



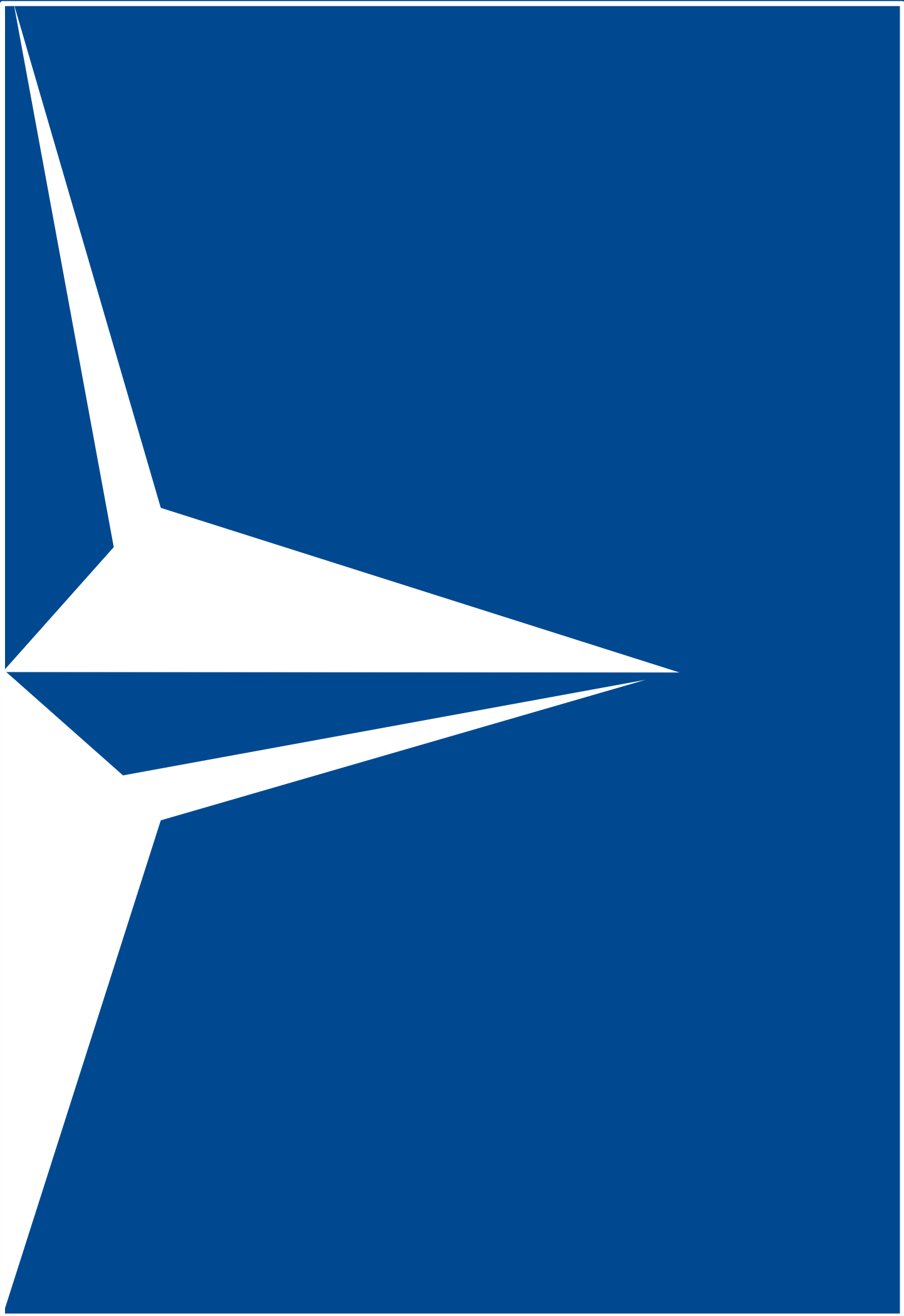
NATO DEFENSE COLLEGE  
COLLÈGE DE DÉFENSE DE L'OTAN

# 2025

# ANNUAL REPORT

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**Today's Alliance, Tomorrow's Leaders**



## **IMPRINT**

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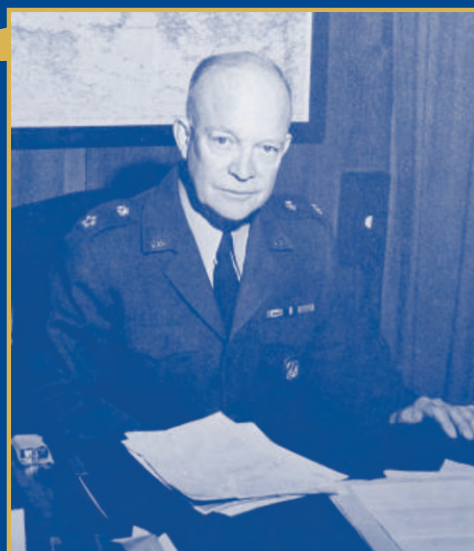
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"There is a high priority requirement to develop individuals, both on the military and on the civilian side, who will have a thorough grasp of the many complicated factors which are involved in the problem of creating an adequate defense posture for the North Atlantic Treaty area."

