

EUROPE



NATIONAL GEOGRAPHIC

SCALE 1:6,425,000

1 CENTIMETER = 62.5 KILOMETERS, 1 INCH = 123 MILES

Scale in kilometers and miles

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National Defense University

Washington DC

13 May 2026

1. NATO

2. EU

3. Concluding Thoughts

John N. Christenson, Vice Admiral U.S. Navy, (Retired)

Part 1:

NATO

North Atlantic Treaty Organization

Why NATO?

”Killed or allowed to die by human decision”
~ 231 million for the 20th Century

“Deaths in Wars and Conflicts in the 20th Century” Milton Leitenberg CORNELL UNIVERSITY PAPER ©2006

When is it ok to kill your fellow man?

Why NATO?

“The crimes which we seek to condemn and punish have been so calculated, so malignant and so devastating, that a civilization cannot tolerate their being ignored, because it cannot survive their being repeated.”

-U.S. Chief Prosecutor Robert Jackson, Opening Address for the United States, November 21, 1945 International Military Tribunal, Nuremberg

Never Again

May 2026

Why NATO?

“If you want peace, prepare for war”

-4th Century Roman

“Win without fighting”

-544 BC Sun Tzu China

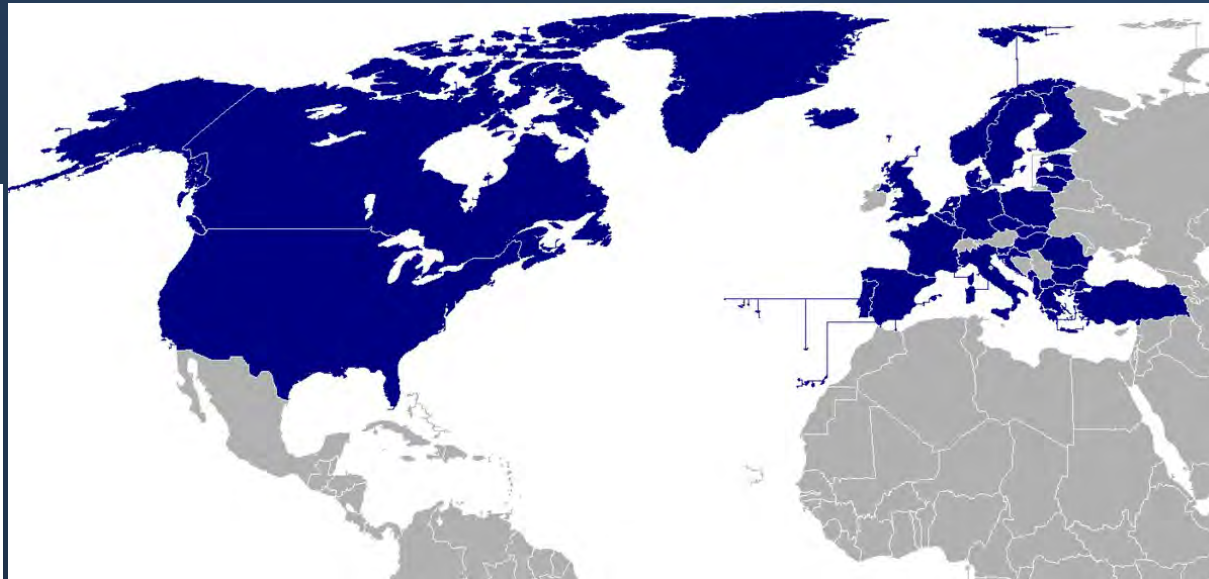
Western Thought Eastern Thought

Why NATO?

“Keep the Soviet Union out, the Americans in, and the Germans down.”

