8

Module 12: Major Challenges Part 3: Middle East and North Africa

Briefing: **Giovanni Romani** – NATO Partnerships: MD and ICI

Reading: "NATO Mediterranean Dialogue," 2015; Lesser et al., 2018; Ulgen and Kasapoglu, 2016.

July 9 : No Classes

Week 10: July 13-16 Social Values, Green Defence, and Health Security

July 13

Module 13: Women, Defence Policy and the Armed Forces

Lecture: **Dr. Alan Okros**: CAF and Societal Change

Reading: Brown, 2020, Okros & Brown, 2019.

July 14: No Classes

July 15

Module 4: The Canadian Armed Forces (continued): Air Force

Briefing by Aircrew from 19 Wing Comox, 407 Squadron

Briefing by **LGen Al Meinzing**, Commander of the RCAF, and CWO **John Hall**

July 16

Module 20: Public Engagement, CIMIC, and Generational Change

Lecture: Alexandra Richards: Strategic Culture in the Canadian Context

Reading: Massie, 2020.

Week 11: July 20-23 Major Challenges: High North/Arctic; Indo-Pacific; Democratic Resilience

July 20

Module 16: High North Security and Defence

Panel: **Andrea Charron** and **Katarzyna Zysk**, professor and deputy director of the Norwegian Institute for Defence Studies

Young Careers: **Jazlyn Melnychuk**: Junior Communications Officer, DND, NATO FS and Riga Stratcom Internship alumnus

Reading: Huebert, 2021

July 21

Module 17: The Indo-Pacific Region and China

Panel: **Brooke Smith-Windsor** and **Mohan Malik** Visiting Fellows, Near East South Asia (NESA) Center for Strategic Studies of the United States Department of Defense.

Young Careers: **Cornel Turdeanu**, Public Diplomacy, DND, NATO FS alumnus

Reading: T. Andrews Sayle, 2019, Conclusion; Policy Planning Staff, US Department of State, 2020.

July 22

Module 18: Democratic Resilience in Central and Eastern Europe

Lecture: **Iveta Reinholde**, Univ. of Latvia

Debrief and Assignment Updates

July 23

Module 19: Operation Unifier (Support to Ukraine)

Briefing: L.Col. Melanie Lake, current CO of Op UNIFIER – RSM CWO Crawford

Lecture: **Balkan Devlen**

Debriefs and Assignment Discussion

<h2>Week 12: July 27-30 Civil-Military Relations and Grey Zone Conflicts</h2>

July 27

Module 20: Public Engagement, Strategic Culture, CIMIC, and Generational Change

Panel: **Col. Van Boxmeer**, Director of Civil-Military Relations CIMIC, CoE and **John Jacobs**, Director, Atlantic Forum, and **Zdenek Rod**.

What is CIMIC, who is CIMIC, what does it do and why is it important to understand in Democratic societies context? What is the CIMIC CoE and its contribution to the NATO Alliance?

SIM Module 5: Walter Dorn and Ryan Cross : Introduction Lecture, Peace Support Operations in the Grey Zone: Dr Walter Dorn
Introduction, overview, and objectives
Readings: Grey Zone Conflict Simulation Documents (TBD); Kuczyński, 2019

July 28 SIM Module 5: Grey Zone Conflicts

9:00-14:00 Exercise directed by **Walter Dorn** and **Ryan Cross**

July 29 Debriefs, Wrap up, Assignments, Last day of CLASS!

Reflections

Farewells and Organizing the Alumni future

July 30: Online Office Hours by group and individual by appointment: 9-15:00

Final Assignments Due Date: August 11 at noon, Pacific Time

Equity, Diversity, and Inclusion

Simon Fraser University seeks to promote the values of Equity, Diversity, and Inclusion in relation to our undergraduate and graduate students, administrative staff, sessional instructors, and faculty members. Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with differences of ethnicity/race, culture, religion, ability status, socio-economic status, sexual orientation, gender, citizenship, and national origin. We commit to fostering a program that is welcoming, respectful, and inclusive.

MAY

TUESDAY11	WEDNESDAY12	THURSDAY13	FRIDAY14
NO CLASSES	<p>Introduction to the Virtual NATO Field School</p> <p>Reviewing syllabus, assignments, and key documents with Dr Alexander Moens, Alexandra Richards, and Hannah Christenen</p> <p>Why study NATO? with Dr Moens</p>	<p><u>Module 1</u></p> <p>What is NATO, who is NATO and why is NATO relevant today?</p> <p>Panel with Dr. Mark Webber and Dr. Ales Moens</p>	<p><u>SIM Module1</u></p> <p>Fundamentals of simulations</p> <p>Simulation training with Alexandra Richards</p>

MAY

TUESDAY18	WEDNESDAY19	THURSDAY20	FRIDAY21
<p><u>Module 2</u></p> <p>Historical analysis of NATO from Canadian and American viewpoints</p> <p>9PDT Canada-NATO Panel with Dr. Joel Sokolsky and Dr. Joseph Jockel</p> <p>11PDT Lecture on US relationship with NATO: Dr. Stanley Sloan</p>	<p><u>Module 3</u></p> <p>NATO Policy and Policy Making</p> <p>9PDT Briefing with Olivier Poulin (GAC)</p> <p>11PDT Briefing with members of the Standing Committee on National Defence (NDDN) : James Bezan, Randall Garrison, and Cheryl Gallant</p>	<p><u>Module 3</u></p> <p>NATO Policy and Policy Making</p> <p>9PDT Panel with David Nelson (GAC) and Graeme Hamilton (DND)</p>	<p><u>SIM Module 1</u></p> <p>Fundamentals and Training with Alexandra, Dr. Vllasi and Dr. Moens</p> <p>- Roles in simulations</p> <p>- Decision documents: end states and objectives/outcomes</p> <p>- Introduction to negotiation procedure: Bracketing and silence procedure</p>

MAY

TUESDAY25	WEDNESDAY26	THURSDAY27	FRIDAY28
<p><u>Module 4</u></p> <p>The Canadian Armed Forces - The Army</p> <p>9PDT Keynote with Lt-Gen Michael Rouleau</p> <p>10 PDT Virtual Visit to CFB Wainwright and CMTC</p> <p>10:45PDT Exercise Maple Resolve with LCol Ross Bonnell</p> <p>11:15PDT Q&A with LCol Ross Bonnell and Major Bryan Ouellet</p>	<p><u>Module 4</u></p> <p>The Canadian Armed Forces - The Navy</p> <p>9PDT Keynote Address with Rear-Adm Angus Topshee</p> <p>11PDT Q&A with HMCS Regina commanding sailors: LCdr David Dallin, Cdr Landon Creasy, CPO1 Carl Dixon</p> <p>12PDT Briefing with Brett Witthoeft on the South China Sea</p>	<p><u>Module 4</u></p> <p>The Canadian Armed Forces - Canadian Joint Operations Command (CJOC)</p> <p>9PDT Briefing with BGen Carla Harding</p> <p>11PDT ISAF Lecture with Dr. Steve Saideman</p>	<p><u>SIM Module 1</u></p> <p>Fundamentals and Training with Alexandra, Dr. Villasi and Dr. Moens</p>

WJZ

TUESDAY1	WEDNESDAY2	THURSDAY3	FRIDAY4
<p><u>Module 5</u> A View From NATO HQ</p> <p>9PDT Briefing with Jamie Shea</p> <p>10:30PDT Briefing with Diego Ruiz Palmer</p> <p>12PDT Structural-Functionalist Analysis of NATO Lecture with Dr. Moens</p>	<p><u>Module 5</u> A View From NATO HQ</p> <p>9PDT NATO HQ virtual visit with Damien Arnaud</p> <p>10PDT Panel Q&A with CANDEL (Deputy Ambassador Vera Alexander and CANMILREP LGen Frances Allen)</p>	<p><u>Module 5</u> A View From SHAPE</p> <p>9PDT Briefing with James Appathurai (NAC, Sec-Gen, SACEUR, Military Committee)</p> <p>10PDT SHAPE Briefings: BGen Darlene Quinn, LCon Don Jamont, LCol R. Moore, Maj Matthew Reynolds</p> <p>13PDT Social Event # 2! :)</p>	<p><u>SIM Module 2</u></p> <p>CMX Briefs and Training with Alexandra Richards, Elis Vllasi, and Alexander Moens</p>

