

19th INTERNATIONAL KYIV WEEK

“NATO BEYOND THE BRUSSELS SUMMIT AND 21ST CENTURY CHALLENGES”

## COURSE GUIDE

NATO DEFENSE COLLEGE

UKRAINIAN NATIONAL DEFENCE UNIVERSITY



NATO SCHOOL OBERAMMERGAU

1 – 5 April 2019

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Dear Participants,

I am delighted to welcome you to the 19th iteration of the NATO Defense College's (NDC) International Kyiv Week 2019, which is carried out in close cooperation with the NATO School Oberammergau (NSO) and the Ukrainian National Defence University (UNDU). The theme for this important NATO-Ukraine engagement is "*NATO beyond the Brussels Summit and 21st Century Challenges*". Over the last two decades, the core mission of NATO International Kyiv Week has developed in order that UNDU students, senior officers and civilian officials become more familiar with NATO and the ways in which the North Atlantic Alliance "does business".

We are honoured to have keynote addresses by the Ambassador of the United Kingdom & Northern Ireland to Ukraine H.E. Ms Judith Gough CMG, the Canadian Ambassador to Ukraine, H.E. Mr Roman Waschuk, and by Lieutenant General Jan Broeks, Director General of the NATO International Military Staff (DGIMS).

During this week at the UNDU, we will present an interesting variety of significant strategic and operational issues that illustrate some of the key challenges facing the Alliance and Ukraine today. Through a combination of lectures and Question and Answer sessions with academic experts and NATO practitioners, as well as through peer discussion in smaller committees, the week is designed to allow you to explore the issues, share viewpoints, and challenge conventional thinking robustly and proactively.

The NDC and International Kyiv Week function on the principle of academic freedom, and the Chatham House rule applies. We teach "How to think and not what to think!". Our speakers are encouraged to be frank and open, on the understanding that their views are not attributable. I would urge you to participate actively in discussions, to question the speakers and to express your opinions freely, whilst respecting the non-attribution rule. A respect for and knowledge of national positions and regional perspectives are all a part of the educational process. Without the ability to think strategically, we cannot act strategically and consequently communicate strategically.

Information and education are key enablers to achieving an important interface between policy, strategy and action. It is my sincere hope that you will find the 19th International Kyiv Week a stimulating, rewarding and professionally enriching experience.

Lieutenant General Chris WHITECROSS  
Royal Canadian Air Force

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## 19<sup>th</sup> International Kyiv Week Programme

**Monday, 1 April 2019**  
**“Beyond the Brussels Summit”**  
**Moderator: Brigadier General Rolf WAGNER, (DEU A)**  
**NDC, Director Academic Policy Division**

Time	Topic	Lecturer/Speaker
09.00-09.15	19th International Kyiv Week opens	Deputy Minister of Defence UKR LGen Chris Whitecross NDC CMDT, (CAN F)
09.15-09.45	Keynote Address	H.E Amb Judith Gough CMG, (GBR) & H.E.Amb Roman Waschuk, (CAN)
09.45-10.30	NATO Keynote Address	LGen Jan Broeks, Director International Military Staff (DGIMS), NATO HQ (NLD A)
10.30-11.00	Joint Press Conference	UNDU
10.30-11.00	BREAK	
11.00-12.00	1. NATO Future: Alliance internal cohesion Q&A	Dr Thierry Tardy, NDC HRD (FRA C)
12.00-13.00	LUNCH BREAK	
13.00-14.00	2. Where Are We Now with NATO- Russia Relations? – The Deterrence and Defence Dimension Q&A	Mr David Johnson, NATO HQ (USA C)
14.15-15.15	<b>COMMITTEE WORK</b>	
18.30	<b>Reception:at Residence of H.E Ms Judith Gough CMG Ambassador of United Kingdom to Ukraine</b> <i>(by Invitation Only)</i>	

**Tuesday, 2 April 2019**  
**“Hybrid Warfare”**  
**Moderator: Colonel Jörg PRESCHER, (DEU F)**  
**NDC, Head Academic Policy Branch**

<b>Time</b>	<b>Topic</b>	<b>Lecturer/Speaker</b>
09.00-10.00	3. Russia’s Hybrid War as the New Form of Asymmetric Conflict	Prof Hryhorii Perepelyitsia (UKR C)
10.00-10.45	4.The Russian Approach to Conflict	Mr David Johnson, NATO HQ (USA C)
10.45-11.15	<b>Panel Q &amp; A Session</b>	
11.15-11.30	BREAK	
11.30-12.15	5.Europe-Russia Energy Relations; Implications for Ukraine Q&A	Dr Marc Ozawa, NDC RD,(USA C)
12.15-13.15	LUNCH BREAK	
13.15-14.00	6. STRATCOM & INFOOPS Q&A	LtC Eric Pinczon du Sel (FRA)
14.00-14.30	7. NATO’s Role in Countering Hybrid Threats	Ms Barbora Maronkova, NIDC (SVK C)
14.30-14.50	<b>Panel Q &amp; A Session</b>	
15.00-16.00	<b>COMMITTEE WORK</b>	

**Wednesday, 3 April 2019**  
**“Political–Military Interaction & Control”**  
**Moderator: Colonel Brian HILL (USA F),**  
**Dean, NATO School Oberammergau (NSO)**

<b>Time</b>	<b>Topic</b>	<b>Lecturer/Speaker</b>
09.00-10.00	8. NATO Crisis Management & Crisis Response System Q&A	Col Koen Verdoodt, NATO HQ IMS (BEL A)
10.00-11.00	9. The NATO Operational Planning Process (Part 1); Q & A	LtC Todd Miller, NSO (USA M)
11.00-11.30	BREAK	
11.30-12.15	9. The NATO Operational Planning Process (part 2); Q & A	LtC Todd Miller, NSO (USA M)
12.15-13.15	LUNCH BREAK	
13.15-14.20	10. NATO Standards-CREVALCase Study; Q &A	Maj Roberto Rodriguez, NATO LANDCOM HQ (USA A)
14.30-15.30	<b>COMMITTEE WORK</b>	

**Thursday, 4 April 20198**  
**“Defence Planning & Logistics”**  
**Moderator: Colonel Brian HILL (USA F),**  
**Dean, NATO School Oberammergau (NSO)**

<b>Time</b>	<b>Topic</b>	<b>Lecturer/Speaker</b>
09.00-10.15	11. The Challenge of Logistics Planning; Q & A	Dr Thomas-Durrel Young. Naval Post-Graduate School (NPS), (USA C)
10.15-11.00	12. NATO Resources, Concept & Funding; Q&A	Mr Antonios Vezirtzoglou, NDC (GRC C)
11.00-11.15	<b>BREAK</b>	
11.15-12.30	13. NATO Logistics for NATO Operations; Q&A	LtC Stefan Van Dijk, NSO (NLD A)
12.30-13.30	<b>LUNCH BREAK</b>	
13.30-14.45	14. Why does Defence Planning Always Fail? Q&A	Dr Thomas-Durrel Young. Naval Post-Graduate School (NPS), (USA C)
15.00-16.00	<b>COMMITTEE WORK</b>	
19.30	NATO Defense College Hosted Dinner <i>(By Invitation Only)</i>	
<b>Friday, 5 April 2019</b> <b>“Defence Reform”</b> <b>Moderator: Colonel Jörg PRESCHER, (DEU F)</b> <b>NDC, Head Academic Policy Branch</b>		
08.30-09.45	15. NATO Level Command Challenges; Q&A	Dr Thomas-Durrel Young. Naval Post-Graduate School (NPS), (USA C)
09.45-09.50	<b>BREAK</b>	
09.50-10.10	Closing Remarks	LtGen Anatoly N. Syrotenko, Cmdt UNDU r Stephen J. Mariano, NDC Dean (USA C) Col Brian Hill NSO Dean (USA F)
10.15-11.30	<b>Farewell Lunch</b>	
11.40	Event ends / Departures	

## **2. INTRODUCTION**

This syllabus provides general information on the academic programme for the 19th International Kyiv Week. The academic objectives will be achieved by the pre-course provision of background reading material, the delivery of lectures and subsequent discussion periods, and the exchange of ideas within small groups (committees).

The International Kyiv Week allows participants to experience the NDC's teaching and learning process as if they were in Rome, and next, to receive first-hand information both from prominent academics, senior officials based at NATO Headquarters, all of whom are directly involved in the formulation of the Alliance's policies, and practitioners from NATO School Oberammergau (NSO) and NATO Commands to provide knowledge from the operational level of NATO.

The Faculty Advisors of the NATO Defense College (NDC), the NATO School Oberammergau (NSO) and the Ukrainian National Defence University (UNDU) will provide additional guidance and assistance during the week.

### **Objectives**

The course was developed to support the requirements of the curriculum of the Ukrainian National Defence University (UNDU). It is devoted to the analysis and discussion of key issues that contribute to shaping the contemporary security environment, and 21st century challenges. The themes of the International Week focus on outcomes of the 2018 Brussels Summit, development of warfare in the form of Hybrid Warfare, NATO Crisis Management and Operations Planning Process with an eye to the civilian control of military actions and NATO standards as a way of Defence and Military adaptation. Furthermore, defence logistics, defence planning and design of National and Military Command and Control Systems will be discussed.

The aims of the International Week are:

1. To demonstrate the importance of a strong partnership between Ukraine and NATO,
2. To identify (and learn) about the main security challenges faced by NATO and our Partners,
3. To inform Ukrainian National Defence University officers about NATO's past, current and future priorities and adaptation;
4. To improve their knowledge of NATO; its organization and working methods.

### **Methodology**

The number of participants in this week-long course (and their provenance from the strategic, operational and tactical levels) shape the way the NDC designs the programme. This course is composed of five modules, each of which are mutually complementary, and intended to give our participants a greater understanding of NATO and NATO's security environment. Each lecture concludes with an interactive Question and Answer (Q&A) session, where participants can develop and consolidate their understanding of the topic under discussion by asking questions to the speaker.

There are lectures focused on the strategic and operational levels, in order to stimulate and encourage specific discussions of these issues in committees. The purpose of *committee work* is to enable and encourage in-depth discussion of the respective topics of any given day of the Week, thereby allowing contrasting viewpoints to be aired. The idea behind a number of short lectures and committee discussions is to stimulate interest in participants and to encourage them to ask questions, raise issues and generally be proactive. Given the large number of students attending the 19th International Kyiv Week, we plan on having 11 committees, two of which are "strategic" and whose participants are likely to be colonels and high ranking civilians.

The programme for International Kyiv Week will be coordinated and directly supported by Faculty Advisors from the NATO Defense College in Rome, Italy, the NATO School Oberammergau in Germany, and the Ukrainian National Defence University (UNDU).

### **Preparation**

We want participants to prepare for the lectures by studying the background material contained in the Course Guide, and by examining the "Required Readings". Participants should attend the lectures and be ready and willing to contribute their thoughts, ideas and experience so that the Week becomes a two-way discussion and learning process. We strongly encourage participants to engage in the Q&A sessions and to do this in an environment of complete academic freedom. This is one of the cornerstones of the driving philosophy of the NDC. Be prepared that you may not agree with what you have been told or other perspectives, but you are invited to accept different points of view on the same topic and work with that! As mentioned before, this is a key principle in the NDC's teaching and learning philosophy!

### **Kyiv Week Dress Code**

- Service dress Uniform - daily uniform with jacket and tie;
- Social Events dress - smart casual with tie, two colors allowed, no jeans;
- GBR Reception and UNDU lunch – Service dress for military and smart casual with tie for civilians.

### **3. KEYNOTE SPEECHES**

#### **Keynote Address**

Speaker: H.E. Ms Judith Gough CMG

Ambassador of the United Kingdom & Northern Ireland to Ukraine

Date: Monday 1 April 2019

#### **Keynote Address**

Speaker: H.E. Mr Roman Waschuk

Ambassador of Canada to Ukraine

Date: Monday 1 April 2019

#### **NATO Keynote Address**

Speaker: Lieutenant General Jan Broeks (NLD A)

Director General, International Military Staff

Date: Monday 1 April 2019

### **4. SENIOR SPEAKERS AND PARTICIPANTS**

#### **Ukrainian National Defence University (UNDU)**

Lieutenant General Anatoliy N. Syrotenko

Commandant

Lieutenant General Viktor Tarasov

First Deputy Commandant.

Major General Serhii Salkutsan

Deputy Commandant

Colonel Valerii Dobrogurskyi

Deputy Commandant

Colonel Sergii Stetsenko

Head of the International Cooperation Office

Colonel Ivan Kozinets

Associate Professor of Strategy National Security and Defence Department

Lieutenant Colonel Andrii Salov

International Cooperation Section & UNDU Liaison Officer

Lieutenant Colonel Iryna Serheieva

International Cooperation Section

## **NATO Defense College (NDC)**

Lieutenant General Chris Whitecross (CAN F)  
Commandant

Dr Stephen J. Mariano (USA C)  
Dean

Brigadier General Rolf Wagner (DEU A)  
Director Academic Planning & Policy Division

Colonel Jörg Prescher (DEU F)  
Head, Academic Policy Branch

Captain (N) Peter Papler (SVN A)  
Faculty Advisor & Officer of Primary Responsibility International Kyiv Week

Dr Thierry Tardy (FRA C)  
Director Research Division

Dr Mark Ozawa (USA C)  
Researcher, Academic Assistant

Mrs Alexandra Nartowicz (GBR C)  
Executive Assistant to OPR

Mr Antonios Vezirtzoglou (GRC C)  
Deputy Head Budget & Finance Division (GRC C)

Lieutenant Colonel Roberto Giannice (ITA F)  
Budget & Finance Branch

## **Visiting Speakers**

Dr Thomas-Durell Young (USA C)  
Naval Postgraduate School Monterey

Mr David Johnson (USA C)  
Staff Officer NATO International Staff

Professor Hryhorii Perepelytsia (UKR C)  
Kyiv National University of Taras Shevchenko

Major Roberto Rodriguez (USA A)  
NATO LANDCOM HQ

**NATO Liaison Office to Ukraine**

Mr Alexander Vinnikov (NLD C)

Director

**NATO Military Liaison Officer**

Colonel Nicu Secara (ROU A)

**NATO School Oberammergau (NSO)**

Colonel Brian Hill (USA F)

Dean

Colonel Koen Verdoodt (BEL A)

NATO HQ IS

Lieutenant Colonel Todd Miller (USA M)

Joint Plans and Operations Department

Lieutenant Colonel Eric Pinczon du Sel (FRA A)

Hybrid Influence and Effects Department

Lieutenant Colonel Stefan Van Dijk (NLD A)

Joint Plans and Operations Department

**NATO Information & Documentation Centre (NIDC)**

Ms Barbora Maronkova (SVK C)

Director

## 5. THE ACADEMIC PROGRAMME and SYNOPSES OF LECTURES

### Lecture 1: “NATO Future: Alliance Internal Cohesion”

Lecturer: Dr Thierry Tardy (FRA C)  
Head, Research Division, NATO Defense College  
Duration: 45 minutes; Q&A Session: 15 minutes

#### Summary

NATO was created with the mandate to deter and defend against external threats.

Today, such external threats persist; yet, NATO is also affected by a crisis that owes much to endogenous factors, specifically the way its own member states and citizens perceive the organization.