*Dwight D. Eisenhower*

General Dwight D. Eisenhower, 1951



for  
The NATO Defense College  
Dwight D. Eisenhower

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# COMMANDANT'S - REVIEW

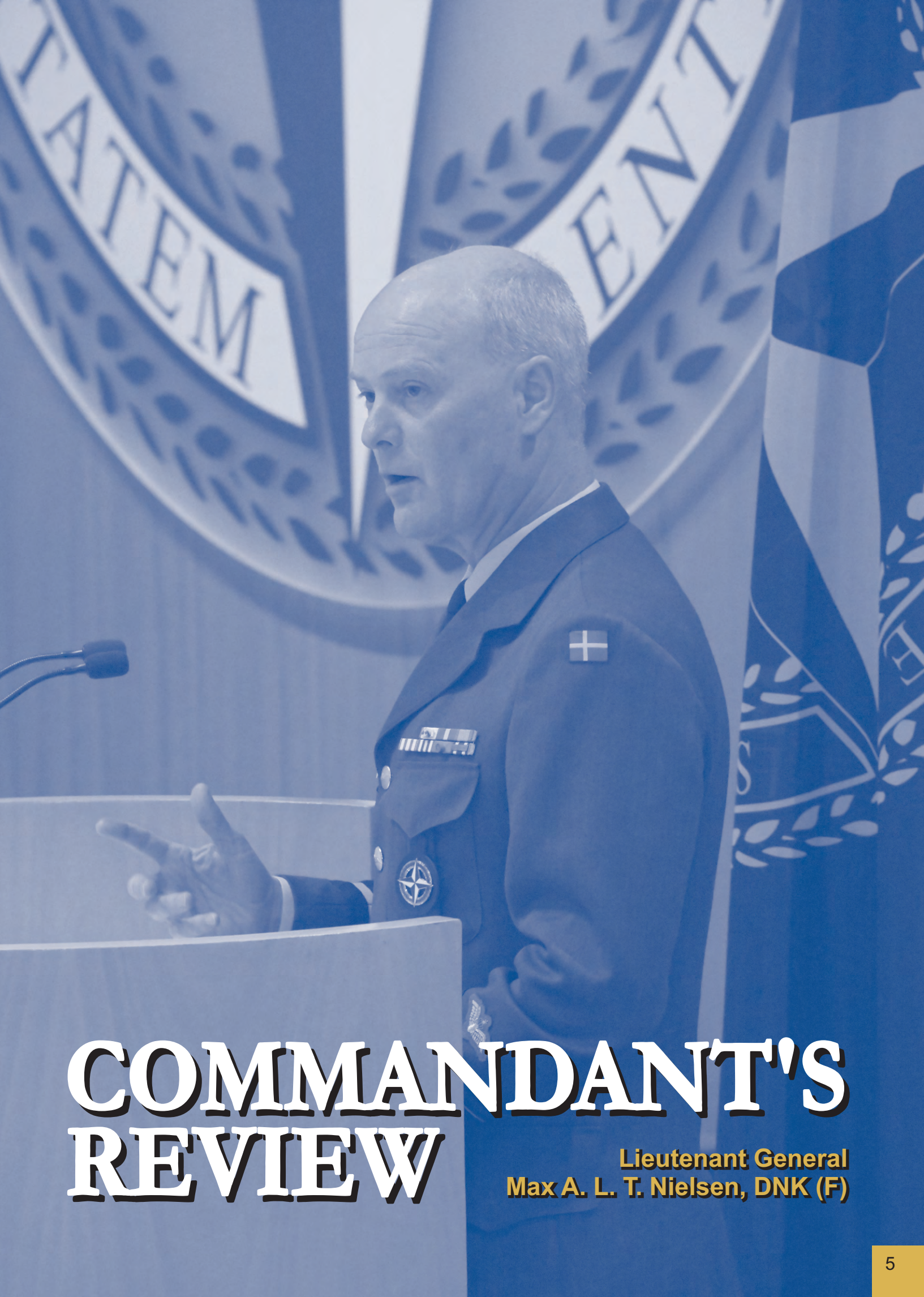
In my final year as Commandant of the NATO Defense College, I remain profoundly inspired by the professionalism of our staff and faculty, whose expertise and commitment make this extraordinary institution a uniquely effective instrument for the entire Alliance. The College has exceptional talent, creativity, and potential. I also recognize that no institution succeeds by standing still. As the College approaches its 75th anniversary, the need for senior military and civilian leaders who can think strategically, build consensus, anticipate emerging threats, and act decisively is more important than ever. The NATO Defense College plays a central role in developing these leaders. We do more than educate: we strengthen Alliance cohesion, enhance resilience, and reinforce NATO's long-term unity by preparing leaders who can, as General Eisenhower said in 1951, shoulder the responsibilities of defending the Euro-Atlantic Area.

## ELEVATING DDA AS A CORE COMPETENCY

A central priority is ensuring that our Course Members understand Deterrence and Defence of the Euro-Atlantic Area (DDA) as one of NATO's most consequential strategic frameworks. In response to strong interest from the Military Committee and SHAPE, we have expanded DDA content across our courses and staff training. This effort will build internal expertise, integrate DDA more deeply into our curriculum, and support education for NATO bodies and Allied institutions.

## NDC 2030: THE INSTITUTION WE NEED FOR THE DECADE AHEAD

The development of the NDC 2030 Strategic Plan over the past year ensures the College remains aligned with NATO's evolving priorities and delivers measurable value into the next decade. The plan centres on four goals: anticipating and shaping the future, improving agility, enhancing relevance and contribution, and ensuring excellence across all areas of our work. These goals are supported by a robust set of initiatives, including the development of a focal point for DDA education, a modernized library, expanded facilities for classified learning, greater capacity for a long-term curriculum planning and a strengthened Research Division. Together, these efforts will future-proof the College and reinforce its role as a core enabler of NATO's strategic thinking and leader development. Rising demand underscores the need for disciplined prioritization and additional institutional capacity.



# COMMANDANT'S REVIEW


Lieutenant General  
Max A. L. T. Nielsen, DNK (F)

## INVESTMENTS THAT ENABLE EXCELLENCE

Our mission requires modern infrastructure, improved digital systems, and secure learning spaces. This year we advanced major projects that will underpin our future success, including the renovation of the Main Auditorium and the design of a new digital backbone. A technology upgrade in summer 2026 will complete the Main Auditorium project. These investments enable our ability to deliver high-quality education, research, and engagement for the Alliance.

