



Observe, Interact, Experience, Simulate



™ NATO FIELD SCHOOL AND SIMULATION PROGRAM

2023 SYLLABUS AND SCHEDULE

OUR AMBITION FOR YOU

The NATO Field School and Simulation Program (NFS) offers an innovative method of student learning by engaging and observing professionals and experts in their working environment and by student immersion in the decision tasks that political, diplomatic, and military personnel face. This program creates a cohort of transatlantic students by admitting students from across NATO alliance and fulfills a closely tailored set of goals to prepare students for entry careers in foreign affairs, the defence and security sectors, international organizations, commerce, and other careers in the private sector.

Beside academic study, students are educated in practical and professional problem-solving by simulating international crisis resolutions and strategic communications at a professional level. The program takes place at multiple locations in Europe and includes multiple short modules led by experts, senior officials, and visiting professors. Students will meet with Canadian, European, and NATO diplomatic and military leaders in privileged settings to pursue their analysis and questions. The comprehensive and diverse nature of the program develops a new learning community for students, a non-traditional classroom experience, and innovative internationalization training to prepare the next generation of Canadian, European, and NATO decision makers at home and in the multilateral setting.

The active participation of women in defence and security is a central objective of the NFS. We aim to achieve this objective by ensuring that our program maintains and grows the diversity of student cohorts, ensuring that women are given equitable access to

opportunities and networks, and engaging with various experts on women, peace, and security topics. NFS is holistic in how it experiences and discusses security and defence, including socio-economic, cultural, and environmental topics in our curriculum. This strategy also creates a student cohort that has diverse academic knowledge and experience.

As part of NFS, we also strive to foster a professional network tending to students' interests and put them in touch with experts and career opportunities within their chosen field. After the NFS, we continue to engage alumni through our NFS Alumni networks, which we use to advertise a variety of academic and career opportunities within security and defence as well as some internships exclusively offered to NFS alumni.

The NATO Field School and Simulation Program offers 12 undergraduate or 6 graduate credits (POL 484 or POL 880). In addition to tuition, students pay a Program fee that includes extra instruction and curriculum costs for expert modules and simulations, accommodation in Italy, Brussels, Germany, and the Baltics, airfare in Europe, ground transportation, breakfast, and some group meals.

LEARNING OBJECTIVES AND OUTCOMES

Completing the NATO Field School and Simulation Program prepares you with cognitive, evaluative, and experiential skills concerning defence, security, armed forces, NATO, the security and defence component of the European Union, and the diplomacy of international security and collective defence.

In terms of knowledge concerning Defence, Armed Forces, and NATO, students should learn:

- What NATO is, why it was formed, why the USA and Canada joined European Allies to establish the Alliance, how it matters today, and what its current challenges are.
- How the Alliance works, including the role of the political and military organs such as the North Atlantic Council, the Military Committee, SHAPE, and SACEUR.
- Why Allies, including Canada's security and defence policy exists in a multilateral format, including the United Nations, NORAD, NATO, NATO-EU, and NATO-AU.
- What determines Allies' security and defence policy, and how it is formulated.
- How democratic constitutional governments connect policy goals, defence planning and international military operations.
- How national objectives, international legal principles and conventions work.
- How recent initiatives promote the role of women in peace and security.
- How to optimize collective defence and cooperation in crisis decision making.
- How legal opinion and interpretation informs the politico-military decision process.
- How defence budgets, capabilities, and operations are linked.

- How training and military readiness with Allies and Partners affects Allies' objectives.
- What personnel and equipment challenges exist within NATO states armed forces.
- How allied armed forces prepare, train, and conduct operations together.
- How NATO works with likeminded partners that are not NATO members such as the Partners across the Globe (e.g., Japan, Australia).
- How the EU, the UN, and other organizations work with NATO missions.

In terms of knowledge and experience in Simulations, you will get familiar with courses of action where you have to use the following skills:

- How to absorb material at strategic, operational, and tactical levels
- How to prepare policy and brief at the strategic level
- How to represent position, interest, and policy
- How to understand complementary and competitive interests
- How to understand multilateral compromise and cooperation
- How to convey and defend positions and interests in strategic communication
- How consensus decision-making, red lines, silence procedures, non/white papers, communiqués, and strategic communication form part of the negotiations.