The nature of transatlantic relations and the inherent burden-sharing debate provide one example of such internal issues. How much is the US committed to the Alliance? And how ready are European states to meet their commitment of spending two percent of their GDP on defence?

On both fronts, recent developments indicate a shaky degree of commitment. More than two years after President Trump put the burden-sharing issue back on the table, at least three sets of conclusions can be drawn. First, while the US President’s tone is contested, it is also a fact that most European states have over time developed a strategic culture of defence under-spending, which today calls into question their ability to contribute to – if not ensure by themselves – their own defence. This is a problem for them, and arguably also for the military pact they belong to. The latest figures indicate an evolution towards more defence spending in most European states since 2015, yet trends can only produce an effect if sustained over time, and that cannot be guaranteed.

Second, defence spending is only one part of the debate. Also at stake are the equally important aspects of capabilities and contributions to operations (the so-called “3 Cs”, standing for “cash”, “capability”, and “contribution”).

Third, the burden-sharing issue reflects a deeper debate on the meaning of transatlantic solidarity and the virtues of alliances. The transactional approach put forward by the US side overlooks one of the fundamental tenets of the Alliance i.e., the provision of defence guarantees by one member in return for political alignment by all others. The fact that such a system has benefitted all parties since 1949 is difficult to deny, and the deal can hardly be reduced to a financial equation. Furthermore, Alliance cohesion can only be undermined by a faltering commitment to Article 5 of the Washington Treaty, especially at a time when Russia is looking for ways to weaken the transatlantic bond. The US operational commitment to defence on the Eastern Flank is unquestioned, yet deterrence has much to do with the credibility of a given posture, which in turn is affected by the narrative developed at the highest political level.

In this context, recent tensions over some member states’ illiberal practices and the spread of populist movements throughout the Alliance can only raise questions about the type of values that are shared by NATO member states. Is there a sense of “we-feeling” in the capitals of all 29 member states, so that the Alliance can still be characterized as a community of values? Is this the way the Alliance is perceived externally, in particular in the countries where NATO aspires to project stability?

Insofar as NATO is by definition an institution of the *establishment*, there is an inherent incompatibility between populism and what NATO is.

When in power, illiberal movements may challenge the type of “model” that NATO wants to promote in its projecting stability agenda, and thereby negatively affect the perception of the model by NATO’s clients. Policy-making can also be influenced by these movements, which would concentrate on purely national(ist) agendas at the expense of solidarity.

Ultimately, some of these movements may directly call into question their adherence to NATO’s Article 5 or even their membership of the Alliance. And would democracies be willing to live up to their Article 5 commitment to defend an illiberal regime, were such a regime to invoke the clause?

In all these domains, anti-establishment politics may impact policy-making in NATO as a result of Russia’s influence on populist movements in the countries of the Alliance. This is where external and internal threats come together, and ultimately feed upon each other.

For all these reasons, NATO and its member states ought to work towards internal cohesion, so that the Alliance is better able to tackle external threats.

## **Lecture 2: "Where Are We Now with NATO-Russia Relations? – The Deterrence and Defence Dimension"**

Lecturer: Mr. Dave Johnson (USA C); NATO International Staff; Staff Officer

Date: Monday 1 April

Duration: 45 minutes; Q&A Session: 15 minutes

### **Objectives**

- Know NATO's post-Cold War ambitions for and efforts toward strategic partnership with Russia.
- Know the trajectory of NATO-Russia relations since 2007 and its bearing on NATO's security.
- Understand the steps NATO has taken in response to the evolving security environment.

### **Summary**

Russia's actions since 2014 have brought deterrence and the core task of collective defence in Article 5 scenarios back to the forefront of NATO's focus.

Nearly three decades ago, positive trends in the security environment allowed NATO leaders to declare at the 1990 London Summit that Europe had "entered a new, promising era." Political and military tensions were declining rapidly, stability was increasing and cooperative security was the common goal, all underpinned by a developing treaty architecture. NATO leaders stated their determination "to create enduring peace on this continent." NATO invited the Soviet government to establish regular diplomatic liaison with NATO.

NATO-Russia defence cooperation reached its high point at NATO's Lisbon Summit in 2010. NATO leaders announced at the Lisbon Summit that the Alliance would develop a missile defence capability as part of the core task of collective defence. At the same time, NATO invited Russia to explore opportunities for missile defence cooperation. This opened the door to possible future cooperation by Russia in NATO's core task of collective defence.

The new, promising era declared at the London Summit in 1990 has now passed. At the Brussels Summit in July this year, NATO leaders declared "Russia's aggressive actions, including the threat and use of force to attain political goals, challenge the Alliance and are undermining Euro-Atlantic security and the rules-based international order."

Consequently, NATO has undertaken a major effort to strengthen its deterrence and defence posture since 2014. In plain terms, this means ensuring sufficient defence capabilities to prevent aggression, coercion, and the next war in Europe and, if war were to come despite our best efforts, to prevail on terms favourable to the Alliance.

The work started at the Warsaw Summit to revive our strategic culture, to re-learn the grammar of deterrence and to strengthen our deterrence and defence posture is still going on. This has involved developing individual elements of our posture in response to elements of Russia's approach, such as its mobilization and deployment capabilities, the A2/AD challenge, the security implications of Russian activity in various regions, and Russia's nuclear strategy, posture and capabilities. Our task as we go forward is to pull these elements into an ever more coherent and strategic response to Russia's strategic approach.

Russia's preference would be to attain its geopolitical objectives, including to fracture the NATO Alliance and to undermine US extended deterrence guarantees to European Allies, without a direct military clash. So we need to ensure that we win the peace while we prevent war. As part of its response, NATO has adopted a counter hybrid war strategy and undertaken increased

cooperation with the EU in response to the Russian hybrid threat. But even the non-kinetic dimension of Russia's strategic destabilization campaign against the West risks serious escalation.

When faced with a rising challenge in an earlier era, NATO defined the future tasks of the Alliance in the Harmel Report in 1967. At that time, NATO identified resolution of the German Question as the central political issue and key to averting a crisis in Europe. It took until 1990, 23 years later, for the strategic vision set out in the Harmel Report to come to fruition and for NATO leaders to be able to declare at the 1990 London Summit that NATO had "entered a new, promising era."

Similarly, today the West (the EU and NATO) needs strategic patience and an Allied vision of what kind of relations we want with Russia in the next 5, 10 and 25 years. As a minimum acceptable level of ambition for NATO's deterrence relationship with Russia, I propose the aim should be to correct any misperception by Russia that it can act with impunity against Allied security. There is no reason to expect Russia's posture toward NATO to change drastically for the better in the mid-to-long term, whether President Putin remains part of the equation or not.

Under these circumstances, deterrence is a major element of NATO-Russia relations and a major subtext of NATO-Russia dialogue. In a way very similar to conclusions reached by Allies in the 1967 Harmel Report, a strengthened NATO deterrence and defence posture is seen as necessary to set the conditions for a return to more stable relations – and will be for some time to come.

### **Suggestions for Committee Discussion**

- Can strengthened deterrence and defence complement diplomacy in reinforcing stability and security in the Euro-Atlantic area?
- What steps by NATO Allies and partners could help place relations with Russia on a more positive trajectory?
- How is the security of NATO Allies and of non-NATO partners connected?

### **Readings**

- London Declaration on a Transformed North Atlantic Alliance Issued by the Heads of State and Government Participating in the Meeting of the North Atlantic Council in London, 5-6 July 1990, [https://www.nato.int/cps/en/natohq/official\\_texts\\_23693.htm](https://www.nato.int/cps/en/natohq/official_texts_23693.htm)
- NATO-Russia Founding Act, 1997
- Collective Defence – Article 5, NATO website, [https://www.nato.int/cps/ua/natohq/topics\\_110496.htm](https://www.nato.int/cps/ua/natohq/topics_110496.htm)
- The North Atlantic Treaty, Washington D.C. - 4 April 1949, [https://www.nato.int/cps/ie/natohq/official\\_texts\\_17120.htm](https://www.nato.int/cps/ie/natohq/official_texts_17120.htm)
- Statement by the North Atlantic Council on the use of nerve agent in Salisbury, [https://www.nato.int/cps/en/natohq/news\\_152787.htm](https://www.nato.int/cps/en/natohq/news_152787.htm)
- David Yost, NATO's Balancing Act, United States Institute of Peace, 2014

### **Lecture 3: “Russian Hybrid war as a new form of asymmetric conflict of the 21st Century: Ukrainian Context”**

Lecturer: Professor Hryhorii Perepelytsia (UKR C)

Kyiv National University of Taras Shevchenko

Duration: 60 minutes

Q&A Panel Session 30 minutes

#### **Objectives**

- to analyse the causes and goals of Russian hybrid war against Ukraine in the West;
- to find out why the hybrid war was chosen by Russia to realize its geopolitical interests? ;
- to discuss the features, stages and consequences of Russia's hybrid war against Ukraine.

#### **Introduction**

Russia's hybrid war against Ukraine was the result of the dynamic transformations of the international relations system during the second decade of the XXI century. The crux of this process is the transition from a unipolar to a multipolar system of international relations. Another unconditional prerequisite for the rise of hybrid wars is the ***emergence of a global information space***, the formation of global social networks and network society. In such circumstances, the «**network war**» became the first form of asymmetric conflict at the beginning of the 21st century. Its main prerequisite was the spread of global telecommunications and computer networks, which in turn led to the creation of social networks and the formation of new social structures called "network society". Thus, the war has become a network phenomenon and military actions - a kind of network process.

Such a change in the nature of the asymmetric conflict in the presence of a networked society transformed it into a form of **hybrid warfare**. In this sense the hybrid warfare can be considered an improved and advanced form of network and network-centric warfare. This is actually the hybridity, the specific nature of hybrid warfare that personifies itself in structural asymmetry. The main task in such a war is not to destroy the economic, demographic and military potential of the enemy, but to achieve a direct impact on it. Not a direct destruction of the enemy but its internal destruction.

The multipolar world has opened a chance for Russia to review the results of the Cold war and regain the status of a world power. Russia is unable to achieve such status through economic competition due to its economic backwardness. Russia also failed to achieve this goal through political and diplomatic means. That is why Putin chose hybrid warfare to realize Russian geopolitical interests in the XXI century. The Kremlin's goals in this war went far beyond Russian-Ukrainian relations because they pursued the realization of Russia's fundamental interests to return to the status of a world power in the hierarchy of international relations and the future existence (or survival) of the Russian state.

Thus, Russia's goals in this war are complex. The main strategic goal of the Russian-Ukrainian war, as in the past for Russia, is the complete destruction of Ukrainian statehood and the

elimination of Ukrainian state sovereignty. The choice of a hybrid form of war provides Russia with significant advantages over the classical forms of war of the previous centuries. Because hybrid war does not require large economic and military expenses An advantage in the power balance and disparity are not crucial in hybrid warfare, as it is a form of asymmetric conflict. Thus, through hybrid warfare Russia can compensate for its economic and technical backwardness and not have to even out the West's significant advantage in economic and military potential.

A particularly important segment of hybrid warfare is the **information and psychological impact on public consciousness**, which makes it possible to ensure the voluntary submission of the population to the aggressor and support the aggressive course of the enemy country. The global nature of such a war is due to the fact that it is conducted in the global information space and allows for political influence on the entire world community. **Such influence is actually a violence against the consciousness of people**, which kills rational behaviour in people, which is actually the process of their zombing. **The strategy of controlled chaos** is based on applying such information and psychological influence. The idea in this strategy is not to increase combat potential, but to create and strengthen internal conflicting potential in the victim country by various methods.

In hybrid war, information and psychological impact are combined with the means and various forms of military-political conflict: trade wars, guerrilla tactics, sabotage, civil war, military occupation, terrorism with the involvement of both state and non-state actors. Thus, **Russia's hybrid warfare against Ukraine combines: information warfare, trade warfare; energy warfare; military aggression: military occupation: terrorism, guerrilla warfare, sabotage and civil war.** The combination of these various forms of conflict makes it possible to prolong hybrid warfare over time: from a specific period in the military operation to **a permanent war as** a natural state of life.

National experts in Ukraine divide hybrid warfare into three main stages: preparatory, active and final<sup>1</sup>. At the **preparatory stage** of the hybrid war against Ukraine, Russia conducted two strategic operations: a strategic information operation and a special strategic sabotage operation. **The second active stage**, to which Russia actually resorted, is an open **military aggression against Ukraine**. *The implementation plan of the military company had to be carried out in three stages. The first stage* was the military occupation of Crimea, **the second** – the capture of eastern and southern regions of Ukraine, the final **third stage** of Russia's military aggression against Ukraine - the capture of Kyiv city and central regions of Ukraine after the end of the military occupation of Crimea, and eastern and southern regions of Ukraine.

**Currently, Russia is trying to complete the implementation of the second stage of its "hybrid warfare" against Ukraine.** To this end, Russia is increasing pressure on Ukraine, including increasing the number of its troops on the Ukrainian border and in other occupied territories. Russia

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<sup>1</sup> Strategy and tactics of hybrid wars in the context of Russia's military aggression against Ukraine.  
<http://bintel.com.ua/uk/analytics/gibrid-war/>

denies its participation in the conflict and at the same time conducts a large-scale information campaign of anti-Ukrainian orientation. At the same time, Ukraine's active opposition to the measures taken by the Russian Federation, including the use of military force, did not allow full implementation of the «Crimean» scenario in the east of Ukraine. In fact, Russia's "hybrid war" against Ukraine has turned into an armed conflict between two countries with the direct involvement of troops from both sides.

***Based on the above, it should be borne in mind that Russia will try to implement its plans by continuing “hybrid war” (by the creeping spread of instability into other Ukrainian regions), and open aggression with the large-scale use of military force<sup>2</sup>. Consequently, Russia’s ultimate strategic goal and the consequence of the Russian-Ukrainian war will be the destruction of the post-bipolar world order, which controls the modern system of international security.***

### **Suggestions for discussion:**

- What should the strategy of Ukraine and NATO be in countering Russian hybrid war?
- What can make Russia abandon plans to wage war against Ukraine and NATO?
- Is the West able to give an adequate response to the Russian hybrid war and to deter Russia from aggressive action?

### **Readings**

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<sup>2</sup> Ibid.

## **Lecture 4: “Russia’s Approach to Conflict”**

Lecturer: Mr. Dave Johnson (USA C)

NATO International Staff Officer

Duration: 45 Minutes

Q&A Panel Session: 30 minutes

### **Objectives**

- Understand Russia’s strategic aims and its approach to achieving them.
- Know how Russia operates below the threshold of general war to achieve its aims.
- Understand the risks of escalation inherent in Russia’s approach to conflict.

### **Summary**

The Russian approach to conflict is based on a combination of: conclusions drawn from Moscow’s perception of the evolution of military technology since the 1970s and of conflict since the end of the Cold War; new or adapted concepts derived from those perceptions; advanced technologies that Russia is now able to field in quantity; Russia’s geostrategic position; and the unique circumstances of Russia’s autocratic regime and the highly centralised and rapid decision making that it enables. In combination, these result in a Russian approach to conflict that is broad (encompassing coordinated operations in the diplomatic, informational, cyber, military and economic dimensions), strategic depth (operating on the adversary’s centres of gravity in all dimensions while defending its own), and of long duration (while operating on unpredictable extended or compressed timescales).