Lord Hastings Lionel Ismay, NATO's first Secretary General

**NATO Countries are 17% of World's habitable area,
only 12% of it's population... ~50% Global GDP.
VALUES: Democracy-Individual Liberty-Human Rights-Rule of Law**



May 2026

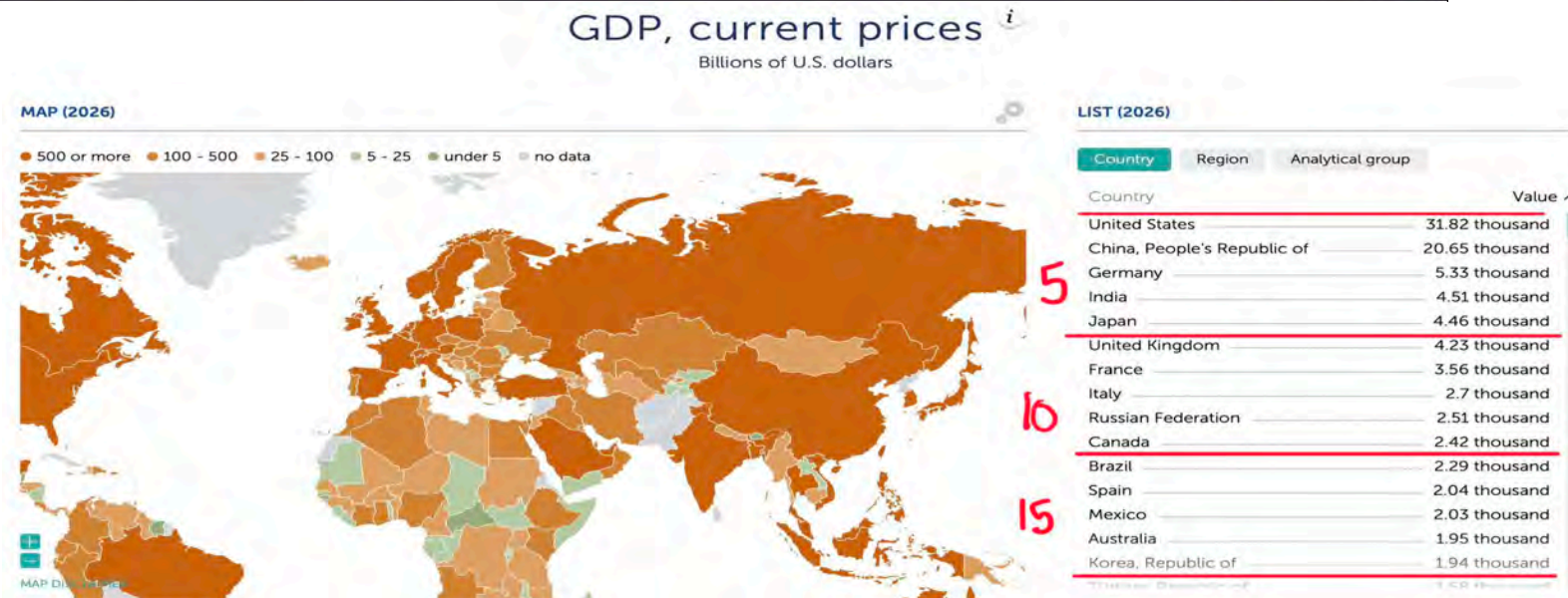
What's bigger, Greenland or South America?



10 Largest Economies In The World In 2024 (As per GDP)



GDP, current prices
Billions of U.S. dollars



Largest economies in the world by GDP in **2026** according to [International Monetary Fund](https://www.imf.org)

Value + *Values*

Democracy
Individual Liberty

Human Rights
Rule of Law

This is our glue
6 of Top 10

The North Atlantic Treaty

Aka

“The
Washington
Treaty”

4 April 1949

76 Years Old

Article 1
The Parties undertake, as set forth in the Charter of the United Nations, to settle any international disputes in which they may be involved by peaceful means in such a manner that international peace and security, and justice, are not endangered, and to refrain in their international relations from the threat or use of force in any manner inconsistent with the purposes of the United Nations.

Article 2
The Parties will contribute toward the further development of peaceful and friendly international relations by strengthening their free institutions, by bringing about a better understanding of the principles upon which these institutions are founded, and by promoting conditions of stability and well-being. They will seek to eliminate conflict in their international economic policies and will encourage economic collaboration between any or all of them.

Article 3
In order more effectively to achieve the objectives of this Treaty, the Parties, separately and jointly, by means of continuous and effective self-help and mutual aid, will maintain and develop their individual and collective capacity to resist armed attack.

Article 4
The Parties will consult together whenever, in the opinion of any of them, the territorial integrity, political independence or security of any of the Parties is threatened.