## AN AGILE AND RESPONSIVE CURRICULUM

Our curriculum has evolved significantly to keep pace with rapid changes in geopolitics, the character of war, and the ways we work. The redesigned Senior Course strengthens our focus on deterrence and defence, strategic leadership, NATO's decision-making, and the technologies




Our curriculum reflects a world where the character of war is being rewritten...

reshaping modern conflict. It reflects three realities: the international security order is shifting; innovation and multidomain operations are redefining the character of war; and today's leaders require advanced, tailored education in a demanding information environment. We cannot remain relevant by repeating past approaches. We have increased classified content, modernized our negotiation and decision-making

exercise, and strengthened academic mentoring of research to sharpen strategic analysis. To sustain this momentum, we will expand long-term curriculum design capacity and adult learning expertise. These improvements will ensure the NDC continues to develop adaptive leaders who operate effectively at the political-military level and advance strategic alignment across the Alliance.

## RESEARCH THAT INFORMS, ADVISES, AND EQUIPS NATO LEADERS


The Research Division has accelerated its modernization to deliver the forward-looking, policy-oriented analysis NATO needs. This year we expanded our fellowship network and significantly increased both output and visibility. Our work now informs strategic discussions across NATO Headquarters, Allied Command Operations (ACO), Allied Command Transformation (ACT), and Allied capitals, and is actively shaping exercises, wargames, and senior decision-making. In addition to producing policy-relevant research, we co-hosted ACT's second annual Allied Strategic Foresight Conference in October. A new impact-tracking approach shows strong engagement from key audiences, confirming the value and reach of our publications. We have begun to deepen our use of data visualization and new research methods while expanding our dissemination tools. As it closes expertise gaps and broadens its analytical reach, the Research Division is becoming an increasingly valuable contributor to NATO's cohesion, foresight, and strategic preparedness.



The Alliance depends on leaders who can think critically and act with clarity.

## DEEPENING STRATEGIC ENGAGEMENTS

Our engagement activities strengthen NATO's strategic influence by deepening our connections with Allies, partners, and key institutions across the Euro-Atlantic Area and beyond. Guided by NATO priorities, we reinforce cohesion and amplify NATO messaging through our courses, which remain the College's most powerful partnership instrument, and through our presence at events such as the Munich Security Conference, the Warsaw Security Forum, and the World Economic Forum. Our Liaison Officer at NATO Headquarters helps drive timely, two-way engagement with Allies and partners, increasing our responsiveness and the relevance of our contributions. The robust involvement of partners in NDC's courses anchors our role in partnership policy, supported significantly through the International Military Staff (IMS) Outreach Budget. High-impact events such as the Conference of Commandants, Kyiv Week, and seminars in Kuwait and the Sahel expand our reach, ensuring the College remains a trusted platform for NATO's strategic outreach.



Our engagements deepen NATO's influence and reinforce cohesion across the Alliance.

## CELEBRATING OUR LEGACY: 75 YEARS OF EDUCATING NATO LEADERS

In 2026, the NATO Defense College will celebrate two major milestones: 75 years since its founding and 60 years in Rome. These anniversaries, under the title, "Today's Alliance - Tomorrow's Leaders", offer an opportunity to honour the institution's legacy, reaffirm its importance in meeting the current and future needs of the Alliance, and highlight Italy's exceptional support over six decades. The commemorative events, alongside the Conference of Commandants, will allow us to showcase the College's enduring contribution to NATO's effectiveness and cohesion while setting the stage for the next 75 years.

## LOOKING AHEAD

As I prepare to conclude my tenure in command of this extraordinary institution, I am immensely proud of what the College has achieved and am fully confident in its trajectory. The NATO Defense College stands stronger, more agile, and more attuned to the challenges of an unsettled world than at any time in its history. The years ahead will demand clarity of purpose and a continuous commitment to providing strategic leaders, impactful engagement, and actionable research for the entire Alliance. I am profoundly grateful for the Alliance's continued confidence in this College and support for its enduring mission to prepare the leaders upon whom our shared security depends.



Lieutenant General Max A. L. T. Nielsen, DNK (F)  
Commandant, NATO Defense College

# ABOUT US

• A Strategic Tool for the Alliance •

## OUR MISSION

*“To contribute to the effectiveness and cohesion of the Alliance primarily through senior-level education on transatlantic security issues, enabled by research on matters relevant to the Alliance, and supported by engagement with Allies, Partners and Non-NATO Entities with a 360 degrees approach.”*

*Military Committee 123/10*

Academic Advisory Board



The Academic Advisory Board, led by the Chair of the Military Committee, advises the NDC Commandant on ways to continue improving the College's education, research, and engagement activities. Its members include senior leaders from NATO Headquarters and Strategic Commands as well as leaders of external international institutions.

North Atlantic Council



Military Committee



NATO Defense College



Allied Command Operations



Allied Command Transformation





Christian ensures the well-being of NDC's most valuable resource — our people — enabling the mission they drive forward.

STAFF SPOTLIGHT

# OUR TEAM

 Albania <b>2</b>	 Hungary <b>2</b>	 Slovakia <b>1</b>
 Belgium <b>2</b>	 Italy <b>81</b>	 Spain <b>2</b>
 Canada <b>3</b>	 Latvia <b>1</b>	 Türkiye <b>3</b>
 Czech Republic <b>1</b>	 Netherlands <b>3</b>	 Great Britain <b>4</b>
 Denmark <b>6</b>	 Norway <b>1</b>	 USA <b>6</b>
 France <b>8</b>	 Poland <b>2</b>	 Azerbaijan <b>1</b>
 Germany <b>5</b>	 Portugal <b>1</b>	 Kuwait <b>1</b>
 Greece <b>3</b>	 Romania <b>2</b>	
<p><b>84 MILITARY - 57 CIVILIANS / 37 WOMEN - 104 MEN / TOTAL 141</b></p>		