The Russian approach is geared toward achieving strategic aims without war (with a primary concern being to stay below NATO’s threshold for reaction). However, it is backed up by an increasingly capable, full-spectrum military poised to act when non-military means fail, to deter potential reactions to Moscow’s border adventures, and to exploit opportunities for easy wins. Once the thin veneer of Russia’s “hybrid warfare” is peeled back, its reliance on at least the leveraging, and potential employment, of full-spectrum conventional, unconventional and nuclear military capabilities is revealed. In essence, Russia’s reintroduction into Europe of power politics and great power competition enabled by military violence is its biggest innovation.

Russia has succeeded in transforming the neglected and dysfunctional armed forces it inherited from the Soviet Union into an effective fighting force through a combination of sustained political will and massive financial investment. Capability shortfalls remain and economic decline is raising potential obstacles to sustaining the pace of military modernization, but Russia’s plans up to 2020 remain on track, with additional gains in readiness, mobility and firepower anticipated. Russia’s military is increasingly able to support a range of options, including in non-linear/ hybrid scenarios, due to substantial ongoing progress in its military reform and modernization plans. General Gerasimov has outlined priorities that include substantial modernization of Russia’s nuclear forces; the continued development of high-readiness joint forces emphasising firepower and mobility; improved special forces capabilities; enhanced C3I; robotics; and layered air-space defence. Like President Putin, he has also confirmed Russia’s intention to retain nuclear weapons under current and foreseeable circumstances, even as the military pursues increased capability in long-range conventional precision strike.

The strategic ambiguity created by the breadth of the Russian approach and the contradictory or unclear messages deliberately sent by Russia both within and among the various “fronts” of conflict can mask intentions, confuse adversaries, slow down their decision making and impede effective responses. Russia’s employment of non-linear and asymmetric means in conflict can

compound strategic ambiguity by distorting operational timelines, making it difficult to discern patterns of aggression.

From this perspective, the various means applied against Ukraine by Russia in recent years - diplomatic, economic, and energy pressures; political subversion; the cultivation of ethnic divisions - can be recognized post-facto as elements of a long-term campaign toward Moscow's objective of reorienting Ukraine eastward by non-military means. The 48-hour long creeping encroachment of Russian military and security forces in the Crimean operation and rapid escalation of military operations in Ukraine's east were a crisis-induced action taken in a later crisis response phase of Russia's multi-dimensional campaign against Ukraine's sovereignty, independence and territorial integrity. The key point is that the appearance of "little green men" or a similar phenomenon is not an early indicator but could mark the end of a non-military phase and beginning of rapid escalation. If the current state of play is evaluated through the lens of the "Gerasimov Doctrine", the conclusion could be drawn that a state of non-military conflict already exists – providing a clearer view of emerging patterns and potential indicators of escalation.

Now that Russia has both the economic and technical means to field long-range conventional PGMs in substantial numbers, this long-standing concept, which may also include other elements related to a more western understanding of "conventional deterrence", has been affirmed in the 2014 Military Doctrine. Whether Russia's military industry will be able to support the concept technically under post-Crimea sanctions is an open question. In any case, Russia's political and military leaders have indicated that strategic nuclear capability will remain the cornerstone of national security in the mid-to-long-term. Meanwhile, Russia's propensity to field dual-capable systems, in combination with its new thinking on the role of conventional precision-guided munitions in deterrence scenarios will contribute to ambiguity and uncertainty, particularly in crisis scenarios. Additionally, Russian perceptions that the US enjoyed enhanced freedom of action in regional crises due to its dominance in this weapons category suggests the Russian military may see a particular role in regional scenarios for these weapons as their capabilities and fielded numbers increase.

The strategic weapon set is an important element of the non-permissive operational environment that Russia is creating adjacent to its territory. Russia sent a strong message with its interventions in Georgia, Ukraine, and Syria – that it is prepared to use military force to counter perceived infringements on its interests.

In effect, Russia confronts the US and its NATO Allies with a situation they have not faced since the end of the Cold War – the necessity to engage in crisis management and escalation control in a regional conflict instead of the decisive defeat strategy favoured for the last 25 years. In these conditions a convincing NATO military presence and rapid reinforcement capability is necessary to impose enough risk in the minds of Russian decision makers to reduce the likelihood of regional aggression and all its escalatory potential.

### **Suggestions for Committee Discussion**

- What elements of Russia's approach to conflict are most undermining to the security environment and most dangerous to other nations?
- What would be the components of an effective multilateral and national response to Russia's approach to conflict?
- What measures would best reinforce Euro-Atlantic stability and security?

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- J. Norberg, *Training for War, Russia's Strategic-Level Military Exercises 2009-2017*, Swedish Defence Research Agency (FOI), October 2018, pp. 41-44.

## **Lecture 5: “European-Russian Energy relations and implications for Ukraine”**

Lecturer: Dr Marc Ozawa (USA C)

NATO Defense College Researcher

Duration with Q&A Session: 45 minutes

### **Objectives**

- Discuss the role of energy in European-Russian relations
- Discuss how the oil and gas industry impacts geopolitics in Europe and Russia
- Explain how trust (and distrust) between European and Russian actors has changed European-Russian energy relations
- Examine current developments and the implications for Ukraine

### **Introduction**

Energy, in the form of oil and gas trade, plays a central role in European-Russian relations. By virtue of history and geography, Ukraine has been the primary transit route for Russian exports to Europe in addition to importing most of its own energy supplies from Russia. However, new infrastructure is creating different options for Russia to supply Europe, bypassing Ukraine. At the same time, changes in EU regulations and the development of alternative energy resources are changing Europe’s energy requirements in the long run. These developments will not only alter the dynamics of European-Russian relations, they will also impact Ukraine’s relations with both sides.

*NATO and energy security* - The subject of NATO-Russia energy relations is a subset of broader NATO-Russia relations that occurs primarily at the national and company levels. Although NATO is not above national governments, its policies are a reflection of the consensus views of the Alliance’s member states and the values that they share. NATO is a military organization and not directly involved in the negotiations or regulation of energy trade with Russia. NATO does, however, approach energy security in three ways, through “strategic awareness” (information sharing), protection of critical military infrastructure, and efficiency measures in the management of NATO operations. NATO also has its own pipeline network for transporting oil in Western Europe and maintains a Centre of Excellence for the analysis of energy security issues.

*Geopolitics of European-Russian energy relations* - The energy relations between Europe and Russia are primarily based on oil and gas. Historically there has existed a symbiotic relationship whereby Europe exports manufactured finished goods in exchange for raw materials. Across Europe, there are generally two zones of energy trade with Russia, one that is highly dependent on Russia and the other that is less dependent. For historical reasons, Eastern Europe is generally in the former while Western Europe is the latter. The policy views of European countries also generally follow this distinction between east and west Europe. In the east, a more ‘realist’ power-based view prevails. Conversely, in Western Europe a more liberal, markets-based perspective on energy trade prevails. In terms of sheer volumes of energy, in this case natural gas, Germany is the single largest importer of Russian gas followed by Italy and Poland (based on United Nations Trade Statistics for 2014).

*Trust and European-Russian energy relations* - Although oil and gas trade are subject to international law, the enforceability of contracts in the international context is not always as reliable as the jurisdiction of national governments. Therefore, the issue of trust between parties can become significant.

*Russia's political economy and the 'pivot to the East'* - In response to Russia's illegal annexation of Crimea, the EU along with many NATO member states, imposed sanctions against Russia. During this period, the price of oil was falling from 2013 levels (over \$100) to nearly \$30 per barrel in 2016. Sanctions combined with the drop in oil prices put tremendous strain on the Russian economy. In response Russian leaders launched a two-pronged strategy. The first was to impose Russia's own sanctions on European goods, particularly agricultural products, while at the same time promoting import substitution. The second component was a strategic reorientation to work with Asia (especially China) rather than Europe. The Power of Siberia, Yamal LNG and Vostok military exercises are examples.

*Implications for Ukraine* - European-Russian energy relations will likely continue to impact Ukraine in its foreign relations and domestic economic and security circumstances because of geography, the pipeline infrastructure and the profile of Ukraine's industrial sector, which has depended on historically low energy prices. This will occur through direct effects (collection of transit fees and consumption of Russian energy supplies) and indirect effects (domestic security situation and international relations). These circumstances necessitate energy policies that address both economic and political circumstances. Because of Ukraine's location, between Russia and the EU, optimal energy policies will also address Ukraine's relations with both Europe and Russia. However, this is easier said than done in the current highly politicized and confrontational environment.

### **Suggestions for Committee Discussion**

- How will Nord Stream 2 impact future trade relations between Europe and Russia, between Ukraine and Russia?
- Does NATO have a role to play in European-Russian energy relations?
- What policies would be best for Ukraine in this situation?

### **Readings**

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## **Lecture 6: “NATO StratCom and InfoOps: how they contribute to the overall effort against Hybrid Warfare”**

Lecturer: Lieutenant Colonel Eric Pinczon du Sel (FRA A)

NATO School Oberammergau

Duration: 45 Minutes

Q&A Panel Session: 20 minutes

### **Objectives**

The aim of this lecture is to provide an overview on NATO Policies on Strategic Communications (StratCom) and Information Operations (InfoOps) so that participants can understand the benefits of using them in countering Hybrid warfare.

After the lecture, the participants are able to:

- understand the concepts of NATO StratCom
- understand the concepts of NATO InfoOps
- understand what their role may be in countering enemy Hybrid Warfare

### **Summary**

In the current context when, very often, perception becomes the reality, recent technological innovations have contributed to enlarge the fields of possibilities for those who want to conduct hybrid warfare. This is true, especially in communications, in the broader sense. This is why Strategic Communications (StratCom) and Information Operations (InfoOps) are of utmost importance if you want to either conduct Hybrid Warfare or to counter it and mitigate its effects.

According to Paul Watzlawick (1921-2007), who was an Austrian psychologist and communication theorist, whatever you say, or don't say and whatever you do or don't do sends a message (or produces an effect). In other words, you cannot not communicate.

In line with this theory and to be able to better defend your core values or narrative, you had better say what you do and do what you say (reduce the say-do gap to a minimum). This is what StratCom and InfoOps are about.

Both of them plan and coordinate capacities in order to achieve effects on selected audiences, and even if there still seems to be ambiguity between those two domains, StratCom is more about supporting the overall mission, while InfoOps are more focused on delivery.

They both can be launched in peace time as well as in war time, both share the same battlefield (the Information Environment), the same principles (centralized planning and decentralized execution, focused on effects, integrating many capabilities, need to be coherent and consistent, etc.), their assessment process is long-lasting and they have the same set of tools at their disposal.

Quite often, the theory about StratCom and InfoOps is based on common sense, but this mind set has to spread not only through the whole hierarchy, all services or branches, but also outside the military as well, if we want to maximize their effects.

This communication warfare, which is very close to marketing, may appear less attractive than the usual, more military way of conducting operations, but, if neglected may be the path to failure. Using smart StratCom (reducing the say-do gap) will deny the opponent many leverages he may currently use against you, thus reinforcing your own credibility and strengths.

### **Suggestion for Committee discussion**

- How can the use of StratCom and InfoOps have consequences on the Law of Armed Conflict?
- How could you spread the StratCom Mind set outside the military? or even within the military?

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- AJP 3.10: Allied Joint Doctrine for Information operations, Dec 2015

## **Lecture 7: “NATO’s role in countering Hybrid Threats”**

Lecturer: Ms Barbora Maronkova (SVK C)

Director of NATO Information and Documentation Centre, Kyiv, Ukraine

Duration: 45 Minutes

Q&A Panel Session: 20 minutes

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### **Highlights of NATO’s Strategy**

- The primary responsibility to respond to hybrid threats or attacks rests with the targeted nation.
- NATO is prepared to assist any Ally against hybrid threats as part of collective defence. The Alliance has developed a strategy on its role in countering hybrid warfare to help address these threats.
- In July 2018, NATO leaders agreed to set up counter-hybrid support teams, which provide tailored targeted assistance to Allies upon request, in preparing for and responding to hybrid activities.
- NATO is strengthening its coordination with partners, including the European Union, in efforts to counter hybrid threats.
- NATO’s Joint Intelligence and Security Division has a hybrid analysis branch, that helps improve situational awareness.
- It also actively counters propaganda – not with more propaganda, but with facts – online, on air and in print.

### **Introduction**

Hybrid threats combine military and non-military as well as covert and overt means, including disinformation, cyber-attacks, economic pressure, and deployment of irregular armed groups and use of regular forces. Hybrid methods are used to blur the lines between war and peace, and attempt to sow doubt in the minds of targets.

The speed, scale and intensity of hybrid threats have increased in recent years. Being prepared to prevent, counter and respond to hybrid attacks, whether by state or non-state actors, is a top priority for NATO.

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### **NATO’s strategy: prepare, deter, defend**

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Since 2015, NATO has had a strategy on its role in countering hybrid warfare. NATO will ensure that the Alliance and Allies are sufficiently prepared to counter hybrid attacks in whatever

form they may materialize. It will deter hybrid attacks on the Alliance and, if necessary, will defend Allies concerned.

**To be prepared**, NATO continuously gathers, shares and assesses information in order to detect and attribute any ongoing hybrid activity. The Joint Intelligence and Security Division at NATO Headquarters improves the Alliance's understanding and analysis of hybrid threats. The hybrid analysis branch provides decision-makers with improved awareness on possible hybrid threats.

The Alliance supports Allies' efforts to identify national vulnerabilities and strengthen their own resilience, if requested. NATO also serves as a hub for expertise, providing support to Allies in areas such as civil preparedness and chemical, biological, radiological and nuclear (CBRN) incident response; critical infrastructure protection; strategic communications; protection of civilians; cyber defence; energy security; and counter-terrorism.

Training, exercises and education also play a significant role in preparing to counter hybrid threats. This includes the exercising of decision-making processes and joint military and non-military responses in cooperation with other actors.

**To deter hybrid threats**, NATO is resolved to act promptly, whenever and wherever necessary. It continues to increase the readiness and preparedness of its forces, and has strengthened its decision-making process and its command structure as part of its deterrence and defence posture. This sends a strong signal that the Alliance is improving both its political and military responsiveness and its ability to deploy appropriate forces to the right place at the right time.

If deterrence should fail, NATO stands ready **to defend any Ally against any threat**. To this end, NATO forces have to be able to react in a quick and agile way, whenever and wherever needed.

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## **Lecture 8: “NATO Crisis Management and the NATO Crisis Response System”**

Lecturer: Colonel Koen Verdoodt (BEL A)

NATO HQ International Military Staff

Duration with Q&A Session: 60 minutes

### **NATO Crisis Management**

#### **Objectives**

- Present and discuss NATO’s role, as a political-military alliance, in the management of international crises
- Discuss NATO’s structures and procedures that enable the Alliance to effectively contribute to the broader effort of the International Community in addressing crises
- Discuss NATO’s cooperation with partners and other International Organizations when carrying out the crisis management task

#### **Background**

NATO, as an intergovernmental political and military alliance, has as its essential purpose to safeguard the freedom and security of its members by political and military means.

The Strategic Concept, adopted by Heads of State and Government at the NATO Summit in Lisbon in 2010, identified NATO’s three core tasks: collective defence, crisis management and cooperative security.

With the crisis management task, the Alliance is committed to standing ready, based on decisions taken by consensus, to continuously monitor and analyse the international environment, to anticipate crises and, where appropriate, take active steps to prevent them from becoming larger conflicts. Where conflict prevention proves unsuccessful, NATO will be prepared and capable to manage ongoing hostilities. To this end, the Alliance has developed robust consultation procedures, crisis management arrangements and military capabilities.

