



# ISMS 2025

13<sup>th</sup> & 14<sup>th</sup> of October

**Conflict in a fragmenting  
world order**

**Netherlands**

**Defense**

**Academy**



**Marine  
Establishment  
Amsterdam**

# Content

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# Schedule

## Sunday 12<sup>th</sup> of October

- 16.00 – 18.00 Joint meeting Working Group Chairs + Council at pension Homeland (Building 006)
- 18.00 – 20.00 Meet and Greet at the billiard room of Pension Homeland (Building 006)

## Monday 13<sup>th</sup> of October

- 8.30 – 9.00 Registration opens, coffee and pastries
- 9.00 – 10.15 Welcome by Prof dr. ir. Bas Rietjens & Gen bd, dr Allard Wagemaker
- 10.15 – 10.30 Coffee break**
- 10.30 – 12.00 Breakout session 1
- 12.00 – 13.00 Lunch**
- 13.00 – 14.30 Breakout session 2
- 14.30 – 14.45 Coffee break**
- 14.45 – 16.15 Breakout session 3
- 16.15 – 19.00 Boat tour through Amsterdam
- 19.00 – 21.00 Typical Marine Dinner

## Tuesday 14<sup>th</sup> of October

8.30 – 9.00	Doors open, Coffee
9.00 – 10.15	Roundtable discussions
10.15 – 10.30	Coffee
10.30 – 12.00	Breakout session 4
12.00 – 13.00	Lunch
13.00 – 14.30	Breakout session 5
14.30 – 15.00	Coffee
15.00 – 16.00	Plenary session by ISMS President Dr. Rene Moelker and Dr. Tiia-Triin Truusa
16.00 – 17.00	Network session

## Wednesday 15<sup>th</sup> of October

9.00 – 11.30	Council Meeting for ISMS 2026 business meetings with librarians, research directors, and editors (hybrid)
11.30 – 13.00	Planning and publications meetings (hybrid)

# Word of Welcome

Welcome to ISMS 2025! It is with great pleasure that we welcome you to this year's conference, organized by our collaborative society of leading military institutions: the Austrian National Defense Academy, the Royal Military College of Canada, the Royal Danish Defense College, the Finnish National Defense University, the Netherlands Defense Academy, the Norwegian Defense University College, the Swedish Defense University, Poland's War Studies University, the Baltic Defense College, Portugal's Military University Institute, and new to the Council this year, Switzerland's Military Academy. Since our founding in 2008, we have been united by a shared mission: to advance research and academic education in the military arts and sciences in the broadest sense, with a particular focus on war, conflict management, and peace support efforts.

We are excited to host you at the Marine Establishment Amsterdam in the heart of our capital, Amsterdam, a city known for its rich history and innovative spirit. This conference serves as a vital platform for the exchange of knowledge, where military personnel, researchers, and academics come together to engage in meaningful discussions and advance our collective understanding of critical topics—ranging from military history and strategy to military leadership, defense economics, and security policy.

Throughout this event, we encourage you to engage, share insights, and explore new ideas. Whether you are here to present your research, deepen your expertise, or broaden your understanding of these complex issues, your presence is vital to the success of this gathering.

We extend our sincere thanks to all of you for joining us today. Your contributions are key to the ongoing growth of this important network, and together, we are advancing the future of military research, education, and strategic thinking.

Thank you for being part of this exciting and meaningful event. Welcome to ISMS 2025!

President ISMS 2025 dr. Rene Moelker  
Coordinator ISMS 2025 Chantal Verweij  
Secretary ISMS Dr. David Last

# Vice Dean Research

Dear participants,

It is a great honor to welcome you to ISMS 2025. The theme of this conference, conflict in a fragmented world order, could not be more timely. Intelligence services around the globe paint a dark picture. Their assessments identify numerous and significant threats. These threats are diverse and vary in terms of geography (e.g. the wars in Ukraine and Gaza or the rise of China), the actors involved (state as well as non-state) and take place within the cognitive, virtual and physical domains. Apart from being diverse these threats are also increasingly complex. As such, they are characterized by unclear cause-and-effect relationships, a high degree of ambiguity, and a lack of existing knowledge. Grey-zone or hybrid threats are vivid examples.