Article 5
The Parties agree that an armed attack against one or more of them in Europe or North America shall be considered an attack against them all and consequently they agree that, if such an armed attack occurs, each of them, in exercise of the right of individual or collective self-defense recognized by Article 51 of the Charter of the United Nations, will assist the Party or Parties so attacked by taking forthwith, individually and in concert with the other Parties, such action as it deems necessary, including the use of armed force, to restore and maintain the security of the North Atlantic area.

Any such armed attack and all measures taken as a result thereof shall immediately be reported to the Security Council. Such measures shall be terminated when the Security Council has taken the measures necessary to restore and maintain international peace and security.

Article 6
For the purpose of Article 5 an armed attack on one or more of the Parties is deemed to include an armed attack on the territory of any of the Parties in Europe or North America, on the Algerian departments of France, on the occupation forces of any Party in Europe, on the islands under the jurisdiction of any Party in the North Atlantic area north of the Tropic of Cancer or on the vessels or aircraft in this area of any of the Parties.

Article 7
This Treaty does not affect, and shall not be interpreted as affecting, in any way the rights and obligations under the Charter of the Parties which are members of the United Nations, or the primary responsibility of the Security Council for the maintenance of international peace and security.

Article 8
Each Party declares that none of the international engagements now in force between it and any other of the Parties or any third state is in conflict with the provisions of this Treaty, and undertakes not to enter into any international engagement in conflict with this Treaty.

States, have been deposited and shall come into effect with respect to other states on the date of the deposit of their ratifications.

Article 11
After the Treaty has been in force for ten years, or at any time thereafter, the Parties shall, if any of them so requests, consult together for the purpose of reviewing the Treaty, having regard for the factors then affecting peace and security in the North Atlantic area, including the development of universal as well as regional arrangements under the Charter of the United Nations for the maintenance of international peace and security.

Article 12
After the Treaty has been in force for twenty years, any Party may cease to be a party one year after its notice of denunciation has been given to the Government of the United States of America, which will inform the Governments of the other Parties of the deposit of each notice of denunciation.

Article 14
This Treaty, of which the English and French texts are equally authentic, shall be deposited in the archives of the Government of the United States of America. Duly certified copies thereof will be transmitted by that Government to the Governments of the other signatories.

Article 9
The Parties hereby establish a council, on which each of them shall be represented, to consider matters concerning the implementation of this Treaty. The council shall be so organized as to be able to meet promptly at any time. The council shall set up such subsidiary bodies as may be necessary; in particular it shall establish immediately a defense committee which shall recommend measures for the implementation of Articles 3 and 5.

Article 10
The Parties may, by unanimous agreement, invite any other European state in a position to further the principles of this Treaty and to contribute to the security of the North Atlantic area to accede to this Treaty. Any state so invited may become a party to the Treaty by depositing its instrument of accession with the Government of the United States of America. The Government of the United States of America will inform each of the Parties of the deposit of each such instrument of accession.

Article 11
This Treaty shall be ratified and its provisions carried out by the Parties in accordance with their respective constitutional processes. The instruments of ratification shall be deposited as soon as possible with the Government of the United States of America, which will notify all the other signatories of such deposit. The Treaty shall enter into force between the states which have ratified it as soon as the ratifications of the majority of the signatories, including the ratifications of Belgium, Canada, France, Luxembourg, the Netherlands, the United Kingdom and the United

NATO's
purpose: to
guarantee the
freedom and
security of its
members
through **political**
and military
means

BELGIUM (1949)	UNITED STATES (1949)	LITHUANIA (2004)
CANADA (1949)	GREECE (1952)	ROMANIA (2004)
DENMARK (1949)	TÜRKIYE (1952)	SLOVAKIA (2004)
FRANCE (1949)	GERMANY (1955)	SLOVENIA (2004)
ICELAND (1949)	SPAIN (1982)	ALBANIA (2009)
ITALY (1949)	CZECHIA (1999)	CROATIA (2009)
LUXEMBOURG (1949)	HUNGARY (1999)	MONTENEGRO (2017)
NETHERLANDS (1949)	POLAND (1999)	NORTH MACEDONIA (2020)
NORWAY (1949)	BULGARIA (2004)	FINLAND (2023)
PORTUGAL (1949)	ESTONIA (2004)	SWEDEN (2024)
UNITED KINGDOM (1949)	LATVIA (2004)	