An increasingly important part of the effectiveness of NATO’s crisis management tasks is its distinct contribution to efforts by the wider international community to preserve or restore peace and prevent conflict. In this context, NATO has offered to support, on a case-by-case basis and in accordance with its procedures, peacekeeping and other operations under the authority of the United Nations (UN) Security Council or the responsibility of the Organization for Security and Cooperation in Europe (OSCE), including by making available Alliance resources and expertise. Moreover, the lessons learned from NATO operations, in particular in Afghanistan, the Western Balkans and Libya, make it clear that a comprehensive political, civilian and military approach is necessary for effective crisis management.

In future crises, NATO may be in the lead or may play a supporting role, but, when it is involved, it is likely to make an important and distinct contribution to successful conflict management and resolution. As a matter of course, NATO should continue to collaborate effectively in accordance with its own procedures and agreed decisions with partners, the UN and other relevant International Organizations, Non-Governmental Organizations and local actors in planning and conducting operations.

NATO’s policy of partnerships, dialogue and cooperation is of strategic relevance for the effectiveness of the Alliance’s crisis management task, as well as for the other two core tasks. NATO

has fostered strong relationships with countries of the Euro-Atlantic Partnership Council (EAPC), the Mediterranean Dialogue (MD), and the Istanbul Cooperation Initiative (ICI), as well as partners across the globe. NATO's partnerships have an enduring value, contributing to stability and security across the Euro-Atlantic area and beyond.

In an effort to continue to project stability beyond its borders, at the Wales Summit in 2014, NATO Heads of State and Government launched the Interoperability Platform to work with partners on enhancing interoperability and preparedness for future crisis management. Since then, a roadmap was outlined to increase opportunities for NATO and its partners to cooperate to project stability.

### **Suggestions for Committee discussion**

- What type of role would you see for NATO in dealing with crisis management?
- What are the main challenges for NATO's interaction with partners and other International Organizations when addressing the same crisis situation? What mechanisms should be in place to facilitate cooperation?
- Which other actors from the International Community would NATO interact with and how? How would they share responsibilities?

### **Readings**

- Washington Treaty [https://www.nato.int/cps/ic/natohq/official\\_texts\\_17120.htm](https://www.nato.int/cps/ic/natohq/official_texts_17120.htm)
- NATO's Strategic Concept [https://www.nato.int/cps/ic/natohq/topics\\_82705.htm](https://www.nato.int/cps/ic/natohq/topics_82705.htm)
- Warsaw Declaration [https://www.nato.int/cps/en/natohq/official\\_texts\\_133169.htm](https://www.nato.int/cps/en/natohq/official_texts_133169.htm)

## **NATO Crisis Response System**

### **Objectives**

- Present NATO crisis response system and its NATO Crisis Response Process element
- Discuss NATO strategic level response to the exercise scenario, in accordance with NATO Crisis Response Process
- Discuss how NATO partners can interact with NATO throughout the crisis life-cycle

### **Background**

Should the need arise to address a crisis emerging either within its territory or beyond its borders, NATO needs to activate its mechanisms to consider potential response options and, if necessary, actively respond to such a crisis.

In every circumstance, a successful NATO approach to crisis prevention, management and/or resolution will require the development, consideration and, possible, use of a range of discrete and calibrated response steps. These should be underpinned by timely and effective decision-making, adequate crisis management structures, procedures and arrangements, and military capabilities effective under the full range of foreseeable circumstances.

A decade after the end of the Cold War and after the events of 9/11 in the United States, the international security environment fundamentally changed. The Alliance was faced with a number of new, multifaceted security threats, which required an adaptation of the Alliance's crisis management tools adopted until that moment. Accordingly, in 2001 the North Atlantic Council approved policy guidelines with a view to developing a single, fully integrated NATO Crisis Response System (NCRS).

The NCRS is effectively a guide to aid decision-making within the field of crisis management. Its role is to coordinate efforts between the national representatives at NATO Headquarters, capitals and the Strategic Commands. It does this by providing the Alliance with a comprehensive set of options and measures to prepare for, manage and respond to crises. It complements other processes such as operations planning, civil emergency planning and others, which exist within the Organization to address crises. It was first approved in 2005 and is revised annually.

One of the core components of the NCRS is the NATO Crisis Response Process (NCRP). The NCRP breaks down a crisis situation into different phases, providing a structure against which military and non-military crisis response planning processes should be designed. It is flexible and adaptable across the whole range of the Alliance's Article 5 and non-Article 5 circumstances. While the type, scale and geographic location of a rapidly evolving crisis is not always predictable, the existence of the NCRP enables the Alliance to rely on a process to address the crisis, which can be described and planned with reasonable confidence.

The NCRP facilitates grand strategic political-military decision-making by capitals, through the North Atlantic Council, early in an emerging crisis, as well as throughout its life-cycle.

As a crisis emerges, NATO will also consult regularly with international actors, mainly through staff-to-staff coordination, in order to build confidence and comprehensive mutual understanding of the crisis and to develop modalities for better cooperation.

NATO periodically exercises procedures through scheduled crisis management exercises (CMX) in which the Headquarters (civilian and military) and capitals participate, including partners and other bodies who may be involved in a real-life crisis.

### **Suggestions for Committee discussion**

- What are the challenges and, on the other hand, the added value for NATO and its partners to cooperate in addressing a crisis situation?
- In which phases of the NATO Crisis Response Process could the Alliance enhance cooperation with regional partners to maximise the effect of its effort to manage and/or prevent a conflict?

## **Lecture 9: “Introduction to Operational Planning Process Part 1 and 2”**

Lecturer: Lieutenant Colonel Todd Miller (USA M)

NATO School Oberammergau, Joint Plans and Operations Department (JPOD)

Duration with Q&A: 60 + 45 minutes

### **Objectives**

- Describe the main characteristics of NATO’s operations planning system.
- Describe the main characteristics of phases 1-6 of NATO’s operations planning process at operational level.

### **Summary**

Comprehensive Operations Planning Directive (COPD) is the main tool describing the planning process at strategic and operational level. As a doctrinal document it is descriptive and not prescriptive, therefore guiding a structural thinking and not imposing a strict way of conducting the planning process within the planning entities of the NATO Command Structure.

COPD is adherent to the principles of Mission Command philosophy and requires professional personnel at every level of command and in every responsible planning entity. Mission command style of command allows commanders (COM) to remain focused on the mission received, while their support staff and planning cells are detailing the COM’s plan. Moreover, mission command allows subordinate commanders to benefit from freedom of action, by receiving only the necessary details to run their operations, focusing on “what” they have to do and not describing the “how” part.

There are three major levels of planning in NATO: the strategic, operational and component levels as described by COPD. Those levels refer to ways of thinking about military operations and not to the size of units.

COPD describes the phases of planning focused on the strategic and operational levels. There are 6 phases of concurrent and cooperative operations planning. The phases are directed by North Atlantic Council formal decisions to move forward through planning, execution and termination of a NATO operation.

**Phase one: Initial situational awareness of a potential/ actual crisis** is aimed at sharing the initial understanding of an emerging crisis and enabling the appropriate preparation as guided by the COM.

**Phase two** is described at the operational level as: **Operational evaluation of the strategic environment** and is conducted to understand the strategic situation / nature of the problem / desired end state / strategic objectives and to identify the best suitable response option that incorporates the military instrument of power.

**Phase three, Operational estimate** is further divided into two sub-phases: **3a- Mission analysis** and **3b Courses of Action development**. Phase three initiates planning for a military response to an emerging crisis and refers to a detailed analysis of the mission, concluding with a Mission Analysis Brief to the Commander (3a) and Development of Courses of Action (COA), and concludes with a Staff recommendation during the COA Decision Brief (3b). There are a number of planning steps to be conducted in support of a complete understanding of the “what” question (3a): factor analysis, actor analysis (centres of gravity analysis), and operational framework. All the mentioned planning steps are mirrored by the development of the comprehensive preparation of the operational environment and the “red picture” by J2 staff. At the end of the Mission analysis sub-phase, the COM will be informed of all the necessary details to enable him to provide guidance for COA development. Sub-phase 3b, based on the COM’s guidance and the estimates from 3a seeks to develop, test, improve and recommend the most suitable COA which will form the basis of the operational plan.

**Phase four, Operational plan development**, is also subdivided, into two sub- phases: **4a- Operational concept of operations development** and **4b- Operational OPLAN development**. **Operational concept of operations** symbolizes an evolution of the planning product and has to be nested within the Strategic CONOPS. It comprises a main body and a number of relevant mandatory annexes. Together with the CONOPS, a number of different requirements are submitted for approval at the strategic level: ROEREQ, manpower SOR, TCSOR, CJSOR, reflecting the necessary types and sizes of troops, staff, and rules of engagement. **4b- Operational OPLAN development** aims to produce a timely, adequate plan. Everything from the CONOPS still applies, but it is further developed with the required annexes and incorporates the supporting plans and the strategic level observations and adjustments.

**Phase five, Execution** is triggered (as all the previous phases) by a formal NAC decision. The plan is transitioned from J5 Plans to J3 Operations. During the execution, the COM has 2 powerful tools to assess and adjust the running operation: Joint Assessment Board and Joint Coordination Board. The first addresses the assessment of operational effects and actions on short term and the second reviews the achievement of the operational objectives and mission on long term. Based on their recommendations, the COM can steer the plan through fragmentary orders (FRAGOs) or new planning process which will lead, after approval to new plans.

**Phase six, Transition** overlaps with the previous phase and is the subject of a new plan in itself, therefore sending the planner to a new operational estimate. The focus is on exiting the operational area without creating a vacuum of power and without creating the conditions for a new crisis. It enhances the Commander's ability to direct and guide development of the (disengagement) OPLAN. The burden is on the logistical planning of redeployment and handing over the operational area to follow on forces.

### **Suggestions for Committee Discussion**

- How does the mission command philosophy apply in your military?
- What is important in the selection of factors for factor analysis?
- What are the connections between critical capabilities, critical requirements and critical vulnerabilities in COG analysis?

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- AJP 5 Allied Joint Doctrine for operational level planning, ratification draft
- Comprehensive Operations Planning Directive interim version 2.0, ed. 2013

## **Lecture 10: “NATO standards (CREVAL Case Study) ways of implementation”**

Lecturer: Major Roberto Rodriguez (USA A)

NATO LANDCOM HQ

Duration: 60 minutes (Q&A Incl)

### **Objectives**

- Describe the NATO Policy that governs the CREVAL Programme
- Describe the procedures utilized to manage the CREVAL Programme

### **Summary**

In accordance with ACO Directive 075-013 “Evaluation and Certification Policy”, the NATO Evaluation System contributes to assuring SACEUR that all declared forces are ready and prepared to meet current and contingent operational priorities in accordance with NATO Standards.

The core principles underpinning the Evaluation System are: trust but verify, centralized planning and management, prioritized evaluations, continuous improvement and quality assurance and flexible and customized evaluations.

The CREVAL programme is SACEUR’s operational tool to evaluate the combat readiness and capabilities of all ACO Land HQs and Units to perform their assigned missions, and to identify deficiencies that limit the capability to meet the requirements within the designated RC. SACEUR receives the evaluation results of all Forces declared to NATO.

The CREVAL concept is conducted in two distinct stages: **preparation and execution**. The execution stage is conducted in three phases. Depending on the exercise plan, these phases may be conducted separately or concurrently.

**Phase 1: In-barracks Evaluation**, this is where there is an exchange of information between HQ staff and Evaluation Team and Evaluation of HQ’s documentation.

**Phase 2: Field Evaluation**, here the focus is on Evaluation of HQ’s procedures, exercise conduct and execution of operational mission (Field evaluation (Exercise) \_96 hours’ duration).

**Phase 3: Formal Report and Back-brief**, this point is the culmination of the CREVAL and the focus switches to finalizing the Formal Report, including conclusions and recommendations provided by the Evaluation Team Chief to the Unit.

### **References**

- ACO Directive 075-013 – NATO Evaluation and Certification Policy (11 July 2013)
- ACO Forces Standards Volume II – Land Forces (10 December 2013)
- ACO Forces Standards Volume VII – Combat Readiness Evaluation of Land HQs and Units (7 September 2017)

## **Lecture 11: “The Challenge of Reforming European Communist Legacy ‘Logistics’”**

Lecturer: Thomas-Durell Young (USA C)

Naval Postgraduate School

Duration: 75 minutes (incl. Q &A session)

### **Summary**

There are four key challenges to address the question as to why logistics reform in Communist-legacy defence institutions has been so slow. First, what is the conceptual foundation for logistics in these countries? Second, what is the general state of national logistics capabilities in these countries? Third, why has the reform of logistics in these post-Communist legacy defence institutions been so slow and superficial? Fourth, in an attempt to understand the problem better, what do legacy defence institutions need to do themselves in order to be able to adopt modern Western logistics concepts? Conversely, what do donor nations need to understand about these legacy logistics organizations better to enable them to understand the immense gap that divides Communist from Western logistics concepts? In addressing these questions, I will argue two points. First, logistics reform has been impeded to date by a lack of appreciation on the part particularly of Western officials that legacy logistics concepts could not be more antithetical to their Western counterparts. Second, reform of legacy logistics organizations will not follow from attention and resources directed at tactical-level formations and importing the expeditionary logistics concept. Rather, the causes of the continued inability to adopt Western logistics concepts can be found in national level policy, financing, laws, and regulations that continue to enable the operation of legacy concepts.

## **Lecture 12: “NATO Resources – NATO-Ukraine Trust Funds”**

Lecturer: Mr Antonios Vezirtzoglou (GRC C)  
NATO Defense College Budget & Finance Division  
Duration: 45 minutes (incl. Q &A session)

### **Objectives**

Discuss how NATO uses and funds resources.  
Presentation of the NATO Trust Funds in support of Ukraine

### **Introduction**

What do we mean by the term “resources”? It is money, but not just money: also involved are people, armaments and ammunition, vehicles, aircraft, ships, tanks, guns, missiles, radars, spare parts, workshops, buildings and much more ...

Due to the global economic crisis, resources are scarce and under a lot of pressure. NATO, as a political and military organization, is obliged to maximize efficiency and effectiveness. The key word for achieving that is coherence.

There is a growing tendency to adopt multinational approaches in response to the pressure created by cuts in resources, where nations have to look at ways of being more efficient, avoiding duplication or triplication of their efforts.

We can distinguish between the following kinds of funding:

Multinational; Joint; Common; Contributions in kind (a very topical issue nowadays); and Trust funds, an increasingly important component of NATO’s business.

#### Multinational funding

This is funding outside NATO structures. The funding mechanisms and funding levels are entirely in the hands of the nations concerned. In many cases NATO isn’t even aware of these.

#### Joint funding

It is still the nations’ call: it is still the nations who decide what they are going to do, when they’re going to do it, and how they’re going to do it.

#### Common funding

Here, the defence budgets of the Allied nations contribute to NATO, who is in the driving seat: it is NATO authorities that set the requirements and priorities.

#### Contributions in kind and trust funds

A contribution in kind is defined as participation in activities or programmes in non-monetary ways, or by providing capabilities as opposed to money.