Globalization further distorts the assessments of our services as it blurs the distinction between internal and external security, the distinction between the public and private sectors, and what precisely qualifies as military and what as civilian. A striking example of these blurring boundaries is the Ukrainian military's reliance on Starlink connections for its operational communications.

These characteristics form the background of the many studies you will discuss during the ISMS conference. I hope this event and its program will inspire meaningful dialogue and fresh insights into the challenges and complexities of contemporary security and defense. Thank you for joining us, and I look forward to the knowledge and collaborations that will emerge from our time together.

Warm regards,

Prof. Sebastiaan Rietjens  
Vice-Dean of Research & Professor of Intelligence & Security  
Faculty of Military Sciences  
Netherlands Defense Academy



# Organization 2025



Rene Moelker is Associate Professor of Armed Forces and Society at the Netherlands Defense University. His field of study ranges from military technology to military families, from veterans to naval history, from international collaboration to national use of armed forces. He has been actively involved in the International Society of Military Sciences since its launch from the Navy Barracks in Amsterdam in 2008, and he is proud to welcome the 2025 conference back to the location of our first meeting for the 17th annual conference in October 2025.



Chantal Verweij recently joined the Faculty of Military Sciences as the War Studies Research Centre coordinator, bringing with her extensive experience from the oil and gas and shipping industries. Driven by a strong desire to contribute meaningfully to society, she has developed a keen interest in military science and its broader impact. Chantal is eager to deepen her knowledge in this field and warmly welcomes any information, insights, or advice related to military studies. During the event, she encourages attendees to reach out if they need any help or guidance, whether with the conference itself or navigating Amsterdam. Chantal looks forward to engaging with the community and contributing to this dynamic and important academic network.



David Last, PhD, is a graduate of the Royal Military College of Canada (BA), Carleton University (MA), the London School of Economics (PhD), and the US Army Command and General Staff College (CGS, MMAS). He served in the Canadian Army for 30 years and has taught political science and war studies at the Royal Military College of Canada since 1999, including a three-year term as Registrar. Since 2017, he has also served as Secretary to the ISMS.

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Call or text in case you need help during the conference or if you get lost or in trouble while visiting Amsterdam.

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# Keynote speaker



**Brigadier General Rtd Allard J.E.  
Wagemaker**

Dr. Drs. **Allard J.E. Wagemaker** MA was one of the founders of ISMS 17 years ago. He is a highly experienced Dutch military leader, academic, and diplomat. After a distinguished career in the Royal Netherlands Marine Corps that included senior command and policy roles, he served as Defense Attaché in China and more recently as Military Advisor for the European Union in Beijing. He holds a PhD focused on intervention and state-building in fragile states, and is known for his expertise in international security, especially with respect to Asia, military diplomacy, and the strategic challenges of state formation.

# Breakout session 1

Monday 13<sup>th</sup> from 10.30 – 12.00

## WG 1: War Studies

Room Amstel 2

### Session Chair: Marzena Żakowska

- Guntis Skunstins and Leva Bērziņa, PhD Student, University of Latvia.
- Agniete Zotkeviciute Baneviciene, State building terrorists groups: Case study of Taliban, General Jonas Žemaitis Military Academy of Lithuania.
- Jānis Bērziņš, Doctrinal Evolution and Operational Integration of UAVs in the Russian Armed Forces, National Defense Academy of Latvia.
- Gabriela Rocha Bernardes, The possibilities and paths of Military Sciences in Brazil as an interdisciplinary scientific area, Brazilian Army Command and Staff College.

## WG 2: Military History

Room Amstel 3

### Session Chair: Art Johanson

- Roland Popp, A Hind in the Sand: Operation MOUNT HOPE and the Extraction of Captured Soviet Equipment from Chad After the Toyota War, Military Academy (MILAC) at ETH Zurich.
- Adrian Wettstein, “Completely unknown tank ahead”: German Intelligence Gathering from Captured Soviet Equipment during Operation “Barbarossa”, Military Academy (MILAC) at ETH Zurich.
- Michał Krzysztof Mydłowski, Lessons (un)learned – US Army tactics and weapons from Winfield Scott to Emory Upton.
- Ethan Sepp Rafuse, “Perhaps ... Distorted by the Atmosphere’: Clausewitz, the Centurions, Captivity, and the Civil-Military Dynamic in Changing World Orders, U.S. Army Command and General Staff College.
- Jesper Sahl Nielsen, Fighting tomorrow’s war with yesterday’s tools: Danish Intelligence in Helmand (2007-12).