 2009 Albania	 1949 Belgium	 2004 Bulgaria	 1949 Canada	 2009 Croatia	 1999 Czechia
 1949 Denmark	 2004 Estonia	 2023 Finland	 1949 France	 1955 Germany	 1952 Greece
 1999 Hungary	 1949 Iceland	 1949 Italy	 2004 Latvia	 2004 Lithuania	 1949 Luxembourg
 2017 Montenegro	 1949 Netherlands	 2020 North Macedonia	 1949 Norway	 1999 Poland	 1949 Portugal
 2004 Romania	 2004 Slovakia	 2004 Slovenia	 1982 Spain	 2024 Sweden	 1952 Türkiye
 1949 United Kingdom	 1949 United States				



WORKING TOGETHER FOR PEACE AND SECURITY

International organisations do not work in isolation. They complement each other to help create a peaceful environment in which economies can flourish and individuals prosper.

THE UNITED NATIONS



aims to maintain peace and security and help develop economic, social, cultural and humanitarian cooperation throughout the world. It has nearly 200 member countries and provides the legal basis for the North Atlantic Treaty Organization.

THE ORGANIZATION FOR SECURITY AND CO-OPERATION IN EUROPE OSCE

aims to develop democracy and human rights in Europe. It also takes measures to encourage preventive diplomacy, conflict prevention, the peaceful resolution of conflicts and disarmament.

THE COUNCIL OF EUROPE



focuses on human rights, the rule of law and the respect of democratic principles. It covers all other major issues except for defence.