#### Trust funds

The definition could be: “voluntary financial contributions” for a given aim, entrusted to an existing entity for applications outside the normal budget of that entity.

Common funding is provided to cover the requirements of:

- the civil budget;
- the military budget; and
- the NATO Security Investment Programme.
- Civil budget (2017: 234.4 mio)

This part of common funding is to provide and support NATO Headquarters (in Brussels). NATO HQ has international staff, interpreters, translators and all the necessary personnel, in an environment where the 29 member nations and another 17 partner nations sit together and work together.

Military budget (2017: 1,291.5 mio, of which 253 mio is for Ops/missions)

The military budget consists of about 40 separate budgets, paid from the MOD budgets of the member nations. The overall budget corresponds more or less to the financial needs of the Alliance’s command structure/military structure.

There is the Military Committee and the International Military Staff; the two Strategic NATO Commands, in Belgium (Mons) and in the USA (Norfolk, VA); the Allied Joint Force Commands, in the Netherlands (Brunssum) and in Italy (Naples). There are also the subordinate Land, Air and Maritime Commands, where the Alliance’s defence planning, operational planning and logistics planning take place.

NATO Security Investment Programme (NSIP) (2017 655 mio)

NATO does not invest in things that nations should be doing themselves. It invests in capacities and brings national capabilities together. Logistics support is a limited amount of key facilities, spread throughout the Alliance as a reinforcement measure.

Contributions

Each member nation contributes to NATO budgets in accordance with its Gross National Income (GNI).

**NATO TRUST FUNDS IN SUPPORT OF UKRAINE**

Several Trust Funds have been in place since 2003.

Their scope was firstly the destruction of armaments and ammunition and secondly support in the areas of the resettlement of servicemen and the extraction and transportation of radioactive waste.

Currently there are 9 on-going Trust Funds dealing with Logistics, C4, Cyber defence, again disposal of radioactive waste, medical rehabilitation, military career transition and EOD and counter-IED.

### **Suggestions for Committee discussion**

What do we mean by the term “resources”?

Discuss the pros and cons of the trust funds!

## **Lecture 13: “NATO Logistics for NATO Operations”**

Lecturer: Major Stefan van Dijk (NLD A)

NATO School Oberammergau, Joint Plans and Operations Department (JPOD)

Duration: 45 minutes (Q&A Incl)

### **Objectives**

The aim of this lecture is that participants gain an understanding of: How NATO operational logistics support the NATO mission: the NATO Joint Logistic Support Group concept; Multinational logistic solutions; and a broad overview of operational logistics. Also to provide an overview of fundamental NATO Logistics doctrinal terms and concepts, in relation to NATO Planning & Operations.

After the lecture participants are able to:

- Understand the concept of NATO operational logistics in relation to Operational Planning.
- Understand the concept of Strategic Deployment, Reception Staging Onward Movement (RSOM) and its Command and Control challenges.
- Understand the different modes of Multinational Logistic support solutions.
- Be aware of the challenges and way ahead of NATO logistics.

### **Introduction**

The lecture covers:

NATO Operational Logistics

- a. An overview of NATO Operational Logistics, how is it related to Operational Planning.
- b. What are the Logistic Concepts NATO is using.
- c. Modes of Multinational Logistics Support
- d. Challenges and way ahead of NATO Logistics

How is NATO going to support their Operational Missions?

“NATO Operational Logistics” is to present the main features of NATO Operational Logistics, together with how the logistics system is set up for an operation and what it has to cover, moreover the ways and modes of increasing efficient use of resources and avoiding overlapping situations in providing logistics support. It will have the Joint Logistic Support Group as a starting point.

The “Modes of Multinational Logistics Support” covers which MN modes are implemented into NATO operations in order to increase an efficient use of different national owned resources, decrease costs, avoid competition for all types of resources, as well as maintain a reduced logistics footprint. It will explain concepts as Single lead Nation; Role Specialist nation, Host Nation and Contracted Support to Operations.

The last part, which is the core “Challenges and way ahead of NATO Logistics” presents the Logistics Vision and Objective as well as new developments in this respect.

Links to read: NATO LOGISTICS Handbook

## **Lecture 14: “Why Does Defence Planning Always Fail? (And What to do About it?)”**

Lecturer: Thomas-Durell Young (USA C)

Naval Postgraduate School

Duration: 75 minutes (incl. Q &A session)

### **Summary**

There is a fight amongst many defence officials that long term defence planning constitutes the gold standard in the development and management of modern armed forces. If such a method has become central to the U.S. and other countries' defence planning systems, it is surprising that there is so little questioning of its contemporary relevance, let alone an understanding of its provenance, original intent, and its highly nuanced nature.

Rather, what one finds on closer examination of long-term defence planning methods is that they have contributed to producing sub-optimal defence plans. In order to provide greater clarity and understanding of the use of long-term defence plans, this lecture argues that as a key element of PPBS (Planning, Programming and Budgeting System) this planning method has been a failure when measured against the ability of defence institutions in Central and Eastern Europe to produce viable defence plans.

To produce cost-informed and implementable defence plans, these defence institutions need to return to the original intent of this planning tool: to inform officials of long term financial obligations and to enable informed decision-making to fund the current force.

## **Lecture 15: “National-level Command in Post-Communist Democracies”**

Lecturer: Thomas-Durell Young (USA C)

Naval Postgraduate School

Duration: 75 minutes (incl. Q &A session)

### **Summary**

This lecture argues two key points. First, that Western democratic and communist defence and military concepts are antithetical and includes an explanation of why this is the case. Second, evidence is provided to demonstrate that legacy concepts are very much both actively and passively evident in European post-communist defence institutions. Consequently, it is argued that systematic efforts to expose and challenge the legitimacy of existing legacy concepts (and their accompanying assumptions and institutional logic) are absent, and that these institutions will continue to exist at best in a state of conceptual incoherence, and at worse as zombie organizations; not dead, but certainly lacking any manifestations of life. Elements of the Communist concept of command continue to ramify throughout Central and Eastern European armed forces. They inhibit the orderly delegation of command, the consistent creation of defence capabilities, and the professional development of commanders and managers; they also impede these armed services from adopting the concepts of authority, accountability, and responsibility—concepts taken for granted in Western defence institutions.

## **6. COMMITTEE DISCUSSION OVERVIEW**

### **Day 1: “Beyond the Brussels Summit”**

*Questions for discussion:*

1. How do you see the NATO approach towards Ukraine?
2. What steps should be undertaken by NATO in order to strengthen its shared capacity for action against Russian hybrid warfare?
3. What is your prognosis for the future of NATO? NATO-Russia relations and NATO-Ukraine relations?

### **Day 2 :“Hybrid Warfare”**

*Questions for discussion:*

1. To what extent does NATO have a clear and unified picture of Russian strategic intentions and priorities?
2. What have Ukraine's armed forces learnt with regard to countering Russia's hybrid warfare that you think NATO could learn from?
3. How could NATO contribute to countering Russian Anti-NATO propaganda within the Ukrainian population (and also armed forces)?

### **Day 3: NATO Crisis Management & Operational Planning; NATO Standards**

*Questions for discussion:*

1. What is Ukraine's operational planning process? How can we make NATO and Ukrainian operational planning processes compatible?
2. How is the COG analysis used in the Ukrainian Army decision making process?
3. What would be the most efficient way to raise combat readiness in Ukraine?

### **Day 4: Defence Reform (Logistics, Defence Planning, National and Military C2)**

*Questions for discussion:*

1. What is the core issue related to defence reform?
2. How should this core issue be addressed?
3. Why does planning always fail?
4. What do you think have been the biggest achievements with regard to reforms in the Ukrainian armed forces since the beginning of the confrontation with Russia?

## 7. BIOGRAPHIES



### **Ivan Rusnak**

First Deputy Minister of Defence of Ukraine

Born - January 29, 1952, Dilove, Rakhiv district, Ukraine.

### **Education**

Higher anti-aircraft artillery command school (1972)

Military Academy of Army Air Defence (1982)

Military Academy of the General Staff (1993)

### **Military career**

Enlisted, Armed Forces of Ukraine (08.1968 - 11.2010)

1972 - 79 Officer, Artillery platoon commander, Anti-aircraft missile artillery battery commander, Air-Defence battery commander, operative

duty officer, C&C station;

1979 - 82 Military Academy graduate since 1982, appointed as Chief of Staff - deputy commander of Air-Defence artillery regiment;

1984 - engaged in scientific and pedagogical activities. Graduated from the Army Air Defence Military Academy. Served as a teacher, senior teacher, deputy chief of Department, Army Air Defence Military Academy.

1991 - 93 Student, General Staff Military Academy.

1993 - 96 Chief of Department, Academy of the Armed Forces of Ukraine.

1996 - 04 Deputy Chief of General Staff, Armed Forces of Ukraine (on military-scientific management).

2004 - 07 First Deputy Chief, National Academy of Defence of Ukraine.

2007 - 11 Commander of the Air Forces of the Armed Forces of Ukraine.

2011 - 13 dismissed from the armed forces of Ukraine. Assistant to the Minister - Inspector on implementing of rescue services and aviation for Ministry of Emergency Situations of Ukraine.

2013 appointed to position of Chief of the State Aviation Regulatory Department of the Ministry of Defence of Ukraine.

2014 First Deputy Minister of Defence of Ukraine.

Colonel-General retired, Doctor of Military Sciences, Professor, Honored Worker of Science and Technology of Ukraine, State Prize laureate in the field of science and technology.

He is the author of over 70 scientific and methodological works on the construction of the Armed Forces of Ukraine, it's implication readiness, the bases of the policy of military security, international peacekeeping activity.

Harvard University course of studies laureate, "National Security of Ukraine" program. Married, has two sons. Awarded state awards and departmental honors for a conscientious and impeccable service.

## CURRICULUM VITAE

Ms Judith Gough CMG  
Her Majesty's Ambassador to Ukraine



Full name:	Judith Gough
since September 2015	Her Majesty's Ambassador to Ukraine
2013 – 2014	FCO (UK), Director, Eastern Europe & Central Asia
2010 – 2012	Tbilisi, Her Majesty's Ambassador
2008 – 2010	FCO (UK), Deputy Head, Security Policy Group
2007 – 2008	FCO (UK), Deputy Director, Shared Services
2004 – 2007	Seoul, Political Counsellor
2002 – 2004	FCO (UK), Head of Strategic Policy Team, Eastern Adriatic Department
2001 – 2002	FCO (UK), Desk Officer, Gibraltar Policy Team
2001	Joined FCO (UK)
1995 – 2001	Trainee and latterly Senior Consultant, Ernst and Young (UK)

Languages: English, German, Russian, Ukrainian



## Roman Waschuk

Ambassador  
Canadian Embassy, Kyiv, Ukraine

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Roman Waschuk (BA [History], University of Toronto, 1983; MA [History], University of Toronto, 1985) began his career with External Affairs Canada in 1988. First posted as Second Secretary (Political) in Moscow, he subsequently served as Counsellor (Political) in Kyiv and Counsellor (Political) and Minister-Counsellor (Political/Economic) in Berlin. In Ottawa, Mr. Waschuk's postings have included Deputy Director of the European Union Division, Deputy Director of the Policy Planning Division, Director of the Global Partnership for Biological Non-Proliferation, Chemical Weapons Destruction and Redirection of Former Weapons Scientists Division, and Director of the Stabilization and Reconstruction Programs Division. In 2011-2014, Mr. Waschuk served as Ambassador to Serbia, with concurrent accreditation to Montenegro and Macedonia.

**Роман Ващук** (Бакалавр гуманітарних наук (історія), Університет Торонто, 1983; Магістр гуманітарних наук (історія), Університет Торонто, 1985) розпочав свою кар'єру в Міністерстві закордонних справ Канади в 1988 році. Працював Другим секретарем політичного відділу в Москві, пізніше – Радником політичного відділу в Києві та Радником політичного відділу і Радником-посланником політичного та економічного відділу в Берліні. В Оттаві пан Ващук займав посади Заступника директора відділу Європейського Союзу, Заступника директора відділу планування політики, Директора відділу нерозповсюдження біологічної зброї, знищення хімічної зброї, переорієнтації військових вчених Програми глобального партнерства, а також Директора відділу Програми з питань стабілізації та реконструкції. В 2011- 2014 роках пан Ващук був Послом в Сербії та Послом за сумісництвом в Чорногорії та Македонії.

## Lieutenant General Jan Broeks

Director General of the International Military Staff of NATO



Lieutenant General Jan Broeks (born in 1959) studied at the Royal Military Academy in Breda for 4 years from 1977. After completion, as 2<sup>nd</sup> Lieutenant, he was posted to 103 (NLD) Supply Battalion. From 1983, as 1<sup>st</sup> Lieutenant, Jan Broeks was Chief Logistics Officer of a helicopter squadron. In 1985, a tour of duty in Lebanon ensued. Within the framework of the UNIFIL mission, as an Acting Captain he became Commander of the Logistic Platoon supporting the Dutch Infantry Company. Upon returning to The Netherlands and after a short spell at the staff of the (NLD) Army Logistic Command, in January 1986, as a substantive Captain, he took command of the 112<sup>th</sup> (NLD) Mixed Supply Company. In 1989, he moved on to a position within the G2/3 branch of HQ 103 (NLD) Supply Battalion. For 2 years from 1990, Jan passed Staff College and, subsequently, General Staff College. In 1992, by then a Major, he became Staff Officer Logistic Operations with G4

branch at GHQ 1<sup>st</sup> (NLD) Army Corps in Apeldoorn.

In 1994, Jan and his family lived in the United Kingdom where he studied at the Army Command and Staff College at Camberley. On return to The Netherlands 1995, he took a seat as lecturer in Strategic Studies at the Netherlands' Institute for Defence Studies. This was followed by promotion to Lieutenant-Colonel and postings both with the Directorate of Army Material and Army Command. From 1998 for 2 years, he commanded 100 (NLD) Supply & Transport Battalion. It was during this period that he attached to KFOR in the capacity as Deputy CO 1 (NLD) Humanitarian Relief Battalion. After this, he was posted as the Army Planner at the Defence Staff. In 2001, following his promotion to Colonel, he was made Chief International Plans at the Defence Staff.

In 2003, Colonel Broeks became Head of the Department for General Policies as part of the Army Command Staff. In 2005, when Army Command changed into Command Land Forces, he moved to the position of Head of the Department for Management Support. Promoted to Brigadier in June 2007, he took command of 1 (NLD) Logistic Brigade which was amalgamated with the Combat Support Brigade into a new unit, Land Operations Support Command, in 2009. He was the first Commander of this unit and, from January 2010, he prepared his units for the redeployment-mission in ISAF/Uruzgan and, as of August the same year, he commanded the mission-tailored Redeployment Task Force.

Returned from his deployment, in April 2010 (the now) Brigadier Broeks took on his new appointment as Deputy Director for Plans at the Netherlands Defence Staff. Promoted to Major General, he became responsible for the execution of the transformation and reorganization/budget reduction programme of the NLD Armed Forces and the MOD. In April 2013, he assumed the position of Military Representative of the Netherlands to the Military Committees of NATO and the EU, and was promoted to the rank of Lieutenant General. As of 27 July 2016 he will be the new Director General of the International Military Staff of NATO.

Jan is married to Hilde Broeks-Heemskerk and they have 2 children, a daughter named Myrna (born in 1989) and a son, Thijmen (born in 1992). He has a wide range of hobbies, among them: long distance running; mountain biking; soccer; mountain hiking in Austria; and, finally, reading and music.