## WG 4: Leadership, Command and Basic Competences

Room Schelde

### Session Chair: Peter Olsthoorn

- Lobna Cherif, Royal Military College of Canada, character-based emotional intelligence: a conceptual mapping for military leadership.
- Peter Papler/NATO Mountain Warfare Center of Excellency. Bad Leadership: Slobodan Milošević vs Donald Trump.
- Anne Elise Reiffenstein, Royal Roads University. Command Rewired: AI, Distributed Cognition, and the Reconfiguration of Military Leadership.

## WG 6: Security and Defense Policy Strategy

Room Theems

### Session Chair: Laurenz Furst

- Tudor Andreea Loredana, Institute for Political Studies of Defense and Military History / and Dunarea de Jos Univeristy, Security Hedging in a Fragmented Order: How small Democracies navigate between Alliances, Coalitions, and Informal Security Regimes.
- Kjell Erik Engelbrekt, Swedish Defense University. A nuclear deterrence plan B for Europe?
- Vidmantė Giedraitytė, General Jonas Žemaitis Military Academy of Lithuania. Promoting Civil Participation in National Security: Lessons from Lithuania.
- Katerina Veljanovska Blazhevskaja, MIT University - Skopje, Faculty of Security Sciences. Futures-Oriented Governance for Outer Space: A Strategic Imperative for Security and Defense Policy.

## WG 7: Armed Forces and Society

Room Elbe

### Session Chair: Kristin Ljungkvist

- Annelies van Vark and Jörg Noll, Leiden University / Ministry of Defense, the Netherlands. Total defense as answer to hybrid threats? Opportunities and caveats.
- Olga Nozdryn-Plotnicka, War Studies University, European Battle Groups - a future of Europe's Defense.
- Vida Česnuitytė, Svajūnė Ungurytė-Ragauskienė, General Jonas Žemaitis Military Academy of Lithuania, Factors and its Dynamics of Retention of Military Personnel in the Lithuanian Armed Forces.
- Svajūnė Ungurytė-Ragauskienė, Vida Česnuitytė, General Jonas Žemaitis Military Academy of Lithuania, Recruitment to Professional Military Service in Lithuania: Motivating and Limiting Factors.

## WG 9: Military Education

Room Liffey

### Session Chair: Ørjan Rogne Rise

- Dr Deborah Mayersen, Australian Defence Force Academy, The Case for Incorporating Atrocity Prevention Education into Military Education: In Australia and Internationally.
- Robert Lummack, Collège militaire royal de Saint-Jean, Learning for Turbulence
- Anne Marie Hagen, Kjetil Enstad, Norwegian Defense University College, Navigating complexity: Developing critical thinking skills through humanities electives in PME.
- David Francis Manning, National Defense University, International Military Education & Training in a Volatile, Multipolar World.

# Breakout session 2

Monday 13<sup>th</sup> from 13.00 – 14.30

**WG 10: Strategy**

**Room Amstel 2**

**Session Chair: Jānis Bērziņš, and Lukas Milevski**

- Sandro Teixeira Moita, Brazilian Army Command and General Staff College, Inescapable and inevitable: Strategy in the Age of AI.
- Samuel Zilincik, James Horncastle, Royal Danish Defense College. Revisiting Multi-Domain Operations: A Historical Reflection on the Respective Roles of Combination and Prioritization in the Conduct of War.

**WG 3: Military Technology**

**Room Amstel 3**

**Session Chair: Christopher Renahan**

- Martin Lundmark and Roland Hellberg, Swedish Defense University, Demonstrator and prototype activities for boosting Defense innovation.
- Svajonė Bekešienė, General Jonas Zemaitis Military Academy of Lithuania. Enhancing Small Arms Effectiveness through NATO Battlefield Lessons and Soldier-Focused Design Principles.
- Charlotte Duval, Bibora Imre; Alexander Salt; Alexander Rudolph. Triple Helix Integrating the F-35 in a Personnel Challenged RCAF.