WJZ

TUESDAY	8	WEDNESDAY	9	THURSDAY	10	FRIDAY	11
<p><u>Module 6</u> Major Challenges 1: Russia</p> <p>9PDT Panel with Luca Ratti and Elis Villasi</p>		<p><u>Module 7</u> Major Challenges 2: Cyber and Information Warfare</p> <p>9PDT Panel with Chelsey Slack and Christian Leuprecht</p> <p>11PDT Cyber Exercise Directed by Alexandra Green</p>		<p><u>SIM Module 2</u> Crisis Management Exercise (CMX)</p> <p>Directed by Alexandra Richards, Elis Villasi, and Alexander Moens</p> <p>REVISED SCHEDULE 9PDT-16PDT</p>		<p><u>SIM Module 2</u> Crisis Management Exercise (CMX)</p> <p>Directed by Alexandra Richards, Elis Villasi, and Alexander Moens</p> <p>15PDT Debrief</p> <p>REVISED SCHEDULE 9PDT-16PDT</p>	

JUNE

TUESDAY	15	WEDNESDAY	16	THURSDAY	17	FRIDAY	18
<p><u>Module 8</u> NATO's Enhanced Forward Presence Missions: eFP Latvia</p> <p>9PDT Keynote with Ambassador Kevin Rex</p> <p>11PDT TFL Panel with Col Eric Laforest, Graham Ericson, and Lt(N) Liz Steele</p>		<p><u>Module 8</u> NATO's Enhanced Forward Presence Missions: eFPs continued</p> <p>9PDT BG Panel with Enno Kerckhoff and LCol Vincent Kirstein</p> <p>11PDT Analysis of eFP Missions Panel with Toms Rostok and LCol Konstantin Bellini</p>		<p><u>Module 9</u> NATO and Strategic Communication</p> <p>9PDT Introduction by Yves Desbiens</p> <p>10PDT Exercises in Stratcom led by CoE StratCom Officials</p>		<p><u>SIM Module 3</u> Preparations for NMDX</p> <p>NATO Crisis Management Process and Decision Making with Mr. Ilay Ferrier</p> <p>Chair Meetings per committee and with mentors</p>	

JUNE

MONDAY 21

SIM Module 3
NMDX

Meetings with NDC
Mentors (Mr. Ilay Ferrier,
LGen Jo Godderij, and Col.
Ian Hope)

Briefings on the Political
Committee, Q&A

REVISED SCHEDULE 8:45-
13:00PDT

TUESDAY 22

SIM Module 3
NMDX

Political Committee

REVISED SCHEDULE 8:00-
16:00PDT

WEDNESDAY 23

SIM Module 3
NMDX

Operations Policy
Committee

REVISED SCHEDULE 8:00-
16:00PDT

THURSDAY 24

SIM Module 3
NMDX

North Atlantic Council

REVISED SCHEDULE 8:00-
16:00PDT

FRIDAY 25

SIM Module 3
NMDX

Press Conferences

REVISED SCHEDULE 8:00-
11:00PDT

JUNE/JULY

TUESDAY

29

Module 10
NATO-EU Cooperation

9PDT Lecture: Dr Moens
"What Lumbers Beneath:
Historical and Diplomatic
Analysis of NATO-EU
Relations"

NMDX Reflections with Dr
Moens, Dr Vllasi, and A.
Richards

NOTE: 2:30PDT NMDX
Participation Feedback

WEDNESDAY

30

Module 10
NATO-EU Cooperation
continued: Common
Security and Defence
Policy

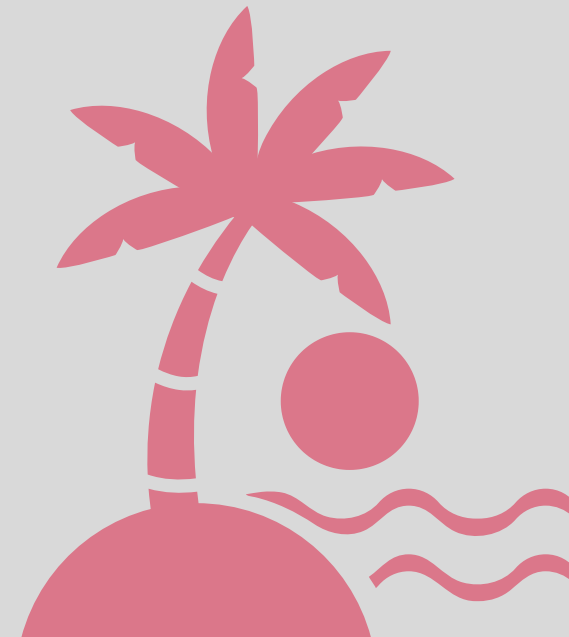
9PDT Briefing with Arnout
Molenaar, EEAS

11PDT Lecture: Dr Moens,
Teaching the 2021
Summit Communiqué

THURSDAY

1

NO CLASSES



FRIDAY

2

Module 10
NATO-EU Cooperation
continued: EU Military Staff
Briefings by EUMS


Brief 1: Military Dimension of
EU with LCol Essl


Brief 2: CSDP military
missions and operations with
LCol Kugauda

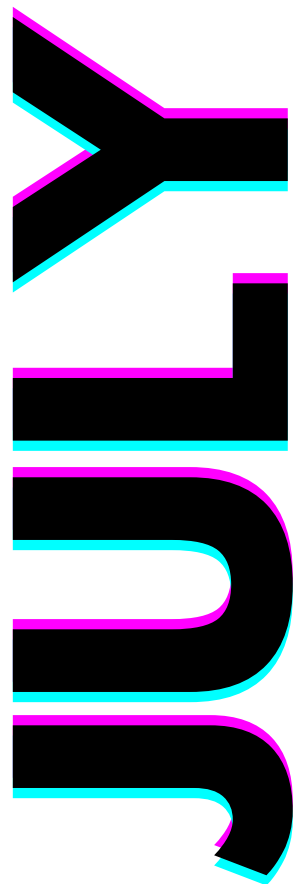
10:55-11:10 BREAK

Brief 3: EU-NATO
Cooperation with Andra Kos
Brief 4: EU-UN Military
Relations with LCol Chirloiu

NOTE: SFU online services
outage: July 3rd 8-16PDT



TUESDAY	6	WEDNESDAY	7	THURSDAY	8	FRIDAY	9
<p><u>Module 11</u> NATO's Southern Rim: The Balkans</p> <p>9PDT Panel with Gen Rütter and Gen Maier</p> <p>10PDT Briefing with LCol Avdiu</p> <p>11PDT Lecture with Dr Elis Villasi: NATO and the Balkans</p> <p>14:30PDT NMDX Participation Feedback Office Hours</p>		<p><u>Module 11</u> NATO's Southern Rim continued: NATO's Tailored Forward Presence Mission</p> <p>9PDT Ramstein Air Base with Manfred Reudenbach, Sqn Ldr Stuart Grady, Cmdr Daniel "Tomcat" Moise, Cristian Bota and Fl Lt Miriam Aicheler</p> <p>11PDT Briefing by LCol David McLeod</p>		<p><u>Module 12</u> Major Challenges Part 3: Middle East and North Africa</p> <p>9PDT Briefing with Giovanni Romani: NATO Partnerships (MD and ICI)</p> <p>11PDT Young Careers talk with Cornel Turdeanu, NFS Alumnus, DND, Public Diplomacy</p>		<p>NO CLASSES</p> 	

TUESDAY13	WEDNESDAY14	THURSDAY15	FRIDAY16
<p><u>Module 13</u> Women, Defence Policy, and the Armed Forces</p> <p>9PDT CAF and Societal Change Lecture with Dr Alan Okros</p> <p>12PDT Lecture with Dr Moens: the CAF Leadership Crisis</p>	<p>NO CLASS STUDY DAY</p> <p>OFFICE HOURS DURING REGULAR CLASS TIME BY APPOINTMENT</p> 	<p><u>Module 4</u> The Canadian Armed Forces: Air Force</p> <p>9PDTRCAF Panel with 19 Wing Comox, 407 Squadron</p> <p>10PDT RCAF 101 Briefing with LGen Meinzinger and CWO John Hall</p>	<p><u>Module 20</u> Public Engagement, CIMIC, and Generational Change</p> <p>11PDT Lecture with Alexandra Richards: Strategic Culture in the Canadian context</p> <p>Policy Advocacy Paper Draft DUE</p>