NDC staffing as of 31 December 2025

# EDUCATING SENIOR LEADERS

## COURSES AND SEMINARS

SENIOR COURSES	160
NATO REGIONAL COOPERATION COURSES	72
GENERALS, FLAG OFFICERS & AMBASSADORS' COURSES	153
GENERALS, FLAG OFFICERS & AMBASSADORS' COURSES - PARTNERS	59
MODULAR SHORT COURSES	118
MODULAR SHORT COURSES - PARTNERS INTERGRATED	29
MODULAR SHORT COURSE - GULF	20
ANCIENS' ANNUAL CONFERENCE AND SEMINAR	131

### CIVILIANS DIPLOMATS 149



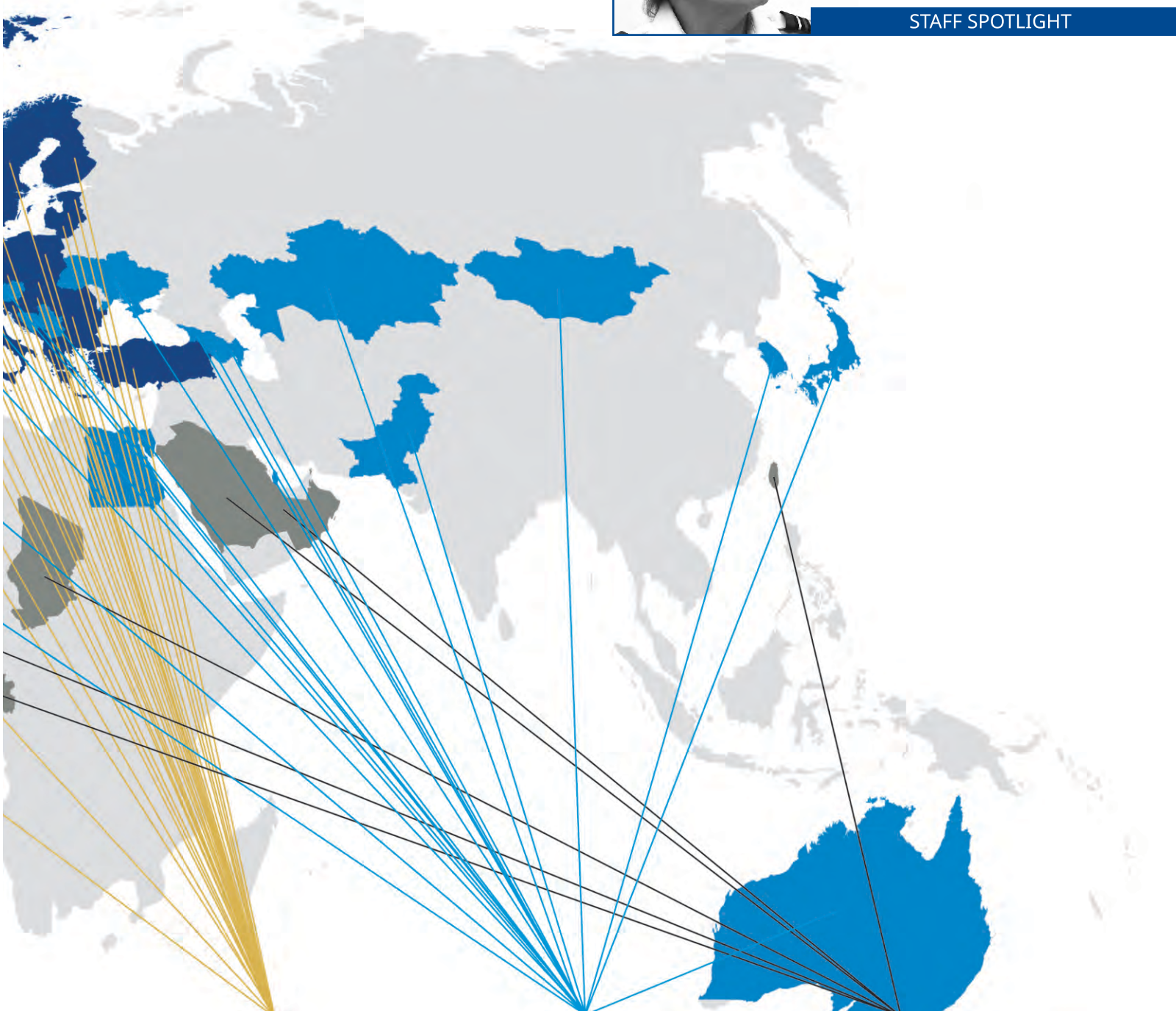
### ARMED FORCES 593





Danielle's steady guidance as a Faculty Advisor strengthens Course Members' critical thinking and prepares them for strategic leadership.

STAFF SPOTLIGHT



**NATO**  
498

The NATO logo, featuring a white compass rose on a blue background, with the text 'NATO' and 'OTAN' in white on a dark blue background.

**PARTNERS**  
213

An illustration of two men in business suits shaking hands, symbolizing partnership.

**NON-NATO ENTITIES**  
31

An illustration of two hands shaking over a globe, symbolizing global entities or international relations.

**TOTAL 742**

# WHAT'S NEW IN NDC EDUCATION

## A Curriculum Built for Strategic Leadership

An updated curriculum, fully implemented in Senior Course 147, provides improved coverage of deterrence and defence, strategic leadership, NATO's history and future, and defence industry and technology. Three main dynamics informed curriculum design:

- Changes in the international security environment – the world is changing.
- Technological developments and lessons from ongoing conflicts – war is changing.
- Rapid advancements in professional, educational and teaching tools – the way we work is changing.

### *Strategic Focus on Deterrence and Defence*

The Concept for Deterrence and Defence of the Euro-Atlantic Area (DDA) drives NATO requirements and operational plans. NDC is raising the “DDA IQ” of senior leaders through staff training, the integration of DDA concepts into the Senior Course and NATO Regional Cooperation Course curricula, more classified instruction, and dedicated coverage at events such as the 2025 Conference of Commandants in Athens.