**WG 5: Military Ethics and Law**

**Room Schelde**

**Session Chair: Olavi Janes**

- Florian Demont-Biaggi, MILAC at ETH Zurich Deep Morality, LOAC, and the Relevance of Military Practices for War Ethics.
- Gita Leitlande, National Defense Academy of Latvia. The Applicability of Walzer's Supreme Emergency Concept in a War against Russia
- Šakočius Alvydas, The General Jonas Žemaitis, Military Academy of Lithuania. Jurisdictional resilience of the Baltic States and management of the risks of lawfare.
- Mihaly Boda Ludovika University of Public Service, What is the relationship between justice and war?

## **WG 7: Armed Forces and Society**

**Room Theems**

### **Session Chair: Kristin Ljungkvist**

- Dorota Domalewska, War Studies University, Russian disinformation as a tool of geopolitical polarisation and fragmentation of the global order.
- Tiia-Triin Truusa and Kairi Kasearu (University of Tartu); Liina-Mai Tooding (University of Tartu) Baltic Defense College, Hybrid Threats and Comprehensive Defense in Small Diverse Societies. The Case of Estonia.
- Stefano Alfredo De Rosa, Military Academy (MILAC) at ETH Zurich, International Cooperation Among the Armed Forces – Changes and Stability in Swiss Public Opinion over the Past 30 Years.

## **WG 9: Military Education**

**Room Liffey**

### **Session Chair: Jill Scott**

- Khalid Mahmood Shafi, ISSRA, NDU Pakistan, Embedding Climate Literacy in Professional Military Education: Strengthening Strategic Leadership for Environmental Security.
- Rasa Smaliukiene, General Jonas Žemaitis Military Academy of Lithuania, Crisis Response and Disaster Management Curriculum in Military Education.
- Danic Parenteau, Collège militaire royal de Saint-Jean, Towards the development of a unified university curriculum for officer education?

# Breakout session 3

Monday 13<sup>th</sup> from 14.45 – 16.15

## WG 1: War Studies

Room Amstel 2

**Session Chair:** Marzena Żakowska

- Tine Molendijk, Peter Pijpers, Elisabeth Dick, Ilse Wijnen, Netherlands Defense Academy, Navigating the Cognitive Battlefield.
- Peter Bovet Emanuel, Swedish Defense University Augmenting Operational Planning through AI: Exploring Decision Advantages in the Comprehensive Shield 2025 Experiment.
- Andre Luiz Viana Cruz de Carvalho, Brazilian Army Command and General Staff College What Are Land Forces For? Rethinking Roles, Design, and Strategic Purpose in a Fragmented World.

## WG 2: Military History

Room Amstel 3

**Session Chair:** Art Johanson

- Vlad-Cristian Gheorghita, Institute for Political Studies of Defense and Military History, Ministry of National Defense. International Disorder and Conflict: The Romanian-Hungarian War of 1919.
- Karlis Dambitis, Preparations of the Latvian army for the upcoming military conflict in spring 1940. National Defense Academy of Latvia.
- Sean Nicholas Kalic and Ethan Rafuse, US Army Command and General Staff College, Defense Alliances and Partnerships in American Ways of War since 1945.
- Valdis Kuzmins, National Defense Academy of Latvia, "Disposable Infantry" tactics: Red Army's "Active Bayonets" (1944 - 1945) and Russian Army's "Kashniks", "Storm Z", "Storm V" (2022 - 2025).

## WG 4: Leadership, Command and Basic Competence

Room Schelde

**Session Chair:** Peter Olsthoorn

- Andre Korsmo Berntsen, The Military Academy at ETH Zurich, Cognitive Congruence, Friction, and Team Performance under Tactical Stress.
- Hans Christian Breede, Canadian Defense Academy, Embracing the Paradox: Military Doctrine through VUCA.
- Sanna Roxanne Hirvonen, Swedish Defense University & University of Gothenburg. New Recruits, New Realities: Understanding Young Conscripts' journeys through Military Training.
- William Combes, Baltic Defense College, Navigating Complexity through Human-AI Collaboration: Lessons from PME Workshop Design for Command and Control in an Era of Accelerating Change.