In terms of overall skills, students will:

- Enhance the ability to think strategically and analyze core texts on NATO, strategic policymaking, and critical issues facing NATO.
- Formulate one's national position in writing and speaking, negotiate respectfully with other national positions represented by peers and learn how to use effective procedure techniques to achieve objectives and obtain consensus.
- Carry out independent, in-depth research using a wide range of sources, appropriate referencing, and bibliographic methods.
- Learn to work effectively in diverse teams and exhibit effective presentation and strategic communication skills.
- Gain experience, and confidence to apply for a variety of Coop and internships and entry-level positions, including with the CANDEL at NATO-HQ, NATO Defense College, the Strategic Communications Centre of Excellence in Riga, and various other national and international opportunities.

NATO FIELD SCHOOL STAFF



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STRUCTURE OF THE PROGRAM

The NATO Field School is organized into 4 types of Learning and Skills Development:

1. **Academic:** Lectures, Afterschools and discussions.
2. **Interactive/Experiential:** Briefings, seminars, panels, base and training visits, interactions with Military and Diplomatic personnel and field trips (historical and cultural excursions).
3. **Multilateral Negotiation:** Simulation training in problem solving, consensus formation, and multilateral decision making. The major exercise (NMDX) is a 4-day professional simulation led by retired NATO Defense College Mentors with SFU as Faculty Advisors. The final simulation is a 2-day NATO Summit Negotiation exercise.
4. **Professional Communication:** through various activities that involve paper writing, podcasts, discussion moderation, conference engagement, Strategic Communication, and press conference skills.

PROGRAM OUTLINE

Stage 1: May 8 – May 18 (Online via Zoom)

The 2023 NATO Field School will begin May 8 at 9:00 AM Pacific Time in real time via Zoom. Classes are each day from Monday through Friday from 9:00am till 12:00pm (Pacific Time). Profs Moens and Vllasi plus various guest speakers and panels will teach. All students must ensure they have a SFU email account and access to SFU Canvas and online library resources.

Stage 2: May 21 – July 1 (In the Field)

Students arrive in Rome no later than May 21. The NFS Program starts in person in Rome on Monday May 22 and finishes in-person on Saturday July 1 in Brussels. In these 6 weeks in the field, the NFS operates on 40 hours per week, sometimes a bit more. Each week in Stage 2 will be organized into a detailed schedule. Expect 2 weeks in Italy, 2 weeks in the Baltic Region, and 2 weeks in Belgium and Germany.

Stage 3: July 2 – August 8 (Online via Zoom, by appointment)

July 2–August 8 students complete NFS assignments and consult with Prof Vllasi in online mode. All final assignments are due August 8 and only extensions for exceptional circumstance will be considered. Prof. Vllasi will make final decisions.

NATO FIELD SCHOOL EXPECTATIONS AND CODE OF CONDUCT

The NATO Field School Operates with high expectations for our common Code of Conduct. We will be working, interacting, and travelling together for weeks. Students are expected to behave professionally at all times, to always be punctual and courteous. If we deem that you are struggling with any of these, we will inform you, work with you, and expect consistent improvement. Prof. Moens oversees all Conduct matters in the program.

What you should expect:

- Variation: sometimes we are in half-day mode, but often in full day mode.
- To be always punctual, prepared, and on time, including in virtual mode.
- Dress codes: business dress, outdoor excursion, academic casual.
- To be alert, engaging, and ready to follow instructions.
- Chatham House Rule, meaning that you cannot quote the name and rank of speaker or contact person or the source of the information.
- No permission to put pictures or material from the NFS on social media EXCEPT where specifically granted by NFS Staff.

- No permission to use mobile phone or electronics EXCEPT when NFS staff informs you that you may do so.
- Respect, reasonable accommodation, and a cooperative spirit.
- To have personal resilience in order to accept different viewpoints and different tasks that may appear on short notice.
- Any part of this Program may change at short notice. Students will be expected to be flexible and attempt to accommodate reasonable changes.