Emphasizing strategic and critical thinking, the curriculum enables Course Members to further develop their competencies in consensus building, persuasion, negotiation, and advising. The curriculum also helps Course Members enhance their effectiveness in a political-military environment by:

- Providing a clearer understanding of what NATO is, how NATO works as an institution, how to work with and within NATO, and the future opportunities and challenges facing the Alliance.
- Teaching strategic analysis and the drivers of competition, confrontation, and conflict.
- Fostering strategic thinking and the identification of opportunities, challenges, and interests that are shared by NATO and its partners.
- Deepening Course Members' appreciation for the requirements of political-military decision-making.



**260** conveying expertise  
**LECTURES**



**NATO SENIOR**  
**8** **MENTORS**  
bringing experience



**22** **FACULTY**  
**ADVISORS**  
facilitating human interoperability

## Key Enhancements

- Expanded classified modules, deepening understanding of Deterrence and Defence of the Euro-Atlantic Area (DDA).
- Introduction of new pedagogical approaches, such as the Oxford - Style Debate.
- New NATO Consensus and Negotiation Exercise (NCX) focusing on the fundamentals of multinational negotiation.
- Updated Negotiation, Mediation, and Decision-Making Exercise (NMDX) aligned with the current security environment and NATO decision-making processes.
- Increased exposure of Course Members to Artificial Intelligence tools.
- Extended NRCC Field Study, visiting an additional NATO nation to enhance experiential learning.
- Committee Study Project (CSP) Innovation Pilot, employing new research methods and tools, to be expanded in 2026.



Parviz develops and manages Advanced Distributed Learning solutions and digital platforms that make learning more flexible, accessible, and effective.

## STAFF SPOTLIGHT



## Looking Ahead

The NDC remains committed to ensuring its education remains flexible, agile, and future-focused. Continuous curriculum updates will integrate cutting-edge methods and technologies, ensuring graduates leave with the strategic understanding, critical thinking, and leadership skills essential for the next generation of NATO decision makers.

*The DDA concept guides the decisions and operations by which NATO preserves peace. When senior leaders possess a strong DDA IQ, they have an understanding of its design and purpose and are better equipped to help the Alliance to carry it forward.*

*Dr Suzanne Nielsen, Dean*

# FIELD STUDIES



Senior Course 146 - Official Visit to Sweden



Senior Course 147 - Official Visit to Morocco

## Strengthening Insight Across Allies



Field Studies to 15 Allied capitals enabled participants to engage on strategic priorities, defence spending, modernization efforts, and collective readiness in an evolving security landscape. Focused visits to Hungary, Latvia, and Poland enhanced understanding of NATO's deterrence and defence posture on the eastern flank, while the first-ever Field Study to Sweden following its accession offered valuable perspective on the nation's Total Defence Concept.



On Field Studies across the globe, Aurora guides Course Members to the capitals of Allies and partners, where Euro-Atlantic security and Alliance cohesion are forged.

STAFF SPOTLIGHT

### Developing knowledge of Partner Institutions



Field Studies also included exchanges with the UN and EU, adding essential institutional perspectives on global security and defence issues.

### Understanding NATO



Field Studies to NATO HQ, ACO, and ACT enabled direct dialogue with senior Alliance leadership, enriching participants' grasp of strategic imperatives, including the DDA Concept, the NWCC and the NDPP.

### Deepening Partnerships Beyond the Alliance



Engagements in Austria, Morocco, Tunisia, and Qatar broadened the academic curriculum with diverse regional views on peace and security. These visits reinforced key frameworks such as the Mediterranean Dialogue and the Istanbul Cooperation Initiative, strengthening NATO's wider international partnerships.

# ACTIONABLE RESEARCH



The Research Division's mission is to produce policy-relevant analysis, support informed decision-making, engage wider audiences across the Alliance, and enrich NDC's educational programmes. In an environment shaped by rapid geopolitical and technological change, the College continued to strengthen its research capabilities, expand its reach, and modernize its analytical and dissemination tools to better serve NATO's evolving strategic needs.

## Research Fellows

The Research Division launched a non-resident fellowship programme that brings together 15 experts whose skills complement the Division's in-house capabilities. These fellows add depth in priority areas for NATO such as emerging and disruptive technologies, China, and military strategy, enabling the Division to address previously unmet analytical needs. Their diverse countries of origin — including the United States, France, Australia, Mongolia, Egypt, Moldova and Ukraine — broaden the Division's perspectives and strengthen the relevance of its contributions across the Alliance. In addition, we are building a community of 50 young non-resident fellows from across the Alliance to encourage NATO-relevant research in the next generation.

Find NDC Research Division on:

**Le Monde**

**The Economist**

**WAR ON THE ROCKS**



**DER SPIEGEL**

## OVERVIEW



**13** NDC Publications  
(3 Insights, 10 Outlooks)



**14+** External Publications  
by Staff



**8** Major Events Organized



**15+** Media Interviews



**6** Podcasts & Videos



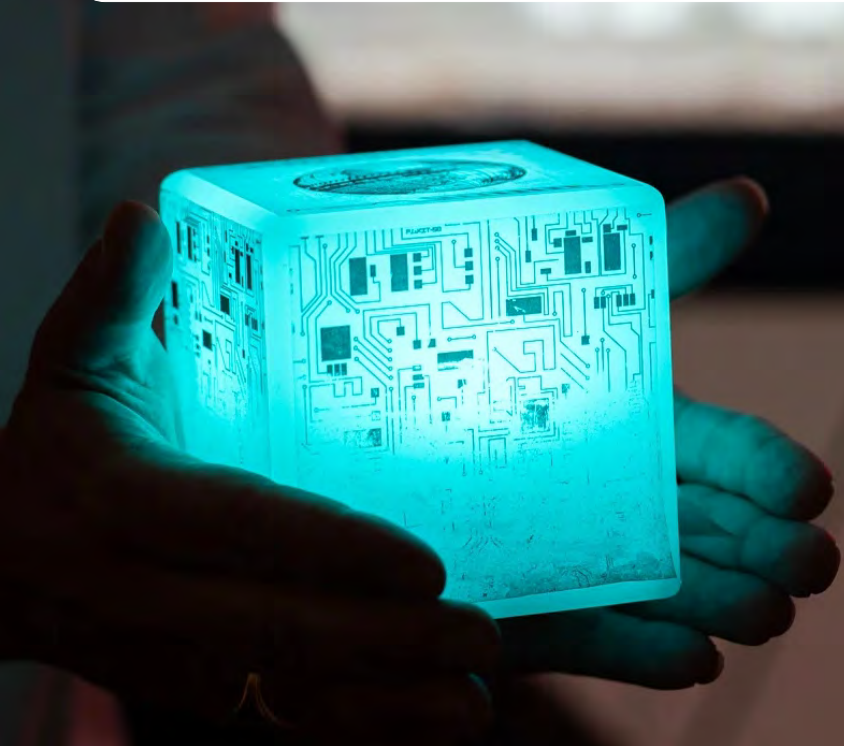
**9** NATO Workshops  
& Exercises



Marjorie's research provides strategic insight to inform Alliance decisions.

STAFF SPOTLIGHT

## “Tomorrow Starts Today” NATO Allied Foresight Conference 2025



In October 2025, the NDC co-hosted ACT's second annual Allied Foresight Conference, “Tomorrow Starts Today”, bringing together senior experts from Allied and partner nations to examine emerging global trends and the future of warfare. Through keynotes, panels, and innovative wargaming sessions, participants explored strategic foresight, resilience, and the evolving security environment — from grey-zone conflict to technological disruption. The conference reaffirmed NATO's commitment to shaping the future security landscape through anticipation, innovation, and collective preparedness.

## MUNICH SECURITY CONFERENCE

The 2025 Munich Security Conference provided a unique opportunity for NDC to bring together senior NATO and EU leaders and technology innovators to strengthen cooperation on emerging challenges, accelerate innovation, and reinforce the Alliance's technological edge through a deep-tech roundtable co-hosted with the IE Center for the Governance of Change. Targeted bilateral meetings further deepened strategic partnerships. The insights gained were integrated into NDC's research priorities and enhanced the education of NATO's future leaders.





## 54<sup>th</sup> Conference of Commandants

The 54th Conference of Commandants, co-hosted by the NATO Defense College and the Hellenic National Defence College in Athens in May, brought together leaders from senior professional military educational institutions across 26 NATO and 28 partner countries for professional exchanges. The 2025 conference examined how Artificial Intelligence is reshaping professional military education. Discussions highlighted AI's potential to transform learning, decision-making, and leader development, while underscoring the enduring importance of human judgement, ethical governance, and close cooperation among Allies and partners as emerging technologies are integrated into defence education. A NATO-only session focused specifically on the Deterrence and Defence of the Euro-Atlantic Area (DDA).

## INTERNATIONAL WEEK IN KYIV

In December, the 2025 International Week in Kyiv used virtual means to bring NATO experts to National Defence University of Ukraine (NDUU) students across Ukraine. This year's iteration of a long-term partnership addressed topics ranging from cyber resilience to key training and assistance initiatives. Highlights include keynotes from: the Director General of the International Military Staff, the Deputy Chair of the Military Committee, NATO's Senior Representative to Ukraine, the NSATU Commander, the European Commissioner for Defence and Space, and the Director for Cybersecurity and Defence Policy at Microsoft. The event strengthened the NATO-Ukraine strategic dialogue and reaffirmed support for the future Ukrainian military leaders who are shaping their nation's security while providing the Alliance with essential lessons in resilience and innovation.



## GFOAC-P SAHEL

In July, the fourth edition of the Generals, Flag Officers and Ambassadors' Course for Partners (GFOAC-P) Sahel in Mauritania reinforced NATO's commitment to strategic education and partnership in the region. Through lectures and dialogue in cooperation with the G5 Sahel Defence College, the programme strengthened regional cooperation and deepened understanding of the security challenges facing the Sahel and the wider Southern Neighbourhood.

## GULF WEEK

The NDC and the NATO-Istanbul Cooperation Initiative Regional Centre (NIRC) delivered a Modular Short Course in Kuwait City in September, bringing together 24 senior officials from Gulf partner nations to examine contemporary security challenges. This collaboration strengthened institutional ties between the NDC and the NIRC and reinforced NATO's commitment to long-term partnerships and regional stability in the Gulf.



# ENABLEMENT

The Enablement Division keeps the College running by providing the services and support that allow our people, facilities, and systems to operate at the highest level. Logistics, transportation, human resources, security, finance, the mess, and facilities management sit within this team, all anchored by exceptional Host Nation coordination. Together, they create the conditions for learning everywhere at the NDC — in classrooms, in the Main Auditorium, and in the continued discussions over a coffee or shared meal. To stay agile, the Division is driving major modernization efforts, from renovating the Main Auditorium and re-designing the Library to advancing digital transformation and expanding classified learning spaces.

## COMMUNICATION AND INFORMATION SERVICES

This Branch keeps the College connected through dependable networks, secure systems, and seamless conference technology. Continuous upgrades to digital and audiovisual infrastructure are necessary to modernize and protect mission-critical communications.