**Session Chair: Laurenz Furst**

- Julia Gabriela Czajka, War Studies University, Defense diplomacy as a tool of shaping international security.
- Thiago Bentes de Mello, ECEME (Brazilian Army) COP30 in Brazil and Defense Studies: a proposed contribution to the debates.
- Jaroslaw Gryz, War Studies University, Russia's war with Ukraine and its consequences for NATO.
- Natosvajonė Bekešienė, General Jonas Zemaitis Military Academy of Lithuania, Building cognitive Defense Mechanisms against Adversarial Cyber and Information Warfare

**WG 7: Armed Forces and Society; Crisis and the Will to Fight. Room Elbe****Session Chair: René Moelker**

- Miha Šlebir and Janja Vuga Beršnak, Faculty of Social Sciences, University of Ljubljana. Resilience of first responders: Individual perceptions of crises and crisis response among police, military and health first responders in Slovenia.
- Rasa Smaliukiene and Vidmante Giedraityte, General Jonas Žemaitis Military Academy of Lithuania, Value proposition for joining the military in a descending world order: the case of the Lithuanian armed forces.
- Ieva Bērziņa, National Defense Academy of Latvia, Russo-Ukrainian war and willingness to defend a country among Latvian youth.
- Markéta Odlová and Margit Bussman, Andris Banka, University of Greifswald. Reinforcements Arrival Time and Willingness to Fight: a Survey Experiment in Lithuania.

**WG 9: Military Education****Room Liffey****Session Chair: Hanna Forsberg**

- Heather Jill Scott Cecile, Malardier-Jugroot and Jill Scott, Royal Military College of Canada, The Role of Research in Military Academies in a Fragmenting World Order: How research contributes to a Sovereign Defense and Security Innovation Strategy.
- Andreas Rüdüsüli, Swiss Military Academy at ETH Zurich Military. Commander and/or Manager of the Military? Embedding the double nature of the Swiss Professional Officer into Professional Military Education.

# Roundtables

**Tuesday 14<sup>th</sup> from 09.00 – 10.10**

**WG 1 & WG 10:**

**Room Amstel 2**

**Strategy and modern wars in the grey zone: books and new research**

Co-Chairs: Marzena Żakowska, Jānis Bērziņš, and Lukas Milevski.

What small countries need to understand about the new wars, and how it will affect evolving strategy. This is the hinge between WG1's completed book, *Modern War and Grey Zones: Design for Small States*, and the new book project being planned for WG10 on *Strategy for Small States*.



**WG 4:**

**Room Amstel 3**

**Developing Science for Command Senior Enlisted Leaders: Research and Book Project**

Chair: Eric Begin

The panel asks: What do command SELs do, and how do they prepare? What should they learn early—how early, and where? What are the implications of the inverted career? How do NCOs differ from officers, and how do they leverage their position as senior enlisted leaders?



## WG 4 & WG 5:

Room Schelde

### Chaplaincy, Ethics, and Society

**Chair:** Stefan Gugerel

Next steps, research, and publications to support the military and social roles of military chaplaincies in democratic countries with diverse populations and collective ethical challenges. The central challenge is not individual conscience, but the collective mobilisation of faith and identity amidst diversity in liberal democracies.



## WG 9: Military Education

Room Theems

### Critical Thinking and the Humanities in Professional Military Education.

**Chair:** Anne Marie Hagen

Discussion of a peer-reviewed special issue/edited collection on the topic of critical thinking in professional military education (PME), with a particular emphasis on the role of the humanities in developing this important skill. Planned publication is in 2027. The roundtable will introduce the concept for the planned publication and open a discussion on the topic. A call for papers will be published after the conference. Those interested in contributing to the publication are warmly invited to attend this roundtable.