COURSE ASSIGNMENTS

1. **Comprehensive Quiz (15%).** An online quiz testing your knowledge of materials from the first two weeks of studies is due on May 18.
2. **Academic and Experiential Participation (20%):** As you participate, you are evaluated on evidence of you having completed and reflected upon the required readings, making connections between the readings and current topics, and responding to and building on comments made by faculty, guests, and students.
3. **Multilateral Negotiation Performance (20%):** Students will be evaluated on 1) showing strong familiarity with the simulation documents, 2) constructive engagement in the simulations, 3) effectively representing the national position of the assigned country, 4) display skills in multilateral decision-making processes and outcome, and 5) display skills in chairing, rapporteur work and committee process.
4. **Professional Communication (45%):** This assessment consists of:

Integrated Committee Paper (25%): Each NFS student (NS) will be placed in one of nine Committees (of 5 members each) at the beginning of the program for the entire duration of the program. The committees will take the name of a letter from the NATO alphabet:

Alpha, Bravo, Charlie, Delta, Echo, Foxtrot, Golf, Hotel, India, Juliett, Kilo, Lima, Mike, November, Oscar, Papa, Quebec, Romeo, Sierra, Tango, Uniform, Victor, Whiskey, X-ray, Yankee, Zulu.

Each Committee is both an informal discussion group and sounding board for its members and the committee through which both the Podcasts (see below) and the Integrated Committee Paper (ICP) are coordinated and produced. Each Committee is to meet minimally once per week and will meet (in person or virtually) until the work is finished and submitted. (Due date of Podcast and ICP is August 8). Both the chair person and rapporteur change each week by rotation by means of English last name order. Each Chair and each Rapporteur are responsible for writing no more than one page summary of that week's deliberations and decisions. They save the dated Weekly Report (WR) in PDF, adding their initials and send a copy to Profs. Vllasi and

Moens at the end of that week. Each following week, this WR is sent to and read by all committee members and may be opened for discussion if the new Chair and Rapporteur both agree. Like a NATO Committee, the Committee works by consensus on all decisions and major procedures. It does not take motions or votes. It reaches consensus or it reaches no conclusion at all.

The Committee produces the ICP. The Topic is given to the Committee by the Course Professors, and they include: (1) NATO, Strategic Communication, and Information warfare; (2) NATO and Cyber; (3) NATO and Russia; (4) NATO and North Africa/Middle East; (5) NATO and the EU/CSDP; (6) NATO and China; (7) NATO, Women, Peace and Security; (8) NATO and the Arctic/High North; (9) NATO and Security Implications of Climate Change; and (10) NATO and Canada.

The Integrated Committee Paper is produced in the following manner: The Committee's Topic is divided into 5 sections (introduction, 3 subtopics, and conclusion). Each member takes on the research and writing of that section.

The Committee decides how to evenly divide all sections to the individual students by consensus. This process requires a realistic breakdown and even distribution of task and difficulty for all committee members. Reasonable compromise and accommodation will be necessary, but in so doing you do not want to lose quality. The length of each section is between 750 and 1000 words (references not included). Each section is expected to use between 5 to 10 sources.

The work of the committee can unfold in various ways. But at some point, the Committee must edit the various sections into one coherent or flowing Integrated Committee Paper. The Committee is allowed a maximum of 1000 extra words (not including references) to accomplish this task. They may add a maximum of five sources.

The two best ICP's will be nominated by the NFS Staff for publication in [Canadian Military Journal](#) or the [Journal of Military and Strategic Studies](#). Post NATO Field School, these two articles will receive assistance from Course Instructors to make them ready for submission to the CMJ and JMSS. We have a strong promise from both journals that they will be published.

Committee Podcast (20%): Podcast series is called 'NATO Field Report'. Each Committee is assigned a topic for its podcast to be part of our series theme.

Time of Podcast: 20-30 minutes, one or two external interviews, two or three voices.

Each Committee decides how to divide the various tasks or making a Podcast among the five members. The Committee should distribute the tasks evenly and to maximize different talents to produce the best Podcast. The Committee notifies the NFS Program Coordinator which external persons it has confirmed to interview as part of the Podcast. More detailed instructions about how to produce the Podcast will follow.