TUESDAY	20	WEDNESDAY	21	THURSDAY	22	FRIDAY	23
<u>Module 16</u> High North Security and Defence		<u>Module 17</u> Indo-Pacific Region and China		<u>Module 18</u> Democratic Resilience in Central and Eastern Europe		<u>Module 19</u> Operation Unifier	
9PDT Panel with Andrea Charron and Katarzyna Zysk		9PDT Panel with Dr Brooke Smith-Windsor and Dr Mohan Malik		9PDT Lecture with Dr Iveta Reinholde		9PDT Briefing from LCol Melanie Lake, CO of Op Unifier	
11:15PDT Young Careers talk with Jazlyn Melnychuk, NFS Alumnus, StratCom COE Intern, DND		11PDT Young Careers talk with Cornel Turdeanu, NFS Alumnus, DND, Public Diplomacy				11PDT Balkan Devlen Lecture	
						<u>SIM Module 5</u> Peace and Security Operations exercise prep	
Gather Birthday Party!						Alumni Gather social event 13:30PDT	

July

TUESDAY27	WEDNESDAY28	THURSDAY29	FRIDAY30
<p><u>Module 20</u> Public Engagement, Strategic Culture, CIMIC, and Generational Change 9PDT CIMIC Panel with Col Van Boxmeer, Cap John Jacobs, and Zdenek Rod</p> <p><u>SIM Module 5</u> Grey Zone Conflicts</p> <p>11PDT Introduction Lecture with Walter Dorn and Ryan Cross</p>	<p><u>SIM Module 5</u> Grey Zone Conflict Exercise</p> <p>Directed by Walter Dorn and Ryan Cross</p> <p>Revised Schedule 8:45- 14:00PDT</p>	<p>Debriefs, Wrap up, Reflections</p> <p>Farewell Celebration after class on Gather</p> 	<p>NO CLASSES Office Hours by appointment</p> <p>Reading and Briefing Reflection Paper DUE</p> 

NETWORKING EVENTS

MAY 11TH

**WELCOME DAY
EVENTS**



JULY 5TH

**Q&A WITH LT(N)
LIZ STEELE, TFL
LEGAL ADVISOR**



JULY 23RD

**NFS ALUMNI
NIGHT**



**AUGUST
4TH**

**NATO YOUNG
PROFESSIONALS
PANEL**



Annex: VNFS Contributing Experts' Biographies

NATO Field School Champion Professors



Dr. Andrea Charron is an Associate Professor and Director of the Centre for Defence and Security Studies (CDSS) at the University of Manitoba. She has written extensively on the Arctic, Canadian defence policy, and NORAD.



Mr. Ilay Ferrier is a leading expert in the field of NATO crisis management, in particular with the NATO Crisis Response System (NCRS). He was involved in the NATO HQ crisis management task forces for the Balkans Implementation Force (IFOR), Kosovo Force (KFOR), as well as the International Security Assistance Force (ISAF), Afghanistan, and Operation Unified Protector (OUP) in Libya. Mr. Ferrier retired from NATO in 2013. Since then, he has acted as a senior mentor at the NATO Defense College, Rome, Italy; as a special adviser to the Joint Exercise Division, NATO Joint Warfare Centre, Stavanger, Norway; and as a Senior Mentor, Political Science Department, SFU.



Dr. Colonel Ian Hope is a retired military official with 40 years of experience, including in the first Gulf War, as well as multiple tours in the Balkans, Africa, and Afghanistan. He commanded the 1st Battalion Princess Patricia's Canadian Light Infantry Battle Group (Task Force Orion) in combat in Kandahar in 2006, earning the Meritorious Service Cross. In 2012-2013, he commanded the Afghan National Army Collective Training (Fielding) Centre in Kabul, a combined NATO/ANA brigade, earning the Meritorious Service Medal in the process. He has also served on the faculty of the US Army War College, the RMC, and the NATO Defense College.



Dr. Brooke Smith-Windsor is the former Senior Fellow at the RAND Corporation, Director of Strategic Guidance at the Canadian Department of National Defense, and Commanding Officer and Senior Canadian Representative at the NATO Defence College. Currently, he is a Visiting Fellow at the Near East South Asia (NESA) Center for Strategic Studies of the United States Department of Defence.

VNFS Contributing Experts

Week 1



Dr. Mark Webber is currently a Professor of International Politics at the University of Birmingham. His expertise in NATO and the former Soviet Union have led to his publication in numerous academic journals, as well as the soon to be published book *What's Wrong with NATO and How to Fix it*, with James Sperling and Martin Smith.

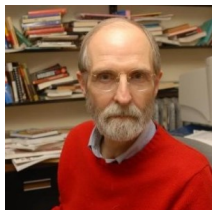
Week 2



James Bezan is a Member of Parliament representing the riding of Selkirk-Interlake-Eastman since 2004 as a member of the Conservative Party. He is a Vice-Chair of the Standing Committee on National Defence, and the Shadow Minister for National Defence.



Randall Garrison is a Member of Parliament representing the riding of Esquimalt-Saanich-Sooke since 2011 as a member of the New Democratic Party. He is a member of the Standing Committee on National Defence.



Dr. Joseph Jockel is Piskor Professor and Chair of Canadian Studies at St. Lawrence University in Canton, New York. His expertise is Canadian defence, especially as it pertains to NORAD and NATO. Dr. Jockel has been a Fulbright Fellow at the RMC, an International Affairs Fellow of the Council on Foreign Relations, a Fellow of the Woodrow Wilson International Center for Scholars, a NATO Research Fellow, and a Senior Fellow in the Government of Canada's Canadian Studies Program.

Olivier Poulin is currently serving as Executive Director of Security and Defence Relations at Global Affairs Canada. He joined the Department of National Defence in 2003 and transferred to the Department of Foreign Affairs, Trade and Development in 2015. During his time at headquarters, he was Executive Director of the Security and Defence Relations Division, Director of the Executive Briefing Division from 2017 to 2020, and Deputy Director of the Security and Defence Relations Division from 2015 to 2017. Positions overseas included New York where he was First Secretary at the Permanent Mission of Canada to the United Nations from 2006 to 2009. He then temporarily joined the United Nations Secretariat and served in Port-au-Prince where he was a Political Affairs Officer with the United Nations Stabilization Mission in Haiti (MINUSTAH) from 2009 to 2012. He also deployed in support of the Canadian Armed Forces to Manama, Bahrain, where he was the Political Advisor to the Commander of Combined Task Force 150 from 2014 to 2015.



Stanley Sloan is a Non-resident Senior Fellow at the Atlantic Council on NATO and Security and Defence Policy. He served for many years as Senior Specialist in the Congressional Research Service on NATO. He is the author of multiple books on NATO and Transatlantic relations, including, *Defence of the West*, 2016



Dr. Joel Sokolsky is a Professor of Political Science and former Principal of the Royal Military College of Canada (RMC). Dr. Sokolsky has taught at the Canadian Studies Center at SAIS, Dalhousie University, Queen's University, and Duke University. He has been a member of the Secretariat Working Group of the NATO/Partnership for Peace Consortium for Defence Academies and Security Studies

Institutes.

Week 3

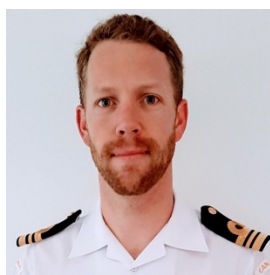


Lt-Gen. Michael Rouleau has previously held the positions of Commander of the Canadian Special Operations Forces Command, the Canadian Joint Operations Command, and Vice Chief of the Defence Staff. Currently, he is serving as Vice Chief of the Defence Staff.

LCol Ross Bonnell is the Director of Exercise Maple Resolve 21 and Chief of Staff at CMTC.