# Breakout session 4

Tuesday 14<sup>th</sup> from 10.30 – 12.00

**WG 1: War Studies**

**Room Amstel 2**

**Session Chair:** Marzena Żakowska

- Niklas Nilsson, Swedish Defense University. Intelligence and Strategic Communication.
- Marzena Żakowska, War Studies University. Modern War and Grey Zones – what small states should be aware of?
- Thomas Slensvik, Anders Sookermany, Norwegian Defense University College. Reimagining Joint Operational Planning: Systems Oriented Design and AI as Tools for Navigating Military Complexity.
- Guilherme Moreira Dias, Nicole Ribeiro Neves, Brazilian Army Command and General Staff College, Strategic Command without Troops: Brazilian Military Leadership in MONUSCO and the Dynamics of South–South Security Cooperation.

**WG 3: Military Technology**

**Room Amstel 3**

**Session Chair:** Christopher Renahan

- Bibora Imre, Charlotte Duval-Lantoine, Alexander Salt, Alexander Rudolf, Lund University, Sweden, Physicality and Elitism in Canadian Drone Operator Identity' on the panel 'Military Culture and Emerging Technology in Canada'.
- Alexander Rudolph, Bibora Imre; Charlotte Duval; Alexander Salt Carleton University Following the Digital Snail's Trail: The Short History of CAF Cyber Operations.
- Alexander Gordon Fordyce Salt, Charlotte Duval-Lantoine, Bibora Imre, Alex Rudolph, Canadian Global Affairs Institute. Cautious by Design: Strategic Culture and Canada's Military Modernization on the panel 'Military Culture and Emerging Technology in Canada'.
- Suzana Lampreia, Teresa Morgado, Valter Vairinhos, Victor Lobo, Portuguese Naval Academy, Dynamic Maintenance Integrating Various Methods.

## **WG 5: Military Law and Ethics**

**Room Schelde**

**Session Chair: Olavi Janes**

- Isaac Nitschke, Royal Canadian Navy, Seas'ing the Initiative: Exploiting the Governance Gaps of the Maritime Domain in Pursuit of Revisionist Agendas.
- Joris van Wijk, Welmoet Wels, Royal Netherlands Marechaussee, Vrije Universiteit Amsterdam. The Military and Battlefield Evidence: an (un)easy combination?
- Ian Douglas Ferrier, Lancaster University. The Folly of Falsehood: Information Disorder as a Path to Strategic Ruin.

## **WG 6: Security and Defense Policy Strategy**

**Room Theems**

**Session Chair: Laurenz Furst**

- Marta Gebska, War Studies University. Security, Geo-economics and Geopolitics Challenges of Three Seas Initiative after the 10th Summit in Warsaw.
- Débora Bedim Loures, Brazilian Army Army Command and General Staff College, From Haiti to the Congo: The Evolution of Brazil's Role in Peacekeeping Operations and Its Place in National Defense Policy.
- Ringailė Kuokštytė, General Jonas Žemaitis Military Academy of Lithuania, Defense Under Pressure: Balancing Strategic Support for Ukraine with National Resilience in the Baltic.
- Jahangir Arasli, Institute for Development and Diplomacy at the ADA University Russia's Quadriga of War: Patterns of Strategic Interaction of the Anti-Western Alliance.

## **WG 8: Defense Management and Economics**

**Room Elbe**

**Session Chair: Mohamed Naceur Essaddam**

- Mohamed Naceur Essaddam, Royal Military College of Canada. Optimizing Defense Resources: The Importance of Currency Hedging and its Associated Challenges.
- Hannamiina Tanninen, National Defense University. Modelling the robustness of the Finnish national preparedness supply chains in the state of emergency.
- Pedro Manuel Geada Borda De Agua, Xavier Santos Lopes, CINAV, Portuguese Naval Academy, IUM. Negotiation as a key enabler in Multi-Domain Operations involving non-military entities. A Scenario-based approach.

# Breakout session 5

Tuesday 14<sup>th</sup> from 13.00 – 14.30

**WG 10: Strategy**

**Room Amstel 2**

**Session Chair: Jānis Bērziņš, and Lukas Milevski**

- Samuel Zilincik and James Horncastle, Royal Danish Defense College, Revisiting Multi-Domain Operations: A Historical Reflection on the Respective Roles of Combination and Prioritization in the Conduct of War.
- Toms Rostoks, National Defense Academy of Latvia, The quest to restore deterrence: evidence from the Russo-Ukrainian War.