5. **Bonus Assignment: Research Participation (2%):** Each student is encouraged to fill out the NFS Research Survey which is run by PhD Candidate Alexandra Richards.

This bonus assignment is:

1. **NFS Student Research (Anonymous) Survey:** students are invited to participate in an ongoing project examining student perceptions and awareness of defence and security issues. The research is conducted by Alexandra Richards, SFU PhD Candidate. The results of the survey are anonymous and will not impact your relationship with any member of the NATO Field School Staff.

Participation in the survey includes:

1. Reading and signing an informed consent form for participation in research (approximately 10 minutes to complete).
2. Filling out two online anonymous surveys (approximately 1 hour each to complete). One at the start of the course and one near the end of the course.

COURSE POLICIES

Grading

This course will use the SFU Political Science grading scale [[click here](#)].

Formatting Written Assignments

All written work turned in for this class **must be:** single-space, 1-inch (2.54 cm) margins on all sides, typed in 12-point Times New Roman, black font, pages numbered, word count noted, in Chicago Style citation format, turned in on time and via Canvas. Word count excludes the bibliography and footnotes. All files must be submitted in MS Word (.doc) format only, using file name scheme, "POL484_Assignment Name,_Group" (e.g., POL484_Integrated Committee Paper_Alpha). If you are a graduate student, use POL880 instead of POL484. Failure to abide by any and all these guidelines will result in 10% deduction.

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

Late Policy for Assignments

All coursework is expected to be submitted on time. The teaching staff has the right to refuse late work and assign a grade of 0% to that component of the course if there is no medical emergency or other extenuating reason that justifies its lateness. Hence, if there is a true emergency, you will want to contact Dr. Vllasi (evllasi@sfu.ca) as early as possible and be able to show clear proof of an emergency. Any extension requests received that do not follow this protocol will not be considered.

Plagiarism and Artificial Intelligence such as ChatGPT

The bottom line is pretty simple. Your thinking, analysis, writing and sourcing should be your own. Copying and pasting or taking other people's or AI's work and making it look like your own is what you need to avoid at all times for that is, essentially the equivalent of lying and stealing. Therefore, when you do research, it should be you doing the research and not another human agent or AI program. When you use a source in your own words, you still need to reference that source by means of an endnote. And when you quote a literal piece or small passage (for example because it is very good, very funny, or very controversial) you put it into proper quotation marks and reference it. Do not use ChatGPT at all until the intellectual world figures out how to deal with it. Traditional Google searches and search engines are ok.

Plagiarism: "What is it and How to Avoid it"

Plagiarism involves using another author's words without attribution or otherwise presenting another person's work as one's own. It is a fraudulent and serious academic offence that will result in a severe academic penalty. Also, close paraphrasing of another author's work & self-plagiarism, including submitting the same, or substantively the same, work for academic evaluation more than once, are unacceptable practices that will result in a severe academic penalty.

The university policies on academic honesty are available [[click here](#)]. The Political Science Department's interpretation of this policy can be found [[click here](#)]. All students are responsible for familiarising themselves with these policies. A helpful SFU Library tutorial on plagiarism is available [[click here](#)]. On how to avoid plagiarism click [here](#).

Equity, Diversity, and Inclusion: Simon Fraser University seeks to promote the values of Equity, Diversity, and Inclusion in relation to our students, staff, and faculty members. Professional courtesy and sensitivity are important. We commit to fostering a program that is welcoming, respectful, and inclusive.

SCHEDULE FOR MAJOR TOPIC READINGS

Most readings can be found as e-copies on SFU Online Library (SFUOL), SFU Canvas (Canvas), Google Scholar, internet search, or simply by clicking on the reading link [where available]. To the extent possible, download the readings to your computer so that they are available for your reference in the absence of an Internet connection. Most weeks there will be a combination of readings that pertain to the location or topic of that week, a longer-term NATO theme, and a practitioner's point of view.

All students should have read the following book (Chapters 1 through 8) in advance of the start of the NATO Field School.