Cmdr Landon Creasy first enrolled in the Naval Reserve in 1991. He has worked aboard the HMCS *Mackenzie*, *Thunder*, *Miramichi*, *Chignecto*, *Port de la Reine*, *Nanaimo*, *Protecteur*, *Vancouver*, *Winnipeg*, *Brandon*, and *Ottawa*. Commander Creasy assumed Command of HMCS *Regina* in September 2019.



LCol David Dallin was appointed as Executive Officer of HMCS *Regina* in January of 2021. He has previously served on the HMCS *Ottawa*, HMCS *Calgary*, and HMNZS *Te Kaha*.

Chief Petty Officer 1st Class Carl Dixon is Coxswain of the HMCS *Regina* of the Royal Canadian Navy. He has served in the Navy since July 1988, both at home and abroad, including on the HMC Ships *St. John's*, *Athabaskan*, *Queen Charlotte*, *Halifax*, *Fredericton*, *Iroquois*, and in Operations Apollo and Artemis.



Rear-Adm. Angus Topshee is currently serving as the Commander of the Canadian Pacific Fleet.

Full bio: <http://www.navy-marine.forces.gc.ca/en/about/structure-marpac-leaders.page>



Dr. Steve Saideman is the Director of the Canadian Defence and Security Network (CSDN). He holds the Paterson Chair in International Affairs at Carleton University's Norman Paterson School of International Affairs. He has written several books and articles on NATO in Afghanistan, Canada's involvement in Afghanistan, and civil-military relations.

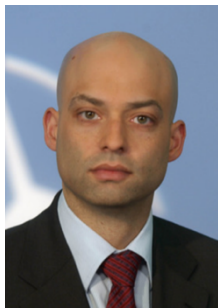
Week 4



Deputy Ambassador Vera Alexander has represented Canadian interests abroad with several of our key partners, including the UK and US. She is currently serving as the Deputy Head of Mission of the Canadian Delegation to NATO (CANDEL) in Brussels.



Lt-Gen Frances Allen has served with the Canadian Armed Forces since 1983. She has previously served as the Military Representative of Canada to NATO. She has recently been appointed to serve as the Vice Chief of the Defence Staff of the Canadian Armed Forces, and is the first woman to hold the position.



James Appathurai is the Deputy Assistant Secretary General for Political Affairs and Security Policy and NATO Secretary General's Special Representative for the Caucasus and Central Asia.

https://www.nato.int/cps/en/natohq/who_is_who_50158.htm



LCol Don Jamont has worked as an Aerospace Defence Planner in ACT Staff Element Europe since 2019. He focusses on the apportionment of defence planning targets to NATO Allies to ensure that NATO has an appropriate pool of forces to meet its level of ambition for operations, missions and crisis. Previously he was the SHAPE J5 Executive Coordination Officer, managing the daily operations, incoming projects and outgoing workflows for the entire J5 Strategic Plans Division within SHAPE.



LCol R. Moore is a Strategic Planning Officer within the J5 division at SHAPE. He has previously served abroad in Afghanistan and Haiti and supported UN operations in Golan Heights, Israel, Lebanon, and Syria.



Maj Matthew Reynolds has just recently been posted to the J3 Ops and Plans position at SHAPE. Previously Maj Reynolds spent his command time posted as Officer Command Bravo Company at the 4th Canadian Division Training Centre in Meaford ON.



Diego Ruiz Palmer has had a long career with NATO HQ. Currently, he is serving as Special Adviser for Net Assessment, Defence Policy and Planning Division.



BGen Darlene Quinn is currently the Commander Formation Europe and Canadian National Military Representative at SHAPE. Since 2018. She has served in the Construction Engineering section in Winnipeg, and as Base Construction Engineering Officer in Chilliwack, 14 Wing Greenwood, and CFB Esquimalt. Early in her career she deployed to Pakistan to teach mine awareness to Afghan women and children, later with UNDOF in the Golan Heights as Troop Commander, and then to Indonesia with the interdepartmental team from DND, DFAIT, and CIDA. In 2017, BGen Quinn was posted to the NATO Defense College in Rome as the military Assistant to the Commandant.



Dr. Jamie Shea is currently a Professor of Strategy and Security at the University of Exeter, a Senior Fellow at the Friends of Europe think tank, an Associate Fellow at Chatham House, and a member of the Senior Advisors Group of the NATO Special Operations HQ located at SHAPE, Belgium. Dr. Shea was a member of the NATO International Staff for 38 years before retiring in 2018, serving in a number of positions, including NATO Spokesman, Director of Information and Press, Director of Policy Planning and Deputy Assistant Secretary General for Emerging Security Challenges.

Week 5



Alexandra Green is currently Officer in Charge and Information Protection Officer of the Fleet Cyber Team (Pacific), of the Royal Canadian Navy.



Dr. Christian Leuprecht is Class of 1965 Professor in Leadership at the Department of Political Science and Economics of the RMC, Director of the Institute of Intergovernmental Relations at Queen's University's School of Policy Studies, Fulbright Research Chair in Canada-US Relations at the SAIS, Johns Hopkins, Munk Senior Fellow in Security and Defence at the Macdonald Laurier Institute, and a former Eisenhower Fellow at the NATO Defence College.



Dr. Luca Ratti is an Associate Professor of History of International Relations at the University of Rome III, the American University of Rome, and a Visiting Scholar in European Security at Carleton University. He is an expert in NATO's evolution and transatlantic relations. He has also written and lectured on NATO's strategies in dealing with Russia.



Chelsey Slack is Deputy Head of the Cyber Defence Section with the International Staff at NATO Headquarters in Brussels. In this role, she provides advice and supports the development and implementation of NATO's cyber defence policy. She is actively engaged in NATO's cooperation with partners and international organisations. Previously, she worked at the Canadian Foreign Ministry as part of a Stabilisation and Reconstruction Task Force specialising in conflict prevention.

Week 6

LCol Konstantin Bellini is the German Defense Attaché to Lithuania, currently situated in Vilnius.



Yves Desbiens has served in a number of positions in the Canadian Armed Forces. Currently, he is Project Manager at the NATO StratCom Centre of Excellence in Latvia.

Graham Ericson assumed responsibility as the Task Force Latvia Policy Advisor in September 2018. Prior to his posting to Latvia, Mr. Ericson worked in the Directorate of NATO Policy at the Department of National Defence (2011-2012; 2014-2018), where he managed Canada's bilateral defence relationship with a range of countries – *inter alia* Russia, the United Kingdom, Germany, and Ukraine. During this time, he also oversaw National Defence's role in a broad portfolio of NATO files, including those related to deterrence and defence, the NATO-Russia Council, cyber defence, hybrid warfare, the Arctic/High North, and the Airborne Warning and Control System. During this time, Mr. Ericson periodically acted as Director and Deputy Director and was also seconded to Canada's Joint Delegation to NATO as a Defence Policy Advisor working with the Delegation's Defence Counsellor. Mr. Ericson's other assignments within the Department of National Defence include periods working as a speechwriter for the Minister of National Defence and the Chief of the Defence Staff (2009-2010; 2012-2013), including a period leading the Ministerial Speechwriting Unit. He also served as the Deputy Policy Advisor to Canada Command, the Canadian military headquarters responsible for domestic and continental operations (2010-2011). Mr. Ericson joined the Government of Canada through the Department of National Defence's Policy Officer Recruitment Program in 2009. He holds a BA in Political Studies from the University of Saskatchewan (2008) and an MSc in International Relations from the London School of Economics and Political Science (2009).

Biography of LCol Enno Kerckhoff, MSM, CD
58th Commanding Officer of The Royal Canadian Dragoons.

LCol Enno Kerckhoff joined the Canadian Armed Forces in 1997 and, after completing his undergraduate studies, was assigned to The Royal Canadian Dragoons (RCD) as a tank troop leader in 2002. He deployed with the RCD Battle Group (BG) to Bosnia in 2003 as the BG Transport Officer. In 2005, he was posted on ERE to the Armour School as a Tactics Instructor, Standards Officer, and eventually 2IC Standards Squadron.



Returning to the Regiment in 2008, he deployed with B Squadron to Afghanistan as the Battle Captain of the Reconnaissance Squadron during Task Force 3-09. Following this deployment, he was awarded the Meritorious Service Medal.