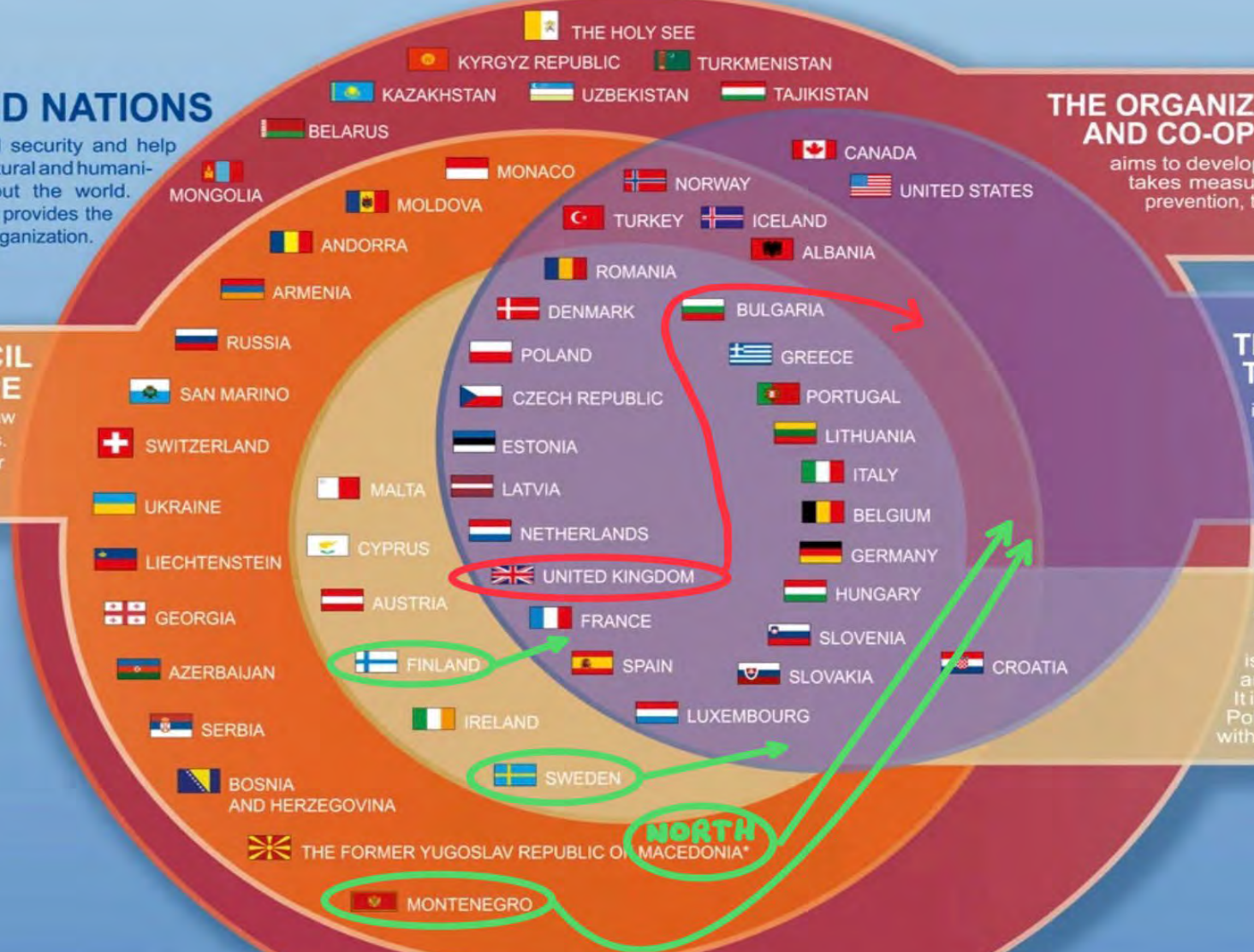
THE NORTH ATLANTIC TREATY ORGANIZATION NATO OTAN

is committed to protecting its members through political and military means. It also encourages consultation and cooperation with non-NATO countries in a wide range of security-related areas and undertakes crisis management operations.

THE EUROPEAN UNION



is striving for closer political, economic, financial and social integration of its members. It is developing the European Security and Defence Policy using the strategic partnership established with NATO on security issues.



The President



Secretary of Defense



Chairman Joint Chiefs of Staff



Secretary of State





You Can't Surge Relationships

NATO Treaty, Article 4

“The Parties will consult together whenever, in the opinion of any of them, the territorial integrity, political independence or security of any of the Parties is threatened.”

10 February 2003, Turkey formally invoked Article 4, asking for consultations in the NAC on defensive assistance from NATO in the event of a threat to its population or territory resulting from armed conflict in neighboring Iraq. NATO agreed a package of defensive measures and conducted Operation Display Deterrence from the end of February to early May 2003.

22 June 2012, Turkey requested a NAC meeting under Article 4 after one of its fighter jets was shot down by Syrian air defense forces.

3 October 2012, Turkey requested Article 4 NAC consultations when five Turkish civilians were killed by Syrian shells. Following these incidents, on 21 November 2012, Turkey requested the deployment of Patriot missiles. NATO agreed to this defensive measure to help Turkey defend its population and territory, and to help de-escalate the crisis along the border.

3 March 2014, Poland invoked Article 4 following increasing tensions in neighboring Ukraine, as a result of Russia’s aggressive actions.

26 July 2015, Turkey requested that the NAC convene in view of the seriousness of the situation following terrorist attacks, and to inform Allies of the measures it was taking.

28 February 2020, Turkey requested consultations following the death of Turkish soldiers in air strikes by the Syrian regime and its backer Russia in Idlib province.

24 February 2022, Bulgaria, Czechia, Estonia, Latvia, Lithuania, Poland, Romania and Slovakia requested to hold consultations under Article 4 following Russia’s full-scale invasion of Ukraine.



NATO Treaty, Article 5

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Only ONCE



“Let’s Roll”



NATO Treaty, Article 3

“In order more effectively to achieve the objectives of this Treaty, the Parties, separately and jointly, by means of continuous and effective self-help and mutual aid, will maintain and develop their individual and collective capacity to resist armed attack.”

1949



1952



1955



1982



1999



2004



2009



2017



2020



2022



Names and boundary representation are not necessarily authoritative.