## TRANSPORTATION



96.500 Kilometers travelled  
84 Buses coordinated  
86 Outsourced services overseen

## SECURITY



21 Honour Guards



17 Traffic escort security



22 Airport security support

## INFORMATION TECHNOLOGY



1.500 helpdesk tickets resolved  
650 conferences supported

## MESS



50.000 Meals  
127 Top Tables

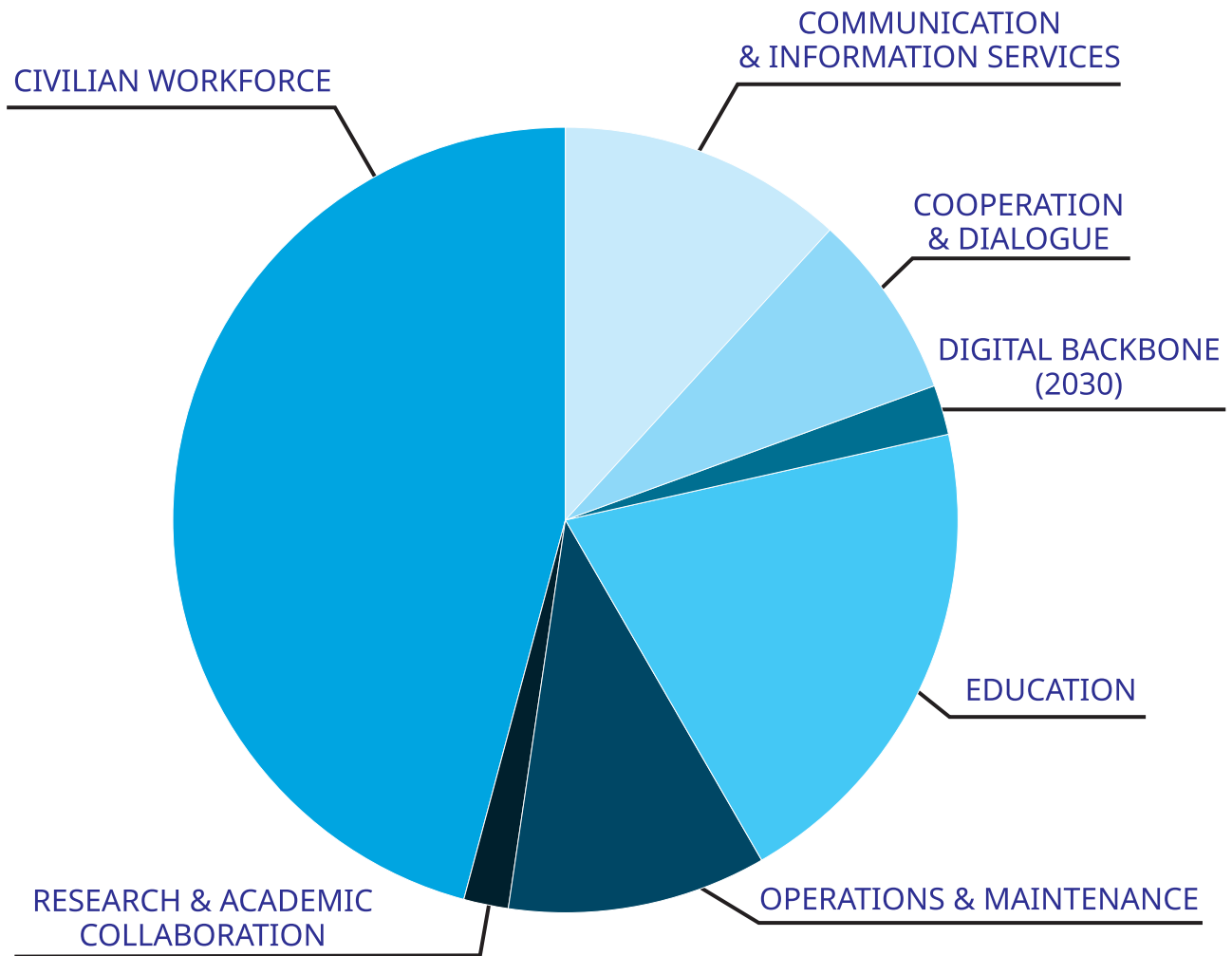
# FINANCIAL EXECUTION 2025

## 14.5 M EUR



Alessandro is the steady hand that keeps the College's transportation safe, smooth, and on time.

STAFF SPOTLIGHT



Before



After

# 2025 HIGHLIGHTS



Visit and Lecture  
from H.E. Mr Alar KARIS,  
President of the Republic of Estonia



Spanish Chief of Defence Admiral Teodoro López CALDERÓN  
and Greek Chief of Defence General Dimitrios CHOUPIS  
were honoured as Distinguished Anciens



Visit by Mr Stephen Covington,  
Strategic and International Affairs Advisor, SHAPE,  
to conduct NDC Staff Development Workshop on DDA



Visit and Lecture from H.E. Mr Pål JONSON,  
Swedish Minister for Defence



Nicole brings our work to life across languages, guiding the translation and interpretation that help the College speak with one clear voice.

STAFF SPOTLIGHT



NDC Leadership Away Day: Brainstorming on NDC 2030



Visit and Lecture from Mr Steen SØNDERGAARD, NATO Chief Scientist and Admiral Stuart B. MUNSCH, Commander of Joint Force Command Naples



The CMC ADM Giuseppe CAVO DRAGONE giving a Lecture to our Senior Course 147 on the occasion of the 55th Academic Advisory Board



Visit and Lecture from U.S. Congressional Delegation led by Congressman Ron ESTES