Following a year as the Regimental Operations Officer and a 2011 posting to 1st Canadian Division Headquarters in Kingston, he was promoted to Major in 2012. His employment at the Division Headquarters included time as the J35 Operational Planner, and J7 Collective Training. He took command of A Squadron in 2013 after a third posting to the Regiment, which included major exercises across all of Ontario.

Following attendance at JCSP in 2015-16, he was posted to the Directorate of Current Operations at the Strategic Joint Staff in Ottawa, responsible first for the Middle East, and later the Asia-Pacific regions. In this role, he assisted in coordinating CAF responses to a many national and international situations, including domestic operations in support of flood relief, forest fires, and the evolution of Operation IMPACT, Canada's military mission in Iraq.

Promoted to his current rank in 2018, LCol Kerckhoff was posted to the Canadian Manoeuvre Training Centre's Kingston Detachment as the Chief of Army Collective Training, where he was responsible for the governance of Army training activities and Battle Task Standards.

LCol Kerckhoff has a BA in Military and Strategic Studies from RMC, a Masters in Defence Studies from RMC, and an MBA from Norwich University.

LCol Vince Kirstein left the farm in Saskatchewan and joined the CAF as an Armoured Officer in 1995. After completing his Bachelor's degree and phase training, he was posted to the 12e Régiment Blindé du Canada in 2000 where he was employed as a Tank Troop Leader. He rebadged to the Lord Strathcona's Horse (Royal Canadians) in 2002, where he served as a Battle Captain, Squadron Second in Command, and Officer Commanding both Headquarters and B Squadron. During his time with the Strathcona's he served in every Squadron at least once. As Second in Command of C Squadron, he deployed to Afghanistan in 2007 as part of the 3ieme Bataillon Royal 22ieme Régiment Battle Group. He has served in various staff positions, including two postings to Wainwright Alberta to the Militia Support Training Centre and the Canadian Manoeuvre Training Centre. He has also served as an analyst at Director Capability Integration in Ottawa, as the Armour Officer Career Manager, and as the G3 at the Combat Training Centre. Most recently he was the Commandant of the Royal Canadian Armoured Corps School, commanding from 2017 to 2019. He arrived in Latvia in August of 2019 and was named the Deputy Commander of the Latvian Mechanized Brigade.

Colonel Éric Laforest joined the Canadian Forces in 1991. He was commissioned and completed a Bachelor's degree in Military and Strategic Studies at the Royal Military College of Canada in 1996. He then joined the ranks of 3rd Battalion, Royal 22e Régiment, where he successively served as Platoon Commander, Intelligence Officer and Deputy Airborne Company Commander until 2001. During that time, he took part in the United Nations' mission to Haiti and the military response to the 1998 ice storm. Between 2001 and June 2003, Colonel Laforest held the position of Aide-de-Camp to the Governor General of Canada. In 2003, after taking the Land Force Command and Staff Course, he was posted to the Deputy Chief of Defence Staff Group as Operations Officer Middle East until the summer of 2005.

Promoted to Major in summer 2005, he was transferred to 1st Battalion, Royal 22e Régiment, as Mechanized Infantry Company Commander, a position he held until 2007. He then returned to 3rd Battalion and deployed to Afghanistan as Headquarters Company Commander and S3 of the battle group.

Upon his return from Afghanistan, Colonel Laforest was posted to Toronto, where he completed the Canadian Forces Command and Staff Course and obtained his Master's in Defence Studies.

Promoted to the rank of Lieutenant-Colonel in the summer of 2009, he held the positions of Senior Operations Advisor in the Privy Council Office Afghanistan Task Force as well as the Canadian Army G1 Plans until summer 2012. Colonel Laforest then commanded 2nd Battalion, Royal 22e Régiment and the Citadelle of Québec from June 2012 to July 2014.

Following a short time at National Defence Headquarters in Ottawa, he was posted to the School of Advanced Military Studies in Fort Leavenworth, Kansas, completed the US Army Advanced Strategic Leadership Studies Program and his Master's in Strategic Studies. Upon his return to Canada in summer 2017, Colonel Laforest was appointed Canadian Joint Operations Command J3.

On 21 June 2019, in Riga, **Colonel Laforest assumes command of Task Force Latvia.**



Ambassador Kevin Rex is the Canadian Ambassador to Lithuania, Latvia, and Estonia. During his time in Ottawa he served as a Foreign Policy Advisor to the Prime Minister in the Privy Council Office (2004-2006), was the acting Director of the Canadian International Development Agency's Afghanistan Task Force (2007-2008) and Deputy Director in the Department of Foreign Affairs and International Trade's Stabilization and Reconstruction Task Force (START) (2009-2012), responsible for Civilian Deployments. In Ottawa, he also served as a Reserve Army Officer with the

Cameron Highlanders of Ottawa. Positions overseas included Canada's Permanent Mission to the United Nations in New York in 2003 and Kandahar, Afghanistan from 2006-2007 where he served as the Development Advisor to the Commander of Joint Task Force Afghanistan – for which he was awarded the General Service Medal. He led the START team to Haiti after the 2010 earthquake, and to Nepal following the 2015 Earthquake. He was awarded the Humanitas Operational Service Medal for his work in disaster response. He served in Belgrade, Serbia as Political Counsellor and Chargé d'affaires from 2012 to 2016. His last assignment in Ottawa was as Director of Eastern Europe and Eurasia, where he was responsible for managing Canada's political, commercial and development relations with the 19 countries of the region. In 2018 he was awarded two Deputy Minister Awards in recognition of exceptional performance.

Lt(N) Liz Steele has been acting as the Task Force Latvia Legal Advisor since January 2021. Prior to being deployed to Latvia, she has been working as a Deputy Judge Advocate in Esquimalt, B.C. providing legal services to various Naval units within Maritime Forces Pacific. She has been serving as a legal officer with the Office of the JAG since 2019. Prior to joining the Regular Force, she worked in private practice at McCarthy Tetrault in Business Law, primarily in the area of environmental law, mergers and acquisitions and securities law.

Lt(N) Steele studied law at the University of Calgary, and has a double major in History and Policy Science from the University of Toronto.

Week 7



Mr. Ilay Ferrier is a leading expert in the field of NATO crisis management, in particular with the NATO Crisis Response System (NCRS). He was involved in the NATO HQ crisis management task forces for the Balkans Implementation Force (IFOR), Kosovo Force (KFOR), as well as the International Security Assistance Force (ISAF), Afghanistan, and Operation Unified Protector (OUP) in Libya. Mr. Ferrier retired from NATO in 2013. Since then, he has acted as a senior mentor at the NATO Defense College, Rome,

Italy; as a special adviser to the Joint Exercise Division, NATO Joint Warfare Centre, Stavanger, Norway; and as a Senior Mentor, Political Science Department, SFU.



Lt-Gen Jo Godderij has held numerous roles within the Netherlands military since he entered military service in 1969, including Vice Chief of Defence of the Netherlands, Military Representative in the Military Committees of NATO and the EU (2004-2007) and Director General of the International Military Staff at NATO HQ (2007-2010). When Lt-Gen Godderij retired after 41 years of military service in 2010, he had recorded some 3000+ flying hours, commanded an F-16 squadron and F-16 base. Since his military retirement he has kept himself very busy with his family and many other engagements, including as a senior

mentor to the NATO Defence College.



Dr. Colonel Ian Hope is a retired military official with 40 years of experience, including in the first Gulf War, as well as multiple tours in the Balkans, Africa, and Afghanistan. He commanded the 1st Battalion Princess Patricia's Canadian Light Infantry Battle Group (Task Force Orion) in combat in Kandahar in 2006, earning the Meritorious Service Cross. In 2012-2013, he commanded the Afghan National Army Collective Training (Fielding) Centre in

Kabul, a combined NATO/ANA brigade, earning the Meritorious Service Medal in the process. He has also served on the faculty of the US Army War College, the RMC, and the NATO Defense College.

Week 8

Arnout Molenaar is currently serving as the Head of Division of Security and Defence Policy of the European External Action Service (EEAS).