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**Lieutenant General Chris Whitecross,  
CMM, MSM, CD  
NDC Commandant**



Lieutenant General Chris Whitecross enrolled in the Canadian Forces in 1982, joining the Canadian Military Engineers. Successive postings have taken her from Germany to almost every province in Canada, notably to undertake a range of staff duties such as those of A4 Airfield Engineering Operations at 1 Canadian Air Division, Winnipeg; Executive Assistant to the Chief of the Air Staff at National Defence Headquarters, Ottawa; Director of Infrastructure and Environment Corporate Services for the Assistant Deputy Minister (Infrastructure and Environment); Joint Engineer, Canada Command; and Chief of Staff for Assistant Deputy Minister (Infrastructure and Environment).

Lieutenant General Whitecross has also performed the duties of G1/G4 for the Force Engineers at United Nations Protection Force (Yugoslavia); Wing Construction Engineering Officer, Greenwood; Commanding Officer, 1 Construction Engineering Unit, Moncton; Commander, Joint Task Force (North), Yellowknife; Deputy Commander, Canadian Operational Support Command, Ottawa; Deputy Chief Of Staff Communications, ISAF HQ, Kabul, Afghanistan; and Canadian Armed Forces Chief Military Engineer at National Defence Headquarters, Ottawa.

Lieutenant General Whitecross has a Bachelor in Chemical Engineering from Queen's University and a Masters in Defence Studies from the Royal Military College of Canada. She is also a graduate of the Advanced Military Studies Course and the Command and Staff Course, both conducted at the Canadian Forces College. A Commander of the Order of Military Merit (CMM), she was awarded the United States Defense Meritorious Service Medal for her service at ISAF HQ, and the Canadian Meritorious Service Medal for her service as the International Military Sports Council (CISM) Secretary General. Lieutenant General Whitecross was named one of Canada's Top 100 Most Powerful Women of 2011, and then again in 2016.

Lieutenant General Whitecross was promoted to her current rank on 26 May 2015. In February of that year, she was appointed Commander of the Canadian Forces Strategic Response Team on Sexual Misconduct. In June 2015, she was appointed Commander, Military Personnel Command. Lieutenant General Whitecross assumed her current duties, as Commandant of the NATO Defense College in Rome, Italy, in November 2016.

*NDC 2018*



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**Stephen J. Mariano, Ph.D  
Dean and Deputy Commandant**



Dr. Stephen J. Mariano was appointed Dean of the NATO Defense College in January of 2019. He joins NDC from his position as Professor of National Security Studies at the United States National Defense University's National War College, where he previously served as the Associate Dean of Outreach and Research. Dr. Mariano earned a Ph.D. in War Studies from the Royal Military College of Canada, a M.S. in Strategic Planning, International Organizations, and Negotiations from the Naval Postgraduate School, and a B.A. in Mathematics and Economics from

the University of California, Santa Barbara.

He taught military strategy and comparative military systems at the U.S. Military Academy, West Point, New York as well as politics and U.S. foreign policy at the Royal Military College of Canada. He was formerly the U.S. Army War College Visiting Defence Fellow at Queen's University's Center for International Relations, the U.S. Army's Senior Fellow at Harvard University's Weatherhead Center for International Affairs and M.I.T. Seminar XXI Fellow.

Other military service included positions as the Director of the Secretary of the Army's Strategies and Initiatives Group and an inaugural member of the Chief of Staff of the Army's Strategic Studies Group in Washington DC. He served as the first Director of Strategic Plans, Policies and Assessments for U.S. Army Southern European Task Force in Vicenza, Italy, as the unit transitioned into U.S. Army Africa, the Army Component for U.S. Africa Command (AFRICOM).

His deployed experience includes service as the Deputy Director of Strategy, Plans and Assessments at the Multinational Security Transition Command-Iraq where he liaised with the NATO Training Mission in Iraq, and in Afghanistan, as the Military Advisor to NATO's Senior Civilian Representative in Kabul. He also served as a strategic plans and policy officer on the International Military Staff at the NATO Headquarters in Brussels and at the U.S. European Command in Stuttgart, Germany. He is a graduate of the U.S. Army Ranger School, U.S. Army Airborne School, U.S. Army Air Assault School, and French Centre Entraînement Commando #4.

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**Director Academic Planning & Policy**

**Rolf Wagner**

**German Army**



Brigadier General Rolf Wagner joined the German Army in 1978, training as an artillery officer.

He studied geodesy at the Munich Bundeswehr University (Master of Science) and followed General Staff Officers training at the Führungsakademie (Armed Forces Command and Staff College), Hamburg, Germany and at the Command and General Staff College, Ft. Leavenworth, KS, USA.

In 2003/04 he was a Fellow at the School for Advanced Military Studies, Ft. Leavenworth, KS, USA, and obtained a Master of Arts degree. In 2017, he attended the German Capstone Course, Armed Forces Command and Staff College, Hamburg, Germany, and in 2018, the Generals and Flag Officers Course at the NATO Defense College.

Before joining the national General Staff course he had some assignments in German artillery (incl. Platoon Leader and Battery Commander).

After completion of his Staff Officers' training in Ft Leavenworth he was appointed Assistant Branch Chief with the policy and advisory staff to the Minister of Defence, in Bonn, Germany

From 1998 to 1999 he was Special Assistant to the Political Adviser of COMSFOR, Sarajevo, Bosnia and Herzegovina and from October 1998 to March 1999, Deputy Political Advisor, HQ SFOR.

He then served as Commander of the 405th Armoured Artillery Battalion (M109 and PzH 2000), Dabel until 2001.

He obtained his first experience in the academic field as a Faculty Adviser and Tactics Instructor in the National General Staff Course at the Führungsakademie, Hamburg, Germany, from 2001 to 2003.

In 2004, he was appointed ACOS G3, HQ MNC NE in Szczecin. Following a 9-months' mission in Kabul as Chief Coordinator Policy Action Group, HQ ISAF, in 2007 he became DOS, RFOC, Ulm (Germany).

In 2010 he went to the Netherlands to become ACOS J Assessment, at JFC Brunssum.

In 2012 he returned to the Führungsakademie (Armed Forces Command and Staff College) in Hamburg, to become Director of the Army Operations Department, until 2015 when he was promoted to Brigadier General.

Following his promotion, he served in the Multinational Corps North East in Szczecin, Poland as DCOS Support.

In September 2018 he was appointed Director of Academic Planning and Policy at the NATO Defense College, Rome.

Brigadier General Wagner is married to Barbara and has 3 children.



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### Dr Thierry Tardy, FRA C



Dr Thierry Tardy is Director of the Research Division at the NATO Defense College in Rome. Previously he was Senior Analyst at the European Union Institute for Security Studies (EUISS). He has researched and published extensively on European Security, with a particular focus on military and civilian crisis management, the United Nations, the European Union, and NATO; inter-institutional cooperation in security governance; security

regionalism; and the EU Common Security and Defence Policy.

His latest publications include the *Oxford Handbook on United Nations Peacekeeping Operations* (Oxford University Press, co-edited); "Recasting EU Civilian Crisis Management", *Report n°32*, EUISS, February 2017; "Permanent Structured Cooperation: What's in a name?", *Chaillot Paper 142*, EUISS, Nov. 2017 (co-authored); and "Does European defence really matter? Fortunes and misfortunes of the Common Security and Defence Policy", *European Security*, Vol.27, March 2018.

Thierry has been teaching in the field of European Security at the Institut d'Etudes Politiques (Paris), La Sorbonne, the National Institute of Oriental Languages and Civilisations (INALCO), and the College of Europe in Bruges. He has also lectured regularly at the NATO Defense College and at the European Security and Defense College (ESDC). He is a graduate of the Institute of Higher National Defence Studies (IHEDN, 62nd National Session, 2009-10).

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**Colonel Jörg Prescher (DEU F)  
Head, Academic Policy Branch  
&  
German Senior National Representative**



**Expertise:**

National & International Security Affairs (DEU Ministry of Defense, NATO HQ, OSCE, GCMC); NATO-Russia Relations; International Arms Control & Armaments Cooperation; Principles of Contemporary Leadership; NATO Integrated Air Defense

**Background:**

Deputy Dean Non-Resident Programs & Senior German Officer,  
George C. Marshall Center, Garmisch-Partenkirchen

Director, General/Admiral Staff Officer Course 2013 (LGAN 2013), Federal Armed Forces Command and Staff College, Hamburg

Military Adviser, Permanent Mission of the Federal Republic of Germany to the Organization for Security Cooperation in Europe (OSCE), Vienna, AUT

Assistant Head, NATO Armaments Affairs Branch, Armaments Directorate III,  
DEU Ministry of Defense, Bonn

Deputy Commanding Officer, DEU Air Force Surface-to-Air Missile Wing 5, Erding

Deputy Director, Program in Advanced Security Studies,

College of International and Security Studies, GCMC, Garmisch-Partenkirchen

Assistant Chief, NATO Military Cooperation & Standardization Branch, with the German Military Representative to the Military Committee of NATO, European Union and Western European Union at NATO HQ, Brussels, BEL

Military Assistant to the Deputy Chief of Staff for Plans, Resources, Armaments and Logistics, German Air Staff, DEU Ministry of Defense, Bonn

Academic Operations Officer, Air Force Faculty, Federal Armed Forces Command and Staff College, Hamburg

Several postings as Commanding Officer, Reconnaissance Officer and Tactical Control Officer of surface-to-air missile squadrons within the NATO Integrated Air Defense System

**Education:**

Master's, Educational Science, German Federal Armed Forces University, Munich

General Staff Officer Course, Federal Armed Forces Command and Staff College, Hamburg

National Security Affairs, Middle East Studies, Naval Postgraduate School, Monterey, CA, USA

Senior Course 112, NATO Defense College, Rome, ITA

NDC 2019



**NORTH ATLANTIC TREATY ORGANIZATION  
ORGANISATION DU TRAITÉ DE L'ATLANTIQUE NORD**



**NATO DEFENSE COLLEGE  
COLLÈGE DE DÉFENSE DE L'OTAN**

**Captain (N) Peter PAPLER, SVN N**



Captain (N) Peter Papler graduated from the Naval Military Academy in Split, Yugoslavia in 1989. He holds from 2005 a Master's degree in Business and Organization and from 2014 a Ph.D. in Defence Studies from the University of Ljubljana, Slovenia. Prior to his NATO Defense College posting in 2017, and starting in 2012, Captain Papler was the Director of the Planning Branch at the General Staff of the Slovenian Armed Forces. In this position he was responsible for formulating, directing, guiding and supervising the operational, defence, force, business and strategic planning of Slovenian Armed Forces (e.g. Operations "Naše Morje Lampedusa" and "Svarog") as well as the military issues related to Slovenia's role in the NATO Defence Planning Process.

Prior to joining the General Staff for the second time, Captain Papler served for 2 years as Deputy Assistant Chief of Staff G5 Plans & Policy, NATO Rapid Deployable Core-Italian Army in Solbiate Olona, Italy. During his tour, the Core HQ was the Land Component Command of NATO's Response Forces. During that time, NATO carried out Operation Unified Protector and Core HQ completed pre-deployment training for Afghanistan.

In 2015 he was deployed to Kosovo (KFOR HQ) as Assistant Chief of Staff for Support (J1/J4/JENGR), KFOR HQ, where Captain Papler was responsible for theatre level logistic, personnel and engineering, including building the Slatina military heliport and closing the forward operational base Camp Cabra.

Starting in 2006, Captain Papler served as the Principal Military Assistant for Defence Science and Technology Research and Experimentation programmes, with responsibility for formulating, planning and reviewing the military area of the Slovenian MoD's Science & Technology (S&T) programmes, plans, strategy, priorities, as well as for executing projects with an annual budget of approximately €20M. He was awarded the Ministry of Defense "Fridolin Kavčič" - Bronze medal for Science Achievements in 2009.

Before 2006, the then Commander Papler was Head of the Personnel and Organization Department in the General Staff of the Slovenian Armed Forces. During his tenure he designed and implemented the Slovenian Armed Forces' Pay and Career model, together with implementation of the related Information system. From 2007 to 2010, Captain Papler was the Slovenian Board Member of the NATO Research & Technology Organization, and since 2014, has been the principal Slovenian Board Member of NATO Science and Technology Organization.

Dr Papler is the author of more than 150 articles on issues of military doctrine, organization, human resource management, command and control, and operations planning and execution. From 2006 to 2010 was a member of the editorial Board of Contemporary Military Challenges, Slovenian Army General Staff Scientific and Technical Publication.

Capt Papler is married to Janja and they have two daughters; Lea is a graduate and Eva is studying. His interests include chess, hiking, and beer tasting.



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**Dr. Marc OZAWA, USA C**



**Dr. Marc OZAWA** is a visiting scholar of the Research Division at NATO Defense College. His current research examines the role of trust in international relations, NATO-Russian relations, the geopolitics of energy, and Russian and Eurasian affairs. He has previously held teaching, research and editorial positions at the University of Cambridge, IHS CERA, Yale University, and the Yale Journal of International Affairs. Marc has taught and supervised both undergraduate and graduate level students in the subjects of international relations, the geopolitics of energy and intrastate conflict.

He has published works on Russia's relations with its neighbors, energy security and European-Russian relations. Marc is the co-editor of a forthcoming book titled, *In Search of Good Energy Policy* (Cambridge University Press) and is completing a book on European-Russian relations. He recently co-authored and lead a multidisciplinary group on Russian-Chinese energy cooperation called, the "Power of Siberia: a pipeline good for whom?", and co-authored a chapter with Michael Pollitt on conducting multidisciplinary research (both chapters forthcoming in *In Search of Good Energy Policy* from CUP).

Marc is a graduate of the University of Alaska (BA), Yale University (MA) and the University of Cambridge (MSt, PhD). Additionally, he conducted coursework at Lomonosov Moscow State University and North-Eastern Federal University in Yakutsk.

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**NATO DEFENSE COLLEGE  
COLLÈGE DE DÉFENSE DE L'OTAN**

**Mr Antonios (Tony) VEZIRTZOGLU (GRC)**



Antonios (Tony) VEZIRTZOGLU was born in Thessaloniki, Greece on 8th March 1955. After completing his basic and secondary education, he was accepted into the Corps' Officers' Military Academy (SSAS) in Thessaloniki, while also studying for a Bachelor's degree in Economics at the "Aristotle" University of Thessaloniki.

In 1977 he graduated with a B.Sc., in Economics and commissioned as Second Lieutenant of the Hellenic Army Finance Corps.

He served as Accounting/Disbursing/Fiscal Officer in the 16th Regional Finance Unit. On being promoted to First Lieutenant (1980), he served as Computer

Programmer at the Army Financial & Accounting Center of the Hellenic Army. In 1985 he was promoted to Captain and served as Director of the 6th Regional Army Finance Unit, and Branch Chief and Chief Project Officer at the Army Financial & Accounting Center of the Hellenic Army. In 1990 he was promoted to Major, and served as Chief Procurement Officer and the Deputy Military Attaché at the Greek Embassies in Paris and Bonn. After promotion to Lieutenant Colonel (1994), he served as the Acting Financial Controller of the NATO Headquarters LANDSOUTHCENT (w/a) and subsequent JOINT HQ SOUTHCENT (nucleus).