© DEFENSIE – Michael Moors

NATO Decision Making



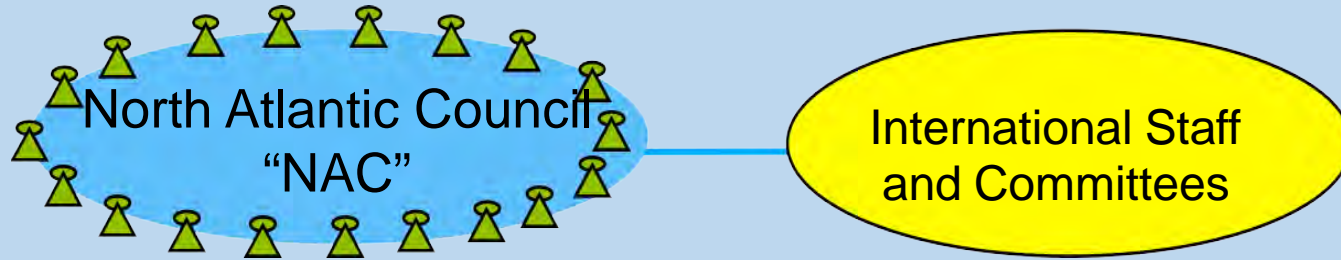
- Consensus
- Silence
- Footnoting

Civil Organization



Secretary General
Mark Rutte
“SECGEN” 2024

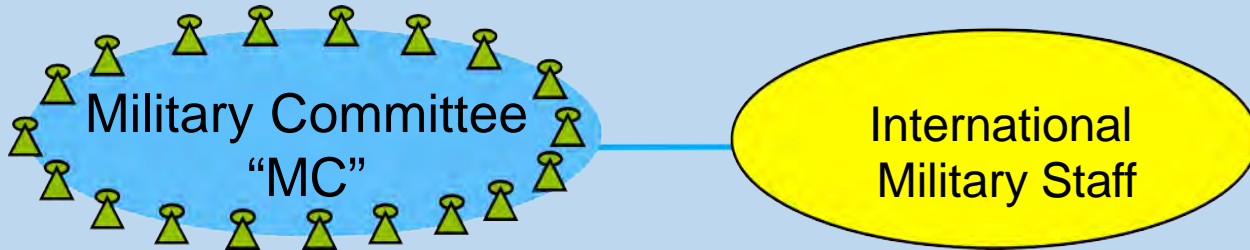
NATO Basic Structure



Military Organization



Chair Military Committee
Admiral Giuseppe Cavo Dragone
Italian Navy
“CMC” 2025



Strategic Commands

Supreme Allied Commander Europe

General Alexis G. Grynkewich

"SACEUR" 2025 (COMUSEUCOM)