- Sloan, Stanley R. *Defense of the West: Transatlantic Security from Truman to Trump*. Manchester University Press, 2nd Edition, 2020.

Week 1 and 2: May 8–18 (on Zoom, 9:00 am - 12:00pm, Pacific Time)

May 8:

Staff and Student Introductions

Overview of the NATO Field School and Simulation Program

May 9

Moens 1: Introduction: War, the Good Peace, and You

Vllasi 1: Why countries pursue military alliances?

In preparation for this talk, read:

- Lanoszka, Alexander, *Military Alliances in the Twenty-First Century*. Polity Press, 2022. [Introduction and Conclusion]. (SFUOL)

May 10

Moens 2: NATO in the context of European and World Politics (1945-2023)

In preparation for this talk, re-read:

- Sloan, Stanley R. *Defense of the West* [Chapter 1]

Vllasi 2: Multilateral Negotiation Preparation 1

In preparation for this segment read:

- Mayer, Sebastian, ed. *NATO's post-Cold War politics: the changing provision of security*. Springer, 2014. [Chapter 6 and 8] (SFUOL).

May 11

Moens 3: NATO Legal, Organizational, and Operational Structures

In preparation for this talk, read:

- NATO. [Washington Treaty](#), 1949 and Webber, Mark, "[NATO 101: A Guide to the Alliance's Purpose, Structure, and History](#)," 2019.

Vllasi 3: Multilateral Negotiations Preparation 2

In preparation for this segment read:

- Baltic Amber Simulation Documents (Canvas)

May 12 (or 11)

NATO Theme: Arctic Security, the High North and NATO

Guest Panel: *Dr. Robert Huebert*, Professor, University of Calgary and *Dr. Gunhild Hoogensen Gjorv*, Professor, The Arctic University of Norway.

In preparation for this NATO Theme read:

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

May 15 (or 16)

Canadian Armed Forces Theme: Army, Navy, Air, Cyber, Space, Intel and more

Guest Briefings: VCDS *Lt-Gen. Frances Allen*, Vice-Adm. *Angus Topshee*, DG ISP *Gregory Smith* (TBC)

In preparation for this CAF theme, read:

- [Canadian Armed Forces 101 for Civilians](#). National Defence, Canada. March 2020. [Canvas, Modules. 2, 3, 5].

May 16

Moens 4: The Political Dynamics of NATO

In preparation for this talk, read:

- Moens, Alexander. [How NATO's Values and Functions Influence its Actions](#). NDC Fellowship Monograph 7. May 2016. [Ch. 1, 2.1].

Vllasi 4: NATO Enlargement and Partners

In preparation for this talk, read:

- Kaim, Markus. "[Reforming NATO's partnerships](#)." (2017): 23.
- Ivanov, Ivan Dinev. *Transforming NATO: New allies, missions, and capabilities*. Lexington books, 2011. [Chapter 5] (SFUOL).

May 17

Vllasi 5: Multilateral Negotiations 3

Baltic Amber Simulation

In preparation for this segment read:

- Managing Multiparty Negotiations (Canvas).
- Dealing with Difficult People (Canvas).

Moens 5: Afternotes

May 18

Vllasi 6: Multilateral Negotiations 4

In preparation for this segment read:

- International Negotiations (Canvas).
- Dealmaking (Canvas).

Guest Panel: NATO Field School Alumni on “How NFS helped my career.”

Online Quiz

No classes on May 19: Students travel to Europe on May 19 or 20

Week of May 22 (NFS is in Rome and Naples)

Guest Panel at Università Roma Tre: May 22 followed by Simulation in afternoon.