**WG 8: Defense Management and Economics**

**Room Amstel 3**

**Session Chair: Mohamed Naceur Essaddam**

- Çlirim Toci, Baltic Defense College, Tartu Estonia. Strategic Preparedness at the Baltic Defense College: Educating Future Military Leaders in Defense Management.
- Ilze Vilka, Populist Encounters Research Group, Social Sciences Research Centre, Riga Stradins University, Populism, Economic Insecurity, and the Will to Resist: Strategic Fragility in the Baltic States.
- Dumitrache Vlad Ionut, Maria Constantinescu, Brindusa Popa, Regional Department of Defense, Resources Management Studies, National Defense University Carol I, Romania. Rearm Europe and its opportunities for the Eastern European Defense Industry.

## **WG 6: Security and Defense Policy Strategy**

**Room Theems**

**Session Chair: Laurenz Furst**

- Brosh Menahem Teucher, Air Command and Staff College, Air University, Maxwell AFB Democratic Predation: Resource Competition in a Fragmenting World Order.
- Agniete Zotkeviciute Baneviciene, General Jonas Žemaitis Military Academy of Lithuania, The Resilience of Baltic States to the Threats of the Political Security Sector.
- Marlena Blicharz, War Studies University, Poland Role of cultural diplomacy in security policy. Example of Republic of Korea.
- Jānis Bērziņš, National Defense Academy of Latvia, Cognitive Warfare and Economic Neoliberalism: Democratic Resilience in Post-Crisis Europe.

## **WG 7: Armed Forces and Society**

**Room Elbe**

**Session Chair: Kristin Ljungkvist**

- Ausra Kaminskaite, General Jonas Zemaitis Military academy of Lithuania, The contribution of the National defense system to reinforcing a societal resilience to external threats
- René Hubert, Military Academy (MILAC) at ETH Zurich, From "People's War" to "Local Wars": China's Whole-of-Society Approach to Armed Forces Construction and National Defense under Xi Jinping".
- René Moelker, Netherlands Defense Academy, Soccer is War! On the Globalization of War and the Blurring of Sports and War.

## **WG 9: Military Education**

**Room Liffey**

**Session Chair: Robert Lummack**

- Tali Neumann, Wikistrat, Developing Cognitive Agility: Preparing Officers for Uncertainty.
- Anders McDonald Sookermany, Thomas Slensvik, Norwegian Defense University College Designing for Complexity: Integrating Systems Oriented Design and AI in Professional Military Education.
- Ørjan Rogne Rise, Hanna Forsberg (SDUC), Norwegian Defense University College Evaluating AI as a Pedagogical Assistant in Military Staff Exercises: A Kirkpatrick-Based Approach to ICT Integration in PME

# Notes

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## **DIRECTIVES FOR EMERGENCIES**

### *General*

In case of locating a fire, being witness of or involved by a physical/mental accident or being involved by a bomb call report directly to the Naval Guard authority.

In case of using the internal telephone dial	<b>561000</b>
Using another phone dial	<b>0889-561000</b>
If using a foreign phone dial	<b>+31 889 561000</b>

### **Mental or physical accidents report**

- Name victim
- Condition victim
- Location of accident

### **Fire call report**

- Name
- Location of fire
- Kind and extent of the fire
- Are there victims (how many)

### **Bomb call**

Report to the immediately surrounding **ALARM, ALARM, ALARM**

### *Report*

- Name
- Location of suspicious object
- Describe the located object

### **Evacuate**

In case of an evacuation leave the building using the shortest route and report at the rendezvous area. The shortest routes, the fire emergency exits and rendezvous areas can be found on the floor-plans located on the different walls in the building.

### **Fire-alarm system**

Most of the buildings are equipped with an automatic fire-alarm system. If the system is activated, automatically after 3 minutes the evacuation signal will be activated. You have to leave the building at once using the shortest route and report at the rendezvous area.