Supreme Allied Commander Transformation

Admiral Pierre Vandier, French Navy
“SACT” 2024

SACT and SACO



ADM P.
VANDIER
FN

**ALLIED COMMAND
TRANSFORMATION (ACT)
NORFOLK, VA USA**



GEN. A.
GRYNKEWICH
USAF



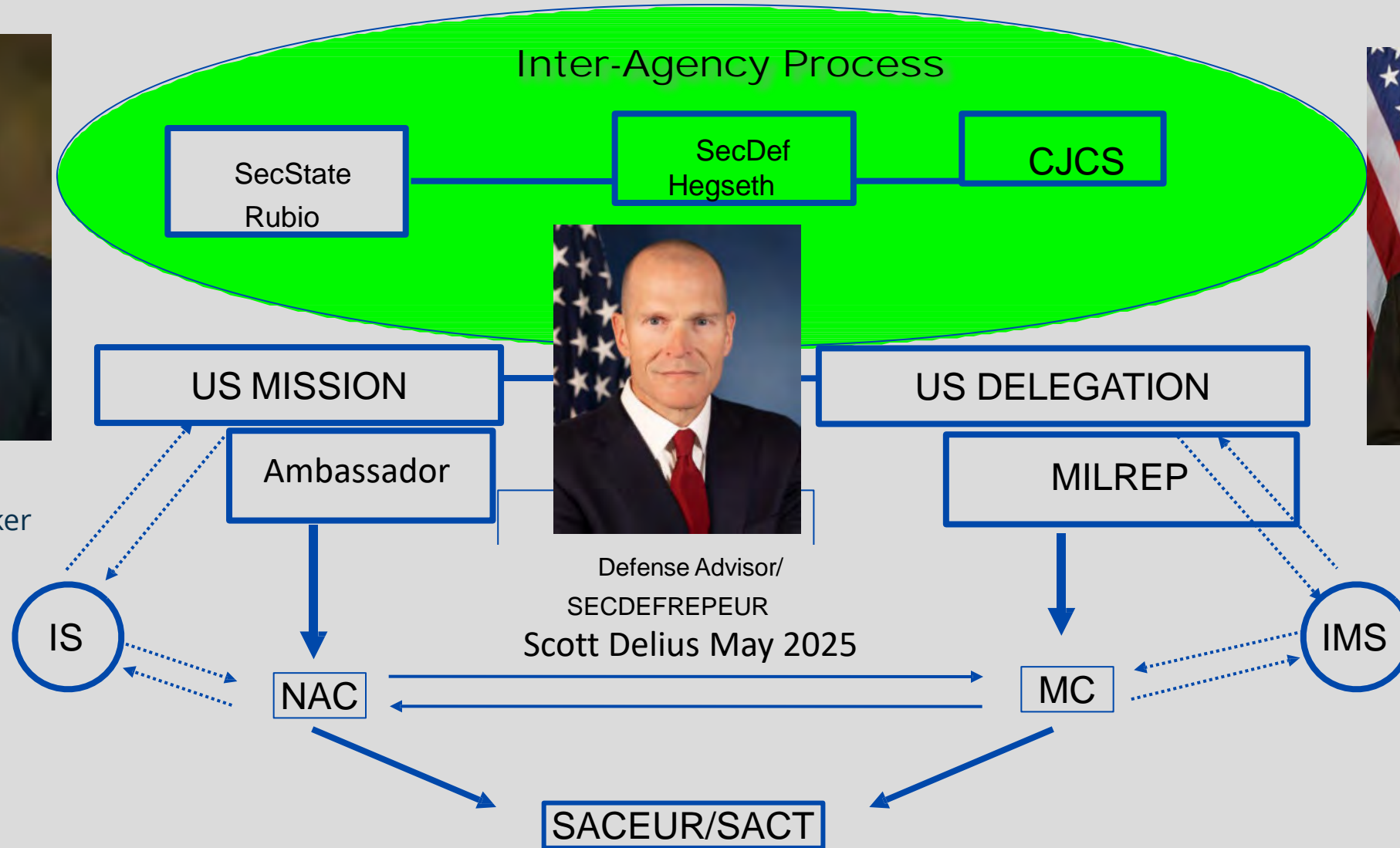
**SUPREME HEADQUARTERS
ALLIED POWERS EUROPE (SHAPE)
ALLIED COMMAND OPERATIONS
MONS, BELGIUM**



United States Representation at NATO HQ



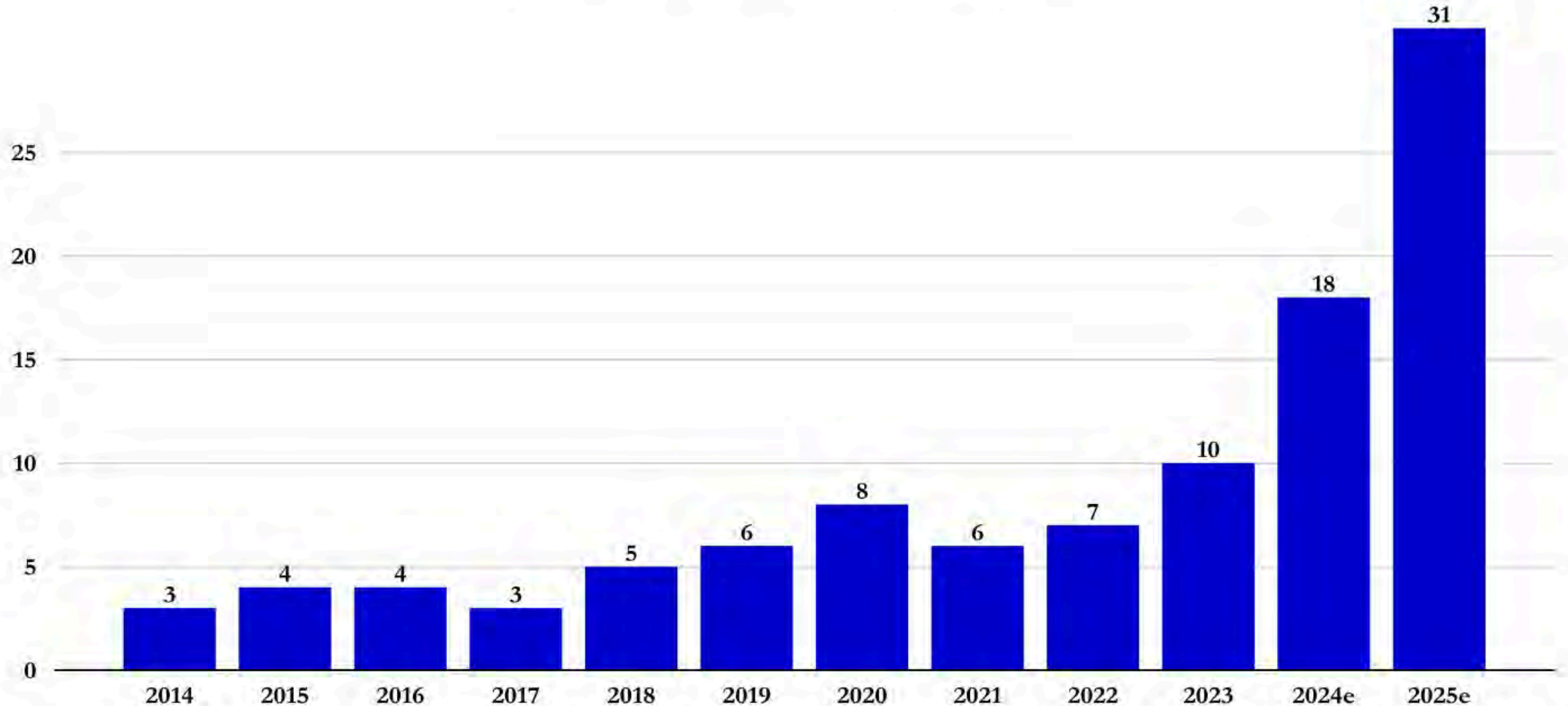
Ambassador
Matthew G. Whitaker
April 2025