LCol Martin Essl is working with the EU Military Staff (EUMS) as an Action Officer.



LCol Marius Kugauda is an Action Officer, Operations Directorate of EUMS



Andra Kos is the current chef de file on EU-NATO cooperation, CSDP Partnerships with the US, Canada, Norway, and Turkey of the Security and Defence Policy Directorate, EEAS



LCol Victoria Chiriloiu is an Action Officer with the EUMS, External Relations. Since March 2020, she also handles the portfolio of UN-EUMS relationships and agreements, with focus on Women, Peace and Security, Human Rights, capacity building, DDR and SSR.

Week 9

BGen John Maier has recently taken over the post of KFOR Chief of Staff.

LCol David McLeod is the Commanding Officer of the 433 Tactical Fighter Squadron of the RCAF.

Lieutenant Colonel Imer N. Avdiu is the Chief of Staff for the Logistics command, Kosovo Security Force. Through his staff, he directs and coordinates the activities of the LOGCOM. He ensures that all plans within the unit and activities are executed as planned.

He has a second assignment as an instructor at the University Study Center, Military Academy of KSF.

Before his current assignment, he was a training officer at the KSF HHQ. He used to direct training planning processes, observes the execution of the training plan including KSF reserve component training. He was also an integral part of planning and executing exercises in-country and abroad. In addition, he was a staff officer for the lessons learned system in the Kosovo Security Force where he ensured the running of the lessons learned system. Furthermore, he served as an Instructors Manager for KSF Basic Training in Training and Doctrine Command, where he was responsible for managing instructors and ensuring the quality of training.



LTC Avdiu was born in Mitrovica, Kosovo. He joined as a volunteer fighting for the freedom of his country in 1998. He was commissioned as a 1LT in 1999. He earned his bachelor's degree at the Pristina University, Kosovo in 2008. Whereas, the master's degree at the Command and General Staff College, Fort Leavenworth Kansas..

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He is married to Valbone, and they have three children, a son and two daughters. Their son Kushtrim is 18 years old, he just finished the high school; the older daughter Jehona is 15, she just finished the elementary school; and the youngest one is Vlera that will be six years old this September 2018.

Manfred Reudenbach

NATO Public Affairs Officer of German nationality with Allied Air Command at Ramstein, Germany.

Sixty years old, joined NATO in 2000 as an International Civilian and has been with Allied Air Command as a translator since 2003; started work with Public Affairs in 2008.

Regularly supports Allied Air Command activities at home and during deployments and exercise in all NATO member countries.

Coordinates media activities with NATO headquarters and military commands, member air forces and Partner air forces.

Maintains the official Allied Air Command website and Facebook account (50,000 followers). Started personal Twitter account in 2017 mostly to promote NATO Air matters.

Works with media from all NATO and Partner countries to show and tell the Allied Air Command story and facilitate access to Allied Air Command operations, missions and exercises.



Ramstein, Germany, July 2021

Flight Lieutenant Miriam Aicheler BSc MA MBPsS RAF

Flight Lieutenant Miriam Aicheler graduated from RAF College Cranwell Oct 2009. Following her Branch training, Miriam's first tour was at RAF Honington's Training Wing. Here she learnt the art of training Quality Assurance and she mentored the Wing instructors on effective teaching of the recruits. The Wings performance improved from being on an Ofsted 6mth repeat visit, to gain an Ofsted Good standard of educational provision, in her tenure.



In May 12, she left Honington to work within Air Traffic Control training at RAF Shawbury. She provided training guidance to the school, which later on was awarded 22 Group best phase 2 training establishment. She trained as an Aircrew Performance Coach, applying the same techniques to Air Traffic students that had been used with student pilots to great success. For this progressive work she was awarded a 22 Group Air Officer Commanding Commendation. During this tour she also completed a Master's in Education.

She left Shawbury, May 14, for Italy, working at the NATO HQ within Civil and Military Cooperation in Operations (CIMIC) and Targeting and with NATO Cross-Cutting topics. Working in collaboration with international colleagues, she was involved with the planning and execution of the HQs major exercises, Trident Juncture and Trident Joust. During her tenure she also covered the J9 Branch XO role, including working in the outer office of the 1* General. Later adding to her portfolio as a NATO Evaluator and attending the first UN Special Female Officers Course in N Delhi.

After three years, she returned to a training role in 90 Signals Unit in charge of the Operational Conversion Unit, responsible for training Communications Engineers in the Unit. In Dec 18 100 Squadron was tasked by Chief of Air Staff to set up deliver Advanced Jet Training for undergraduate pilots. Flt Lt Aicheler was seconded to the Squadron as the Training Officer to develop and support the delivery of this training in an exceedingly short time span.

In April 21, she deployed to Romania on Operation BILOXI to support NATO's enhanced Air Policing mission as the Engagements Officer. She liaises and builds relationships with NATO Ally personnel, key leaders, individuals, charities, and organisations to develop and run outreach activities and projects within the local community.

Miriam enjoys village life with her dog Ollie, a rescue German Shepherd. Hobbies include lots of walking, adventures in her campervan, and sometimes getting out on her bike, paddleboard and surfing.

Squadron Leader Stuart W Grady MA RAF

Squadron Leader (Sqn Ldr) Stuart Grady joined the Royal Air Force (RAF) in 1990. On completion of his Masters (MA) in Geography and International Relations, he completed Initial Officer Training (IOT) at RAF College Cranwell in 1993, and professional training as an Air traffic Controller (ATC) at RAF Shawbury in 1994. He completed three tours as an Airfield and Approach controller at RAF Linton-on-Ouse, RAF Manston and RAF Leuchars. He became qualified as an ATC supervisor and training officer and served as a Tactical ATC, tasked with setting-up Tactical Landing Zones (TLZ) at austere locations both for operations and exercises.



In 2003, he served in the newly created Storm Shadow centralised mission planning facility at Permanent Joint Head Quarters (PJHQ) Northwood. He conducted the detailed mission planning of all the Storm Shadow air launched cruise missiles employed during Operation (Op) TELIC (The UK name for operations in Iraq).

Returning to controlling duties in 2005, he worked as a supervisor at the Scottish military ATC centre at RAF Prestwick, responsible for co-ordinating traffic integration between military and civilian flying in the northern half of UK airspace. As acting Senior Ops Officer, he took a lead role in developing the UK's procedures in response to potential air terrorist incidents.

Promoted to Sqn Ldr in 2007, he deployed on Op TELIC as an Intelligence, Surveillance, Target acquisition, and Reconnaissance (ISTAR) Tasker for Multi-National Division South East (MNDSE) in Iraq. He was responsible for all Airborne ISR assets allocated to the Division, including Unmanned Air Systems (UAS) and manned assets. He also worked as the air planner for Flag Officer Sea Training (FOST) at Her Majesty's Naval Base (HMNB) Devonport.

In 2010, as Sqn Commander of the ATC Sqn at RAF Leuchars, he managed the delivery of ATC and Fire Services at a busy fighter and Quick Reaction Alert (Interceptor) (QRA(I)) base. He then took up roles within NATO, firstly as a Battle Watch Captain at the NATO Allied Joint Force HQ in Naples, Italy, and then within the core Joint Air Component (JFAC) at NATO HQ Allied Command (AIRCOM) in Ramstein Germany, where he worked in strategic air planning and as the Staff Officer to the JFAC Director.

He is currently Officer Commanding (OC) Mission Support Flight for IX (Bomber) Sqn, who operate Typhoon FGR4, in the aggressor role, from RAF Lossiemouth in Scotland. The Sqn is currently deployed on Op BILOXI (enhanced Air Policing-South) at Mihail Kogalniceanu Airbase in Romania, where Sqn Ldr Grady is the Ops Pillar Lead.

In his career he has completed operational deployments in support of Air Ops in Bosnia, Africa, and the Middle East.

He is married to Eleanor and they have two sons who are in high school. In his spare time, Sqn Ldr Grady enjoys singing and playing the guitar. He is a rugby coach for Lossiemouth Owls Rugby Football Club (RFC) and also coaches children's rugby for Hillfoots RFC.