He retired in June 1999 with the rank of Colonel and started his civilian life by founding a private company for financial consultancy and stock market brokerage.

In May 2000 he initiated his third career by joining NATO as International Civilian Senior Administrator (A-3) Budget at the JHQ SOUTHCENT Larissa, until 2004 when the Command was disbanded.

In March 2004, he joined the NATO Defense College as Senior Administrator (A-3) Budget & Fiscal Officer, a position he currently holds.

During his careers in the Hellenic Army Finance Corps the private sector and in NATO, he continued his education by attending numerous courses at various universities and institutions, including the Army Finance Officers' Corps, the Computer Programming and Systems Analysis Branch of the Hellenic Productivity Center, the NATO School Oberammergau, the Technological Education Institute of Larissa, the Oracle University BE, Oracle Financials, NAFS Accountancy, IPSAS and the Learning Tree International (UK & U.S.).

He speaks English, French, German, Greek and Italian, is Member of the Economic Chamber of Greece and is an Accredited Accountant - First Class.

He enjoys travelling, music, especially the piano, and is married to Kalliopi (Popi) GATZIGIANNIDOU, a professor of the Greek language. They have two children, Giorgos and Katerina.

NDC 2018



### **SYROTENKO Anatolii (Mykolaievych)**

Born March 4th 1960 (57 years) in Nataline, Kharkiv region, Ukraine

Country  Ukraine

Affiliation  Armed Forces of Ukraine

Rank: Lieutenant-General

Education: Kharkiv Armored Forces Institute National Defence Academy of Ukraine 1996. Academy of General Staff of Ukraine 2002

Wars / Battles: Chernobyl 1986, Anti-terroristic operation, the east of Ukraine 12.2014-03.2015, 06.2015-11.2015

Academic title: PhD, Candidate of Technical Sciences

Professional Career:

1976-1981 Cadet, Kharkiv Heavy Armoured Fighting Vehicle School

1981-1992 Tank training platoon commander, chief of staff of armoured battalion, commander of the tank battalion, deputy commander of tank regiment

1992-1994 Student, National Defence Academy of Ukraine

1994-1996 Commander, 389 Tank Regiment, 300 Tank Regiment

1996-2001 Chief of staff, 169 Desna Training Centre, 1st deputy Commandant 169 Desna Training Centre

2001-2002 Student, National Defence University of Ukraine

2002-2003 Chief of staff-1st Deputy Commandant, KHATI

2003-2007 Commandant, Kharkiv HATI

2007-2012 Chief, Territorial Department "Pivnich"

2012-2016 Commander, Operational Command "Pivdeny"

2016-2017 Chief, Defence and Mobilization Planning Main Directorate, General Staff, Armed Forces of Ukraine- 1st Deputy COS

2017- till present time Commandant, National Defence University of Ukraine named after Ivan Cherniakhovskyi

Languages: Ukrainian, Russian, English

Marital status: Married, has a daughter



**Lieutenant General Viktor TARASOV**  
**First Deputy Commandant National**  
**Defence University of Ukraine “Ivan**  
**Chernyakhovskyi”**

Born on the 18th of February 1957 in Kamenka-Buzka, Lviv region, Ukraine.

1978 - graduated from the Khmelnytsky Artillery School.

1978 – 1980 - Platoon Commander of the artillery battery.

1980 – 1983 - Commander of the artillery battery.

1983 – 1985 - Commander of the battery of the gun artillery regiment's division.

1985 – 1987 - the Chief of Staff - deputy commander of the gun artillery regiment's division.

1987 – 1990 - Student of Higher Artillery Academy.

1990 – 1991 - head of the Artillery of the Motorized Infantry Regiment.

1991 – 1992 - the Chief of Staff of the Missile Forces and Artillery Section of the Motorized Infantry Division.

1992 – 1996 senior officer of the Missile Forces and Artillery Department of the Military District.

1996 – 1998 - Student of Academy of the Armed Forces of Ukraine.

1998 – 2006 - Senior Lecturer, Deputy Chief, Chief of the Missile and Artillery Troops Chair in the Academy of the Armed Forces of Ukraine.

2006 – 2011 - Deputy Commandant – Dean of Academics of the National Defence Academy of Ukraine.

Since 2011 - First Deputy Commandant of the National Defence University of Ukraine named after Ivan Chernyakhovskyi.

Philosophy Doctor in Military Science, Professor, the Honored Worker of Education of Ukraine. Married, has two sons.



## **SERHII SALKUTSAN**

*Date of birth:* 26.08.1971;

*Place of birth:* Kam'jans'ke, Dnipropetrovs'k region, Ukraine;

*Place of residence:* Kyiv, Ukraine.

e-mail: [znunrnduu@nuou.org.ua](mailto:znunrnduu@nuou.org.ua)

### **Education**

Higher Artillery military School, Sumy, 1992;

National Defence Academy of Ukraine, Kyiv, 1999, Masters in Military management, operational level;

National Defence Academy of Ukraine, Kyiv, 2003, PhD in Military Science;

National Defence University of Ukraine, Kyiv, 2012, Masters in State management, strategic level.

### **Career**

1992-1994 – fire platoon commander;

1994-1996 – artillery battery commander;

1996-1997 – chief of staff – deputy commander of the artillery battalion;

2003-2010 – teaching posts, National Defence University of Ukraine;

2010-2013 – chief of the rocket troops and artillery department, National Defence University of Ukraine;

from 2013 – chief of the National Defence University of Ukraine named Ivan Chernjakhovsky.

### **Promotions**

Lieutenant (1992), second lieutenant (1994), captain (1997), major (2000), lieutenant colonel (2004), colonel (2009), major general (2017)

### **Scientific and educational activities**

Associate (2009).

Main scientific research – theory of military science; theory and practice of the military education.

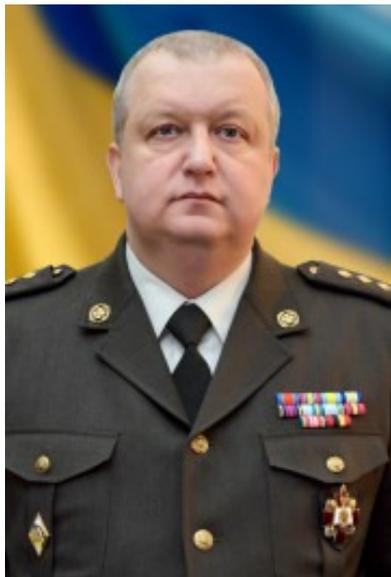
Author more than 70 scientific work.

### **Hobbies and interests**

Sport, modern music, military history.

### **Status**

Married.



## **Colonel DOBROGURSKYI Valerii Ivanovych**

***Deputy Commandant of the National Defence University of Ukraine named after Ivan Cherniakhovskyi***

Born on the 5<sup>th</sup> December 1969 in Pervomaisk, Mykolaiv region.

1991 –graduated from Riga High Military School named after S.Biriuzov with qualification of military and political expert.

1991 – 1999– Strategic missile forces officer.

1999 - 2001 –Officer of the implementing the Strategic Offensive Reductions Treaty (SORT) group.

2001 – Senior assistant at the Education & Training Cell, Foreign Officers Training Department, National Defence Academy of Ukraine.

Late 2001 – 2011 – Chief of International Military Cooperation Section (Department), National Defence Academy of Ukraine.

Since 2011– Deputy Commandant of the National Defence University of Ukraine named after Ivan Cherniakhovskyi on International affairs and Building Integrity.

Cavalier of Danylo Halytsky Order(given for significant personal contribution in building of Ukraine, thorough and faultless service to the Ukrainian people)

Awarded with Honor Badge of the Ministry of Defence,

«Medal For Irreproachable Service» medal (1st class),

«Medal For Irreproachable Service» 2nd class.

Married, has a daughter and a son.



## **Colonel STETSENKO Serhii Leonydovych**

***Chief of International Military Cooperation Section of the National Defence University of Ukraine named after Ivan Cherniakhovskyi***

Born on the 10<sup>th</sup> May, 1975 in Pyryatyn, Poltava region.

1997 - graduated from Harkyv Military University with the qualification in radio engineering.

1997 - 1999 – Officer of the anti-aircraft missile defense divisions.

1999 - 2001 – Chief of Staff of the anti-aircraft missile defense divisions.

2001 - 2005 – Senior Officer of the Section of International Cooperation, National Defence Academy of Ukraine.

2005 - 2011 Head of Planning Section, National Defence University of Ukraine.

2007 – graduated from National Defence University of Ukraine with the qualification in management in the military sphere.

since 2011 – up to now – Chief of International Military Cooperation Section (Department), National Defence University of Ukraine named after Ivan Cherniakhovskyi.

Languages: Ukrainian, Russian, English

Married, has a daughter and a son.



## **KOZYNETS Ivan (Pavlovych)**

**Born:** January 1, 1975 in Zapsillya, Krasnopilsk district, Sumy region, Ukraine

**Country:**  Ukraine

**Affiliation:**  Armed Forces of Ukraine

**Rank:** Colonel

**Education:** 1998 – Kharkiv Air Force Institute  
2003 - National Defence Academy of Ukraine

**Academic title:** PhD

### **Professional Career:**

1998 - Graduated from Kharkiv Air Force Institute

1998 - 2000 Served as engineer - watch commander of separate signal and radio-technical support battalion

2000 - 2001 Air Force Institute cadets platoon commander

2001 - 2003 Served on the position of repair and maintenance section chief at Vasilkov College of Air Force

2003 - 2005 Underwent training at the National Defense Academy of Ukraine, after which obtained military-level education of operational-tactical level.

Prior to entering ad juncture, served as Chief of Staff – first deputy commander of a separate aviation engineer battalion.

2005 - 2008 Entered to ad juncture of National Defense University of Ukraine

2009 - 2013 Was a senior lecturer and associate professor at the Department of International Relations

2014 Professor of the Department of National Security and Defense Strategy.

Languages: Ukrainian, Russian, English

Marital status: Married, has two sons

During the service was awarded with distinctions from the Ministry of Defense of Ukraine and the General Staff of the Armed Forces of Ukraine.



## **Lieutenant Colonel Andrii SALOV**

Officer, International Military Cooperation Section,  
National Defence University of Ukraine  
named after Ivan Cherniakhovskyi

Born 06 AUG 1978 (39 years) Kyiv, Ukraine  
Speciality: IT & Management  
In the Armed Forces of Ukraine from July 1995

Operation "Iraqi Freedom", 2004  
Anti-terroristic Operation in Ukraine, 2015

### Service:

1995 – 2000 Cadet, Computer Systems and Networks Faculty  
Kyiv Military Institute of Control and Communication (Honours Degree)  
2000 – 2001 Officer, Software Engineer, IT Department of the Army  
2001 – 2004 Chief of Section, C&C Automated Army Command Center  
2004 – 2004 IT Officer, Multinational Division "Center-South", Iraq, Babylon  
(Ukrainian Contingent of Multinational Headquarters, MND HQ CS Iraq)  
2004 – 2006 Head of department, Automation Operations Group (IT of the Army)  
2008 – 2013 Operational officer, Information & Communication, Army Command  
2013 – 2013 Officer, Multinational Military Cooperation &  
Peacekeeping Operations Training Division, Army Command  
2013 – 2015 Deputy Chief on Education&Planning, International Peacekeeping Center,  
National Defence University of Ukraine  
2015 Officer, Joint Centre for Control and Coordination  
Anti-Terroristic Operation in Ukraine  
2015 – Officer, International Military Cooperation Section  
National Defence University Of Ukraine

### Education:

2002 British Council in Ukraine (English proficiency)  
2003 International Staff Officers training course, Netherlands Defence College  
2003 NIOW Language Training, Netherlands  
2014 SWEDINT Tactical Planning for Multinational Staff Officers, Sweden  
2014 SWEDINT UN Staff Officers Course, Sweden  
2015 Defense Economic Management Course, Canadian Defence Academy  
2015 Defence Education Enhancement Course, DEEP NATO PFP Consortium  
2017 Common Security and Defence Policy Course, Austrian ESDP College  
2018 Senior Course -132, NATO Defense College, Rome



## **Lieutenant Colonel Iryna Serheieva**

Officer, Educational and Research Centre for International Peacekeeping, National Defence University of Ukraine named after Ivan Cherniakhovskyi

Born 04 march 1980 Kharkov, Ukraine

Specialty: Kharkov Military University. In the Armed Forces of Ukraine from July 2003

Operation UNMIL 2013-2015, Anti-terroristic Operation in Ukraine, 2015

### Service:

- 1998 – 2003 Cadet, Kharkov Military university (Honours Degree)
- 2003 – 2013 Scientific officer, Modelling and Simulation Group, Education and Research Centre for International Peacekeeping
- 2015 – 2017 Senior Officer, Administration Branch, Education and Research Centre for International Peacekeeping
- 2017 – Instructor, Education and Research Centre for International Peacekeeping

### Education:

- 2003 British Council in Ukraine (English proficiency)
- 2004 English language School, Canada
- 2011 NATO Logistics Course, Netherlands
- 2011 International Movement Control Planning Course, The Norwegian Defence College
- 2016 Movement and Logistics Operational Planning Course, Germany
- 2016 Senior Course -129, NATO Defense College, Rome
- 2017 UNMO Course, Education and Research Centre for International Peacekeeping, National Defence University of Ukraine

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**Thomas-Durell Young (Cert., Ph.D., Dipl.)  
Biography**



Professor Thomas-Durell Young is European Program Manager, Center for Civil-Military Relations, Naval Postgraduate School, Monterey, California. His responsibilities at CCMR are to develop and manage the execution of defense planning and management assistance projects throughout Central and Eastern Europe. Some of the key reform projects he has managed include the oversight of comprehensive defense planning reform projects in Estonia (2000-2002), Ukraine (2003-2015), Moldova (2004-2009), Bulgaria (2008-2011), Serbia (2010-2015), and Montenegro (2011-present). At the request of US Special Operations Command and Special Operations Command Europe Dr Young has advised leadership on the challenges of institutionalizing SOF policy and command in ministries of defense, as well as advising SOF commanders in Georgia, Romania, and Macedonia. He developed the methodology and executed the Office of the Secretary of Defense's Defense Institution Building survey and road-map development process from 2007-2008.

In the field of defense planning within the U.S. Department of Defense, Dr Young has authored two studies that have contributed to reforms in national-level strategic planning. In 1994, he co-authored a published study while at the Strategic Studies Institute that resulted in reforms to the Joint Staff's Joint Strategic Planning System (CJCSI 3100.01). His contribution to an OPNAV study by NPS of the Navy's strategic planning system in 2015 provided the basis for significant reforms to the department's PPBE methodology and the re-organization of the OPNAV staff. He is also the Academic Associate for the Comparative Defence Planning curriculum in the Department of National Security Affairs at the Naval Postgraduate School.

Dr Young also holds the position of Staff Consultant at the RAND Corporation (Santa Monica) where he assesses defense planning and management issues. Prior to taking these positions in March 2000, he was a Research Professor at the Strategic Studies Institute of the U.S. Army War College for 12 years where he had responsibilities for producing analyses of European politico-military issues, as well as joint planning, execution and management systems and procedures for the Army and Joint Staffs. In 1999, he was the inaugural Eisenhower Fellow at the Royal Netherlands Military Academy, Breda, the Netherlands. In 2018, he was a visiting professor to the Polish Naval Academy in Gdynia, Poland.