# LOOKING AHEAD

**Q1**

**INAUGURATION OF  
SENIOR COURSE 148  
& NATO REGIONAL  
COOPERATION COURSE 35**

**STRENGTHENING  
COURSE MEMBERS'  
DDA KNOWLEDGE**

**INAUGURATION OF  
SENIOR COURSE 149  
& NATO REGIONAL  
COOPERATION COURSE 36**

**75th ANNIVERSARY,  
60 YEARS IN ROME &  
CHANGE OF COMMAND**

**IT UPGRADE OF THE  
MAIN AUDITORIUM**

**Q3**

**ADVANCING DIGITAL  
TRANSFORMATION THROUGH  
SALESFORCE INTERGRATION  
INTO WORK PROCESSES**

**GULF WEEK  
IN KUWAIT**

**Q4**

**Q2**

**GENERALS, FLAG OFFICERS  
AND AMBASSADORS'  
COURSE - PARTNERS SAHEL,  
IN MAURITANIA**

**INAUGURATION OF  
GENERALS, FLAG OFFICERS  
AND AMBASSADORS'  
COURSE 2026/1**

**72nd ANCIENS SEMINAR**

**55th CONFERENCE  
OF COMMANDANTS  
IN ROME**

**NATO ISTANBUL  
COOPERATION INITIATIVE  
(ICI) REGIONAL CENTRE  
EXECUTIVE SEMINAR IN KUWAIT**

**56th ACADEMIC  
ADVISORY BOARD**

**INTERNATIONAL  
NATO WEEK IN KYIV**

**INAUGURATION OF  
GENERALS, FLAG OFFICERS  
AND AMBASSADORS'  
COURSE 2026/2**

# NDC TURNS 75



1952 - First Field Study to Germany



1954 - First Anciens' reunion



1951 - Senior Course 1



1963 - First woman attends Senior Course 24

1951

1952

1953

1954



1951 - 1966 Paris

# 60 YEARS IN ROME



2009 - First NATO Regional Cooperation Course



2016 - 65th Anniversary



1972 - First Conference of Commandants at NDC



1970 - Academic Advisory Board established



2025 - Senior Course 147

1966

1970

1972

1999

2009

2016

2025



1966 - 1999 Rome - EUR



1999 New building in Cecchignola Military Compound



## FIND NATO DEFENSE COLLEGE ON:



Web: [www.ndc.nato.int](http://www.ndc.nato.int)



Facebook: [@NATODefenseCollege](https://www.facebook.com/NATODefenseCollege)



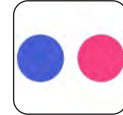
X: [@NATO\\_DefCollege](https://twitter.com/NATO_DefCollege)



LinkedIn: [@nato-defense-college](https://www.linkedin.com/company/nato-defense-college)



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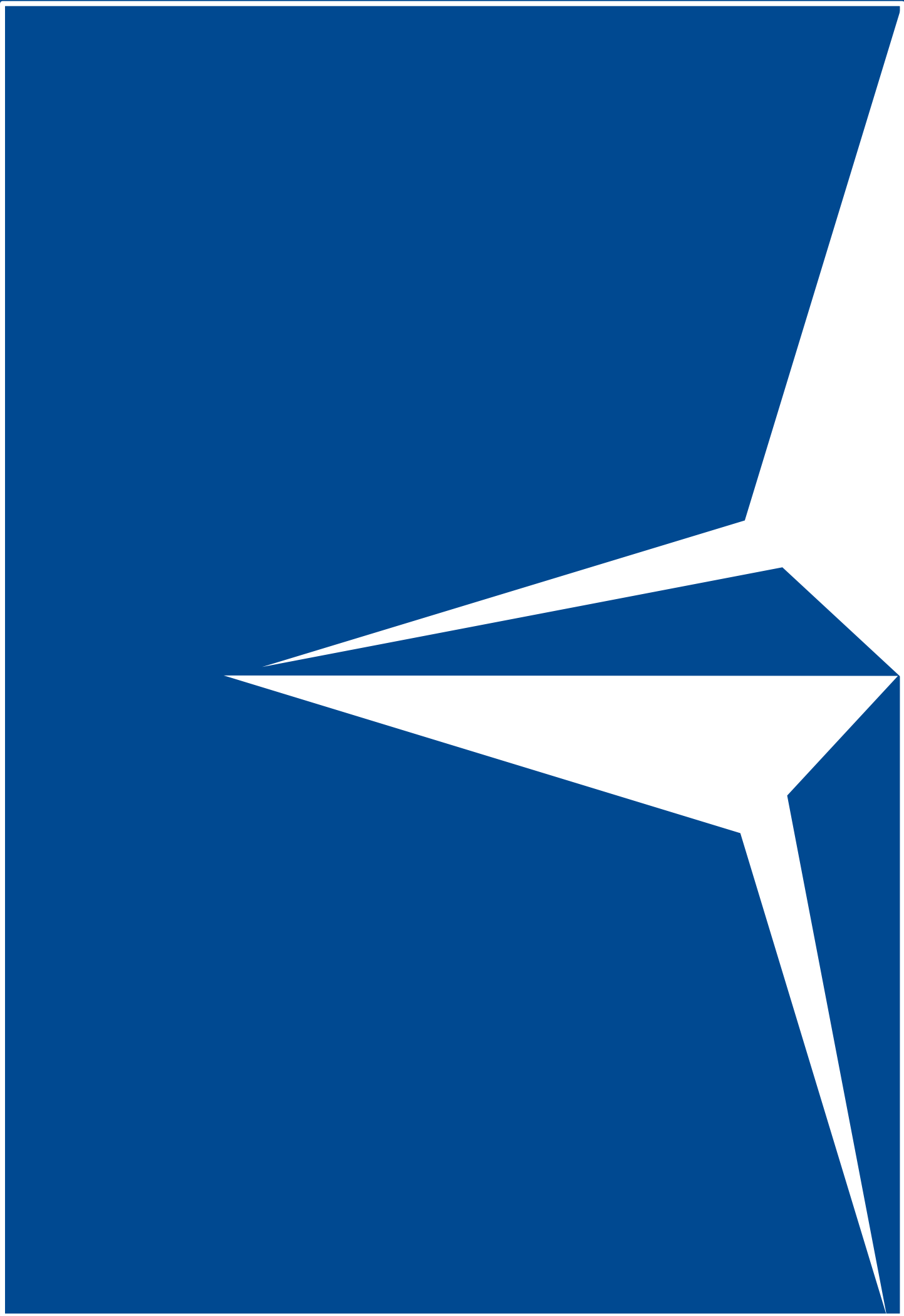


Youtube: [@NATODefenseCollegeRome](https://www.youtube.com/@NATODefenseCollegeRome)



Vox Collegii, the NDC's monthly newsletter

Contact us at: [pao@ndc.nato.int](mailto:pao@ndc.nato.int)





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