Professors Luca Ratti, Fabrizio Lucioli, Alessandro Marrone, and Alessandro Leonardi.
“The War in Ukraine and a New European Security Reality: Political and Military Implications

In preparation for this topic read:

- Fiona Hill and Angela Stent, “The Kremlin’s Grand Delusions,” *Foreign Affairs*, February 15, 2023. (Canvas).
- TBD 2, Luca Ratti or [Krastev Ivan]

May 23 NMDX training, NATO Organization and Decision-making process at Roma Tre with Mentor Ilay Ferrier

In preparation for this topic Readings for NMDX will start this week

- NMDX, Roke Island Scenario

May 24 and 25: Joint Forces Command Naples

Moens 6: The War in Ukraine and a New Geopolitical Reality

Week of June 5 (NFS in Baltic Region)

In preparation for the **TFL Briefing** read:

- Lanoszka, Alexander, Christian Leuprecht, and Alexander Moens (eds). [Lessons from the Enhanced Forward Presence, 2017-2020](#). NDC Research Paper No.14. NATO Defense College – Rome, November 2020. [Ch. 5, 6, and Conclusion].

In preparation for the **Riga Stratcom** read:

- Chris Young, "[Let's StratCom the Shit out of that: Task Force Latvia and Adventures with StratCom](#)," Canadian Military Journal, Vol. 22, No. 3, Summer 2022.
- Pamment, James, and Anneli Lindvall Kimber. "[Fact-checking and debunking: a best practice guide to dealing with disinformation](#)." (2021). Pages 5-40.

In preparation for the Afternotes discussion, read:

- McLeary, Paul and Lily Bayer, "[NATO on the Precipice](#)," February 24, 2023, Politico.eu.

Week of June 12 (NFS in the Baltic Region)

In preparation for the CCDCOE Visit, read:

- Canadian Centre for Cyber Security. "[An introduction to cyberthreat environment](#)." (2022).
- Johnson, James. "Artificial intelligence & future warfare: implications for international security." *Defense & Security Analysis* 35, no. 2 (2019): 147-169. (SFUOL).
- Giles, Keir, Kim Hartmann, and Munira Mustaffa. "[The role of deepfakes in malign influence campaigns](#)." NATO StratCom COE (2019).

Week of June 19

In preparation for this talk, read:

- Ringsmose, Jens, and Mark Webber. *Hedging their bets? The case for a European pillar in NATO*. *Defence Studies* 20, no. 4 (2020): 295-317. (SFUOL).
- Rehrl, Jochen, "[Handbook on CSDP: The common security and defence policy of the European Union](#)." Volume I, 4th Edition. Federal Ministry of Defence, Republic of Austria. (2021).
- [EU Strategic Compass 2022](#) (for reference purposes only).

Week of June 26 (NFS in Belgium and Germany)

Reading and Simulation for Week of June 26

Young Academic Leaders NATO Summit Simulation: June 27 – 29

In preparation for the YAL Summit, please read:

- [NATO 2022 Strategic Concept](#)
- [NATO Secretary General Annual Report 2022](#)

- [Madrid Summit Declaration, June 29, 2022](#)

Between June 26 and 29, the NATO Field School will stage a Young Academic Leaders NATO Summit Simulation in Brussels co-sponsored with NATO's Public Diplomacy Division. Up to 40 students will pay a basic fee to join the NFS for this short module. After a visit to NATO HQ, students will be briefed by:

- Jamie Shea (Former DASG and NATO Spokesperson) on "The Dynamics of NATO Summitry".
- Wendy Gilmour (ASG Defence Investment), "NATO Capabilities and Resilience: Lessons from the Ukraine War."
- Dr. Col. Ian Hope, Chief NATO Historian at SHAPE, on the Role of SACEUR and SHAPE in Military Advice and NATO decision making.
- LCol. Yves Desbiens, NATO Centre of Excellence on Strategic Communication on Strategic Messaging and Effective Communication.

Students will be divided into 5 committees and be tasked to resolve several key issues (to be handed out) in preparation for the NATO Summit. Each Committee will draft a NATO Summit Communiqué, arrived at by consensus in the committee. Each Committee will have a Secretary General and a Press spokesperson and be given an opportunity to present the outcome and take probing questions from the press corps.

Key Issues for the NATO Summit Simulation will be formulated from the following NATO Themes closer to the date:

1. Russia
2. China
3. Hybrid Warfare and Disruptive Technologies
4. Southern Flank
5. Climate Change and Security

July 1 (Students Depart Belgium)

July 1 through August 8: Students complete all remaining Course assignments and consult with Prof. Villasi in online format by appointment if required. All assignments due August 8.