Dr Young received his Ph.D. and *Certificat des Etudes supérieures* in international economics and policy from the *Institut universitaire de Hautes Etudes internationales, Université de Genève* (Geneva, Switzerland), is a 1990 graduate of the U.S. Army War College (Carlisle Barracks, PA) and holds an M.A. with Great Distinction from the School of Advanced International Studies, the Johns Hopkins University (Bologna / Washington, DC). He has authored / co-authored 5 books and monographs and over 100 book chapters, articles and book reviews.

His most recent book is: *Anatomy of Post-Communist European Defense Institutions: Mirage of Military Modernity* (London: Bloomsbury, 2017).

His foreign languages are French, Italian, and German.

He is married to the former Earlene Ewins who is a consulting actuary. They reside in Corral de Tierra, California, and are the proud parents of two Eagle Scouts who are professional engineers. In his off hours he is an avid flat-water distance sculler, and enjoys opera and alpine skiing.

## Dave Johnson



Dave Johnson is a staff officer in the NATO Headquarters Defence Policy and Planning Division where he helps develop defence policy, including NATO's strengthened deterrence and defence posture. He has worked in the NATO-Russia Council on NATO-Russia defence reform cooperation and NATO-Russia missile defence cooperation negotiations. During 2008-2011 he developed and launched the NATO-Georgia Professional Development Programme in support of security sector capacity building in the NATO-Georgia Commission framework. As a US Air Force officer, he served as Force Planning Manager at Supreme Headquarters Allied Powers Europe (SHAPE); at US Strategic Command with responsibility for strategic warning, and monitoring and analysis of Russian, Chinese and other nuclear forces and WMD capabilities; as assistant air attaché at US Embassy Moscow; at the On-Site Inspection Agency Headquarters supporting INF Treaty implementation; and at the Pentagon as a Soviet and Russia-Eurasia political-military analyst. He deployed to HQ US Special Operations Command Central in Saudi Arabia during Operations DESERT SHIELD/DESERT STORM. His most recent publications are *Russia's Conventional Precision Strike Capabilities, Regional Crises, and Nuclear Thresholds*, Livermore Papers on Global Security No. 3, February 2018 and *VOSTOK 2018: Ten years of Russian strategic exercises and warfare preparation*, in NATO Review Magazine, December 2018.



**HRYPHORII PEREPELYTSIA** is the Professor of the Institute of international relations at the Kiev National University and the Director of the Foreign Policy Research Institute. He is the Doctor of political sciences, the professor, the Captain Navy (in retirement). He was born on August, 13th, 1953 in Ukraine. He graduated the Senior Navy School (1976) and the Defense Academy (1984). Since 1992 for 1995 He has been a Chief of analytical group at the Center for Strategic Studies of the General Staff of Armed Forces of Ukraine. Since 1995 he has been a head of military policy department at the National Institute for Strategic Studies, the Deputy director of National Institute for Strategic Studies (2003), Director of the **Foreign Policy Research Institute** (2006), the Professor of the Institute of international relations at the Kiev National University.

He is known in Ukraine and abroad as the expert in the field of foreign and security policy, arms control and nonproliferation, the author over 100 scientific publications and books. Among his most recent books are "Conflict in Transdnisteriy (the reasons, problems of settlement and forecast." - K: Stilos Press, 2001., " Conflicts in the postcommunist Europe "( Kiev.:Stilos Press, 2003.), " Genesis of conflicts on European postcommunist space " ( Kiev.:Stilos Press, 2003.) " Ukraine on a way to NATO "( Kiev.:Stilos Press, 2004.), " Asymmetrical relations"; "The Black Sea region: cooperation and security building"( New York, East-West Institute, 2004), Problems of Ukraine's Military Integration into European Security Structures. - at the book "Ukraine and European Security" (St. Martin's Press, Inc – USA. – 1999). "Securite: les principales menaces sont interieures" /L'ukraine, nouvel acteur du jeu international (ruylant-Bruxelles L.G.D.J – Paris, 2000), "Ukraine - Russia: War in the conditions of coexistence". ( Kiev.:Stilos Press, 2015, 880p.), Transformations processes in the Visegrad Group and Ukraine: comparative analysis. / Edited by G.M. Perepelytsia. (Kyiv, Stylos Publishing House), 2012.

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**Biography**  
Dean of Academics



**Brian A. Hill**  
Colonel (OF-5), United States Air Force

Colonel Brian A. Hill is the Dean of Academics and Senior National Representative for Student Affairs at the NATO School Oberammergau, Bavaria, Germany. As Dean, he is responsible for ensuring the program of instruction comprising more than 100 courses educating over 10,000 students meets current and emerging training needs of the 29-member Alliance and a host of partner nations. Prior to his current assignment, Colonel Hill served as Vice Director of Athletics at the United States Air Force Academy overseeing day-to-day operations of an organization comprised of more than 300 total force personnel administering physical education, intramurals, fitness evaluation, and 27 NCAA Division I sports programs with the purpose to develop 4,000 cadets into leaders of character for the U.S Air Force. Colonel Hill also served as Vice Commander, 92nd Air Refueling Wing, Fairchild Air Force Base, Wash. The 92nd ARW provides KC-135 aircraft and aircrews to support world-wide aerial refueling and airlift missions in support of the Department of Defense. Additionally, he served as Commander, 96th Air Refueling Squadron, Joint Base Pearl Harbor-Hickam, Hawaii. Prior to his command assignment, Colonel Hill was the Deputy Executive Assistant to the Commander, Headquarters United States Pacific Command, Camp H.M. Smith, Hawaii. A veteran of Operations IRAQI FREEDOM, ENDURING FREEDOM, SOUTHERN WATCH, JOINT FORGE, and JOINT ENDEAVOR, Colonel Hill earned his commission from the U.S. Air Force Academy in 1991, earning a Bachelor of Science. Colonel Hill is married to the former Suzette J. Richter of Snoqualmie, WA. They have one son, Brayden, a 2017 graduate of the U.S. Air Force Academy currently serving as a 2d Lieutenant in the U.S. Air Force.



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**Todd Miller**

Lt Col Todd Miller  
(OF-4) United States Marine Corps  
Course Director

Lt Col Miller is currently a Course Director and Instructor at the NATO School in Oberammergau, Germany. His duties focus on operational planning and the Comprehensive Operations Planning Course. In addition, he supports other resident courses at the NATO School with lectures on crisis management and command decision making.

Lt Col Miller was commissioned into the Corps in 1994. He became a Naval Aviator in 1997 and is a subject matter expert in aviation support to brigade sized maneuver elements. He also held command at both the company and battalion level.

Lt Col Miller is a graduate of the US Army War College's School of Strategic Landpower where he achieved a master's degree in Strategic Studies.



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**Biography**  
Course Director



**Stefan van Dijk**  
Major (OF-3) Royal Netherlands Army

Major Van Dijk is a Course Director & Instructor and Operations Planning Subject Matter Expert (SME) within Joint plans & Operations Department. He is responsible for all Logistic related courses at NATO School Oberammergau.

Before joining the NATO School staff, he served in the Dutch Army in the Airmobile Brigade as an Infantryman. After Graduating from the Royal Military Academy he worked as an Intelligence Officer with the 41 Light Armoured Brigade in Seedorf, Germany.

After 2 years he made a switch to Army Logistics and had several positions with Logistic Supply & Transport units in Germany and the Netherlands. From 2003 to 2007 he had two positions in the NLD Supply and Transportation Battalion, before he became Account manager Logistic within the Educational and Training Command. In 2010 he became Head of the Current Logistic Ops Section within the Netherlands Army HQ. In 2015 he became Senior Logistic Planner within J4 Logistic Branch of JFC BS. Since 2018 he is positioned at NATO School Oberammergau.

Maj Van Dijk was deployed to Dutchbat 2 / UN (1994-1995), IFOR 1 (1996), SFOR 8 (2000) in Former Yugoslavia, SFIR 5 (2004-2005) in Iraq, TFU 1 in Afghanistan as Deputy Commander of the Logistic Battalion, UNMIS 3 (2009) in Soedan as Senior Planner within the Joint Logistic Operational Center responsible for the design and implementation of the Mission Critical Equipment Plan. In 2012 he was appointed Commandant of the Rotation and Support Unit to support the logistic HOTO between two Dutch Infantry units in Afghanistan.

Major Van Dijk lives together with his Belgian Malinois dog Odin.



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### Curriculum Vitae:

#### Colonel (General Staff) Koen VERDOODT, Belgium Army



**Colonel (GS) Koen VERDOODT** was born in Gent, Belgium.

Colonel Koen Verdoodt is currently Section Head of the Operations Support Section of the Operations Planning Branch, Operations & Planning Division, on the NATO HQ International Military Staff. His primary duties focus on continued refinement of the NATO Crisis Response System, doctrine development and reviewing operations planning policy.

Prior to his current assignment, Col Verdoodt served as Chief of the Policy & Development Section of the Belgian Operational Command Land Component in Brussels. He previously served as the Chief of Staff of the Medium Brigade. His operational deployments include time in the former Yugoslavia, Ivory Coast, Mali, and Afghanistan.

Colonel Verdoodt graduated from the Royal Military Academy in 1986 and soon took command of an infantry platoon. He also held command at both the company and battalion level. Amongst his operational and staff tours, he has earned several Master's degrees from military and civilian institutions. The Katholieke Universiteit of Leuven also awarded him a Bachelor's degree of Laws.

Colonel Verdoodt graduated from the Führungsakademie der Bundeswehr (German Command and Staff College). Most recently, he completed an International Fellowship at the National War College, Washington, DC, where he achieved a Master's degree in National Security Studies in 2018.

He enjoys jogging and skiing, or relaxing with works on politics and contemporary history.

**Major Roberto RODRIGUEZ**  
**Section Head**  
**G7 NEP Preparation and Evaluation**  
**LANDCOM HQ**



Major Roberto RODRIGUEZ is the LC G7 NEP Prep & Eval Section Head for LANDCOM HQ at Izmir, Turkey. He is an ROTC Distinguished Military Graduate who commissioned as a Quartermaster Officer in December 2004 from the Florida International University ROTC Program in Miami, Florida. His civilian education includes a Bachelor of Arts in Criminal Justice from Florida Atlantic University in Boca Raton, Florida. He is a military graduate of the Quartermaster Officer Basic Course, Military Police Captain's Career Course, Civil Affairs Qualification Course, and the Command and Staff War College (WHINSEC ILE). He is currently pursuing a Master of Arts in Entrepreneurship from the American Military University.

MAJ Rodriguez has led as a Platoon leader, commanded as a Battalion Rear Detachment Commander, and led Civil Affairs Team. He has served as a Staff Officer as a Battalion Assistant S3, Civil-Military Operations Center (CMOC) Chief, and most recently as a Corps G9 Plans Officer. His past assignments include: 1-66 Armor Regiment, 1<sup>st</sup> Brigade Combat Team, 4<sup>th</sup> Infantry Division; 98<sup>th</sup> Civil Affairs Battalion (Airborne), 95<sup>th</sup> Civil Affairs Brigade (Airborne); 81<sup>st</sup> Civil Affairs Battalion, 85<sup>th</sup> Civil Affairs Brigade; and HHBn, III Corps. MAJ Rodriguez was an Enlisted Soldier from January 1992-March 1996.

MAJ Rodriguez' combat and operational experience include deployments to PACBOND Exercise in 1992; TEAM SPIRIT Exercise in 1993; HURRICANE INIKI Response in 1993; OPERATION IRAQI FREEDOM from 2005-2006, OPERATION ENDURING FREEDOM from 2010-2011 and 2012-2013, CAPE from 2014-2015 and OPERATION INHERENT RESOLVE from 2017-2018.

MAJ Rodriguez' Awards and decorations include: Combat Action Badge, Parachutist Badge, Air Assault Badge, German Armed Forces Proficiency Badge and the Chilean Parachutist Badge.

He is married to Diana since 29 April 1994, and they have four children; Raul, Kiana Eliz, Gabriel Enrique and Michael Alejandro. MAJ Rodriguez enjoys Urban Gardening, cooking, and self-improvement.



### Alexander Vinnikov

Alexander Vinnikov is the Head of the NATO Representation to Ukraine since its creation in March 2016, and Director of the NATO Liaison Office (since September 2015).

Prior to this Alexander Vinnikov established and headed NATO's regional liaison office in Central Asia, resident in Tashkent (Uzbekistan) with a mandate covering the five countries of the region. He has previously worked at NATO Headquarters in both the Political Affairs and Security Policy Division and the Defence Policy and Planning Division.

Alexander Vinnikov has also served with the OSCE in a variety of positions and duty stations, most recently as Senior Adviser to the High Commissioner on National Minorities in The Hague. He started his career as a researcher in international relations at Oxford University, the Geneva Centre for Security Policy and Harvard University's Kennedy School of Government.

He has been named one of the "Top 10 most effective foreign Ambassadors" by Ukraine's Institute of World Policy, based on a survey of leading government officials, MPs, journalists and civil society experts.

A citizen of the Netherlands, Alexander Vinnikov holds degrees from Oxford University (First Class Honours), Sciences-Po Paris and the London School of Economics. He speaks six languages and is studying Ukrainian.

BARBORA MARONKOVA

Director, NATO Information and Documentation Centre, Kyiv, Ukraine



Ms. Maronkova joined the North Atlantic Treaty Organization (NATO), Public Diplomacy Division in Brussels, Belgium in 2006 as program coordinator where she designed, planned and implemented public diplomacy campaigns in a number of NATO member states. As of September 2010 as program manager for the Western Balkans, she advised several candidate countries on their national public awareness campaigns on NATO membership.

From January to December 2016, she worked for the office of NATO's Spokesperson.

As of 1<sup>st</sup> March 2017, she holds the position of Director of NATO Information and Documentation Centre in Kyiv, Ukraine.

In 2003, she established and headed a Slovak based NGO Centre for European and North Atlantic Affairs to contribute to public and academic debate on Slovakia's membership to the EU and NATO. Her work included public relations and media appearances, public speaking, donors and stakeholders relations as well as the management of the NGO.

A graduate of the University of Economics of Bratislava, Slovak Republic, Barbora is also holds a Public Affairs diploma from the Chartered Institute for Public Relations in the UK. She served as a non-resident Research Fellow with the Centre on Public Diplomacy, University of Southern California. Barbora is a frequent contributor and speaker on topics of strategic and government communications and public diplomacy.

## 8. REQUIRED READING: SELECTED ARTICLES AND NDC RESEARCH PAPERS

Day	Resources
1	Brussels Summit Key Decisions 11 – 12 July 2018 Thierry Tardy: The internal nature of the Alliance’s cohesion Ian Hope: The Great War legacy for NATO
2	Keir Giles: HANDBOOK OF RUSSIAN INFORMATION WARFARE (only pages 16 to 30) Dave Johnson: Russia’s approach to conflict; implications for NATO’s Deterrence and Defence
3	Joe Strange, Richard Iron: UNDERSTANDING CENTERS OF GRAVITY AND CRITICAL VULNERABILITIES
4	Thomas-Durell Young: The Challenge of Reforming European Communist Legacy ‘Logistics’  Thomas-Durell Young: Questioning the “Sanctity” of long-term defense planning as practiced in Central and Eastern Europe
5	Thomas-Durell Young: Impediments to Reform in European Post-Communist Defense Institutions