Colonel Daniel Moise

Operational Group Commander 86th AFB Borcea
Mig 21 Lancer Detachment Commander deployed
at Mihail Kogalniceanu AFB, Constanta

Age 46, married, 1 daughter

Mig 21 Lancer pilot, approx 2000 flight hours,
mission ready, flight instructor

Studies:

Military Institute of Aviation "Aurel Vlaicu" Boboc,
graduation in 1997

Since 1997 till present, in 86th AFB Borcea

Air Command and Staff College, Maxwell ,Alabama, USA ,2013-2014

Afghanistan, Resolute Support HQ, Kabul- NATO Theatre Flight Safety Officer, Jan 2015-July 2015.





Head, Middle East and North Africa Section
Political Affairs and Security Policy Division
NATO HQ, Brussels

Mr. Giovanni ROMANI

PROFESSIONAL BACKGROUND

Italian Navy active duty: 1985 – 2006

Specialized in telecommunications, combat operations, electronic warfare and intelligence

Served as combat operations, electronic warfare and intelligence officer in several Italian and U.S. ships, also taking part in the “Sharp Guard” and “Sharp Fence” operations in the ex-Yugoslavia

- Commanding Officer of ITS VEGA (1997-1998)
- Navy HR Department, Officers Education Policy - Staff Officer (2000-2001)
- Maritime Military Assistant to SACEUR (Gen J. Ralston and Gen J. Jones) - SHAPE (2001-2005), portfolio: maritime issues, Operation Active Endeavour, Balkans operations, NATO Southern Region, NATO Capabilities, NATO/EU
- Executive Officer (2nd in Command) of Italian Navy Destroyer Francesco Mimbelli (2005-2006)

NATO civilian career: since 2006

- Head Naval Armaments Unit, NATO HQ, Defence Investment Division (March 2006 – March 2012)
- Head Land and Maritime Capabilities Section (April 2012 – December 2017)
- Head of the Capability Delivery Section (January 2018-August 2019)

EDUCATION

Maritime and Naval Science Master degree – University of Pisa

International and Diplomatic Science bachelor degree – University of Trieste

Maritime and Naval Science bachelor degree – University of Pisa

Naval War College, Leghorn, Italy

Command and Staff Officer Course/ Naval University Master degree/Naval War College of the Argentinean Navy, Buenos Aires, Argentina

NATO Executive Development Program

Fluent in Italian, English and Spanish. Working knowledge of French

Vita

Brigadier General Jörg Rüter

Born in Northrhine Westfalia in 1966



1985	Joining the Bundeswehr as a Signal officer cadet
1985 – 1988	Training as an officer cadet and appointment as platoon leader in SigBn 11 (Oldenburg)
1988 – 1992	Studies of Computer Science at the Bundeswehr University (Munich)
1992 – 1996	platoon leader/ commanding officer SigCoy (Düsseldorf)
1996 – 1998	Signal officer at the staff of ACE Rapid Reaction Corps (Rheindahlen), during this appointment deployment to IFOR (Mar – Nov 1996)
1998 – 2000	41st National General-/ Admiral staff course (Hamburg)
2000 – 2001	Head of the Office Division Fü S II at the German MoD (Bonn)
2001 – 2004	Chief of Staff MechInfBrig 30 (Ellwangen)
2004 – 2006	Desk officer at the Staff of the German Military Representative to the Military Committee NATO, EU and WEU (Brussels/ BEL)
2006 – 2008	Commanding Officer SigBn 10 (Sigmaringen), during this appointment deployment to KFOR (Jan – June 2007)
2008 – 2010	Desk officer for bilateral military cooperation in the Division Fü S III at the German MoD (Berlin)
2010 – 2012	Military Assistant to the Vice Chief of Defence and Chief of the Joint Support Service (Bonn)
2012 – 2014	Section Head at the Bundeswehr CIS Command (Bonn), during this appointment deployment to ISAF (Mar – Sep 2013) as Branch Head CJ6 RC (N)
2014 – 2015	Section Head Future CIS Services, J6 Division, SHAPE (Mons/ BEL)
2016 – 2017	Chief of Staff of the Bundeswehr CIS Command (Bonn)
2017 – 2021	Head of the Office of the Directorate-General Forces Policy at the German MoD (Berlin)
since Apr 2021	Director NATO Advisory and Liaison Team (Pristina/ KOS)

Week 10



Dr. Alan Okros is a professor in the Department of Defence Studies at the Canadian Forces College. In 2019, he assumed the role of Deputy Director Research in the Dallaire Centre of Excellence for Peace and Security within the Canadian Defence Academy. Dr. Okros conducts research to support the NATO Committee on Gender Perspective including chairing a NATO Research Task Group examining the incorporation of gendered and cultural perspectives in senior officer military education.



LGen Al Meinzinger joined the Canadian Armed Forces in 1985. He was appointed to his current position as Commander of the Royal Canadian Air Force in 2018.



Chief Warrant Officer John Hall joined the Canadian Armed Forces in 1987. In 2015, he was promoted to CWO and posted to 19 Wing Comox as the Wing Operations Branch Chief Warrant Officer. In 2019, CWO Hall was appointed to his present position as the Division CWO at 2 Canadian Air Division in Winnipeg.

Week 11



Dr. Mohan Malik is a Visiting Fellow at the Near East South Asia (NESA) Center for Strategic Studies of the United States Department of Defence. He is a well-known expert in the geopolitics of the Indo-Pacific, with a particular focus on China, India, and maritime security.



Dr. Iveta Reinholde is a professor and department head of Political Science at the University of Latvia and a prolific author on NATO, civil-military relations, women and security and defence and political culture.



Dr. Andrea Charron is an Associate Professor and Director of the Centre for Defence and Security Studies (CDSS) at the University of Manitoba. She has written extensively on the Arctic, Canadian defence policy, and NORAD.

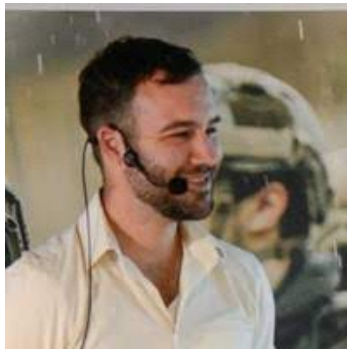


Dr. Katarzyna Zysk is a Professor of International Relations and Contemporary History, Head of Research and Deputy Director at the Norwegian Institute for Defence Studies. She is also a member of the Hoover Institution's Arctic Security Initiative and the International Military Council on Climate and Security (IMCCS). Her research focuses on Arctic and maritime security, especially as it pertains to Russian geopolitics.



Dr. Balkan Devlen is a Senior Fellow at Macdonald-Laurier Institute where he leads the Transatlantic Program and the Director of the Centre in Modern Turkish Studies (MTS) at the Norman Paterson School of International Affairs at Carleton University. He is also an expert forecaster, trainer, and consultant for Good Judgment, Inc, a US-based geopolitical forecasting company. His research and teaching interests include security and foreign policy in the Transatlantic space - especially regarding the Eastern flank - and geopolitical forecasting and strategic foresight. Previously he held faculty positions in the US, Turkey, and Denmark.

Week 12



Captain John Jacobs is an analyst working for the Dutch 1 Civil-Military Interaction Command. Previously he did coursework for the CIMIC Centre of Excellence as well as academically focussed on CIMIC, in particular in the context of NATO's ISAF operations in Afghanistan. Together with Igor Merheim-Eyre he founded the Atlantic Forum in 2019. John holds a Masters Degree from Radboud University, specializing in Social Geography, as well as doing

coursework for King's College London.

Zdenek Rod completed his master's studies in International Relations at the University of West Bohemia in Pilsen. Simultaneously, he is pursuing a PhD degree in International Relations at the same university, and he is also a research fellow at the Centre for Security Analysis and Prevention in Prague.

Col Frank Van Boxmeer is currently serving as the Director of the NATO Civil-Military Cooperation Centre of Excellence (CIMIC COE).

Ryan Cross is a Research Assistant for Professor Walter Dorn of the Canadian Forces College on peace-support operations research and contributes to on-going work applying Just War theory to contemporary conflicts.



Dr. Walter Dorn is a Professor of Defence Studies at the Canadian Forces College and the Royal Military College of Canada. He serves as Academic Coordinator for the National Security Programme at CFC. In the past, he served as Chair of the following: RMC Master of Defence Studies Programme and, at CFC, as Chair of the Department of Security and International Affairs; co-chair of the Department of Security Studies; and Deputy Director of Outreach and Community Development. He was also Chair (2008–2014) of Canadian Pugwash, an organization of physical, life and social scientists seeking to reduce the threats

to global security.

SFU-NMDX Program – Final Revision - 15 June 2021

Introduction/preparatory lectures, disseminate Initial National Positions and show general situation Video #1 on or before 18 June.

Final preparations & meet with Mentors on the Monday, 21 June.

Exercise days: Tuesday (PC), Wednesday (OPC) & Thursday (NAC/Press Conference), 22-25 June.

Friday 18/06/21 + Monday 21/06/2021 - Day 1 - Preparation

Time <i>Timings in brackets = Euro-time</i>	Students	Faculty / DiStaff	Remarks
	Read-in exercise documents, including Aim, objectives, scenario, working group nominations and program. Nationals receive and note Initial National Positions	SFU – read all documents. (<i>Ignore - Blue Pages Part 2 National Positions Days 3 & 4 Option C - Yellow Pages MC 3-1 & 3-2</i>)	Distribute FA/Student Guide Parts 1, 2 and 3 and Blue Pages Part 1 (relevant pages) & Part 2 'Initial National Positions' (by nation)
17-18 June	Briefing: IT access (Zoom & Teams?)	SFU	
18 June 0900 (1800)	Lecture: NATO Crisis Management – How NATO Works	Mentor	Zoom plenary - 40 mins
0945 (1845)	Lecture: Negotiation Practises	Mentor	Zoom plenary - 40 mins
1030 (1930)	Briefing: NMDX	Mentor	Zoom plenary - 20 mins
1100 (2000)	Show Video #1	SFU	Plenary - 15 mins
21 June 0900 (1800)	Show video #1A (NGO)	SFU	Plenary
0915 (1815)		SFU – provide Inputs for Day 2.	Inputs for Day 2 are: NAC decision sheet & End State template (Yellow Pages 2-1 & 2-2). Blue Pages Part 2: National positions Day 2 (by nation)
0930 (1830)	All WGs: Mentor discussion & Q/A in WGs on the exercise key terms, process, etc.	Mentors	WG Zoom group
0950 (1850)	Mentor's Briefing Day 2 (NATO End State, PC work)	Mentors	WG Zoom group
1030 (1930)	Mentor – meet with Chair teams (All 'Nationals' separate break)	Mentors	Breakout room Zoom
1115 (2015)	Show Video #1B (news review)	SFU	Plenary
from 1130 (2030) onward	Officials: Preparation of the PC meeting (draft end state paper)	SFU / Students	WG Officials group Zoom
	National representatives: Read instructions, discuss & and develop strategy for meeting.	SFU / Students	National groups Zoom (see Green Pages Part 1, Defining National Positions)

Tuesday – 22/06/2021 – Day 2 – PC

Time	Students	Faculty / DiStaff	Remarks
0800 (1700)	All WG: Role play – PC in session Develop End state <u>Chair:</u> Official 2 <u>National representatives</u> = Political counsellor/adviser to his/her delegation	Mentors / FAs by WG	WG Zoom group Note: Breaks as decided by the chair
by 1330 (2230)	Close mtg – Mentors wrap up & brief Day 3: (OPC & NID & military advice)	Mentors / FAs	WG Zoom group
(1400) (2300)	Officials: Working time to finalise and send required Day 2 output by email to SFU FAs in order for them to adapt Day 3 draft NID template (and Green 'SMA') for prep work by Officials for Day 3.	DiStaff coordination meeting: Report on Day 2 tasks (FAs & Mentor) & decide on the WG or school solution for each End-state	
1430 (2330)		SFU to adapt & distr Day 3 documents <i>(Note – the closure of the day's work and swift adaptation of next day's NID templates with WG or school solution texts is critical to allow preps for the next day by Officials)</i>	Inputs for Day 3 are: Cover note by the OPC chairman & adapted template / draft NID (Yellow Pages 3-1 + 3-2); <u>Adapted</u> Green Pages Part 2, 'SMA' (Output 2-2). Blue Pages Part 2: National Positions Day 3, Option B (by nation)
1430 (2330)	Show Video #2 (news review)	SFU	Plenary
from 1500 (2359) onwards	Officials and National representatives: prepare for Day 3.	SFU	Officials and Nationals' Zoom groups
1600 (0100)	Show Video #3 (Business)		Plenary

(*) Timing is indicative. The end of the daily meeting depends on the achievements and has to be decided in each Working Group by the Chairman in coordination with his FA and Mentor.

Wednesday – 23/06/2021 – Day 3 – OPC

Time	Students	Faculty / DiStaff	Remarks
0800 (1700)	All WG: Role play – OPC in session Develop draft NAC Initiating Directive (NID) <u>Chair: Official 3</u> <u>National representatives</u> = Counsellor/adviser in charge of operations to his/her delegation	Mentor / FAs	WG Zoom group Note: Breaks as decided by the chair
by 1330 (2230)	Close mtg – Mentors wrap up & brief Day 4 (NAC & Strat Com)	Mentors / FAs	WG Zoom group
1400 (2300)	Officials: Working time to finalise required output NID and send by email to SFU FAs for dissemination to all in each WG in preparation for Day 4 NAC.	DiStaff coordination meeting: Report on Day 3 tasks (FAs & Mentor) & decide on the WG or school solution of each draft NID	
1430 (2330)		SFU to adapt & distr Day 4 documents <i>(Notes – the closure of the day's work and swift adaptation of the final NID with WG or school solution text is critical to allow preps for next day by Officials. Note: the 'SMA' does not require any further work).</i>	<u>Inputs for Day 4 (a.m.) are:</u> Sec Gen Cover Note and template/draft NAC decision sheet (DS) (Yellow Pages 4-1 + 4-2). Blue pages Part 2: National Positions Day 4, Option B (by nation).
1430 (2330)	Show Video #4 (Interview Glefam Ambassador to UN)	SFU	Plenary
from 1500 (2359) onwards	Officials and National representatives: prepare for Day 4 (a.m.).	SFU	Officials and Nationals Zoom groups

(*) Timing is indicative. The end of the daily meeting depends on the achievements and has to be decided in each Working Group by the Chairman in coordination with his FAWG.

Thursday – 24/06/2021 – Day 4 – NAC

Friday – 25/06/21 – Day 5 – Press Conference / Endex

Time	Students	Faculty / DiStaff	Remarks
Thurs 0800 (1700)	All WG: Role play – NAC in session. Agree on draft NID (as the NAC). Produce NAC Decision Sheet. Chair: Official 1 National representatives = Permanent representatives at NATO, with rank of Ambassador	Mentors / FAs	WG Zoom group Note: Breaks / Lunch as decided by the chair
Aim for not later than 1130 (2030)	Close mtg – Mentors wrap up & check student understanding of the final stage of the exercise - Day 4 p.m. & Day 5. At end of NAC session students re-role as set out below.	Mentors / FAs	Provide Input for Day 4 p.m. & Day 5: Strategic Communications document; Possible content Press Statement & advice for the Press Conference (Yellow Pages 4-3)
1200 (2100) onwards	Prepare SecGen statement Prepare SecGen & Spokesperson for Press Conference SecGen: Official 1 Spokesperson: Official 2 Other students = NATO staff	Each WG - should prepare Qs for the <u>other</u> Sec Gens at the press conference.	WG Zoom group Note: Breaks as decided by the chair
1215-1300 (2115-2200)		DiStaff coordination meeting: - Report on Day 4 tasks (FAs & Mentor) - consider each NID & Decision Sheet	
Fri 25 June a.m.			
0800 (1700)	General session Press Conferences: Sec Gen Statement + Q&A session Students = journalists from the world press (ask questions to other Sec Gens)	Mentors / FAs	Zoom plenary Each WG – Sec Gen statement (5 mins) followed by Q&As (10 mins)
0915 (1815)	Distaff final comments on the Exercise	Mentors / FAs	Zoom plenary
0945 (1845)	ENDEX		