MilRep
Lieutenant General
W.D. "Hank" Taylor
November 2025

May 2026

Graph 2: Number of Allies meeting 2%



Notes: Data as at 3 June 2025, based on 2021 prices and exchange rates. Figures for 2024 and 2025 are estimates. The NATO aggregates from 2017 onwards include Montenegro, which became an Ally on 5 June 2017, from 2020 onwards include North Macedonia, which became an Ally on 27 March 2020, from 2023 onwards include Finland, which became an Ally on 4 April 2023, and from 2024 onwards include Sweden, which became an Ally on 7 March 2024. As Iceland has no armed forces, it does not have a traditional defence budget and is not included in the number of Allies meeting the 2% benchmark.

4 Multinational Battlegroups

ESTONIA:

- United Kingdom
- Belgium
- Denmark
- France
- Iceland

LITHUANIA:

- Germany
- Belgium
- Czech Republic
- Iceland
- The Netherlands
- Norway

LATVIA:

- Canada
- Albania
- Czech Republic
- Italy
- Montenegro
- Poland
- Slovakia
- Slovenia
- Spain

POLAND:

- United States
- Croatia
- Romania
- United Kingdom

 Framework Nation
 Contributing Nation

Valid as of 23 April 2019



NATO Enhanced Forward Presence

The National Guard's State Partnership with Ukraine

> [Home](#) > [NGEF Blog Post](#) > The National Guard's State Partnership with Ukraine



U.S. Army Maj. Gen. David Baldwin, adjutant general of the California National Guard, Volodymyr Zelenskyy, president of Ukraine, and California Lt. Gov. Eleni Kounalakis, visited the California Air National Guard's 129th Rescue Wing at Moffett Air National Guard Base, California, Sept. 2, 2021.

(Courtesy of national guard.mil)

By Kevin Brown

The National Guard's State Partnership Program (SPP) has evolved into an effective U.S. security cooperation tool by pairing states with partner nations worldwide. The SPP grew out of the post-Cold War efforts to assist former Communist countries in transitioning to democracy. SPP fosters civil-military cooperation and facilitates the National Guard in providing medical aid and disaster relief to developing countries. This program has grown to **85 partnerships** enhancing security across the globe. The ongoing war in Ukraine has dominated the news and demonstrated the National Guard's foreign assistance efforts in the wake of Russian President Vladimir Putin's full-fledged invasion.

Part 2:

EU

European Union



27 Countries

EU country

Candidate country

Potential candidate country

24 Languages

450 Million People





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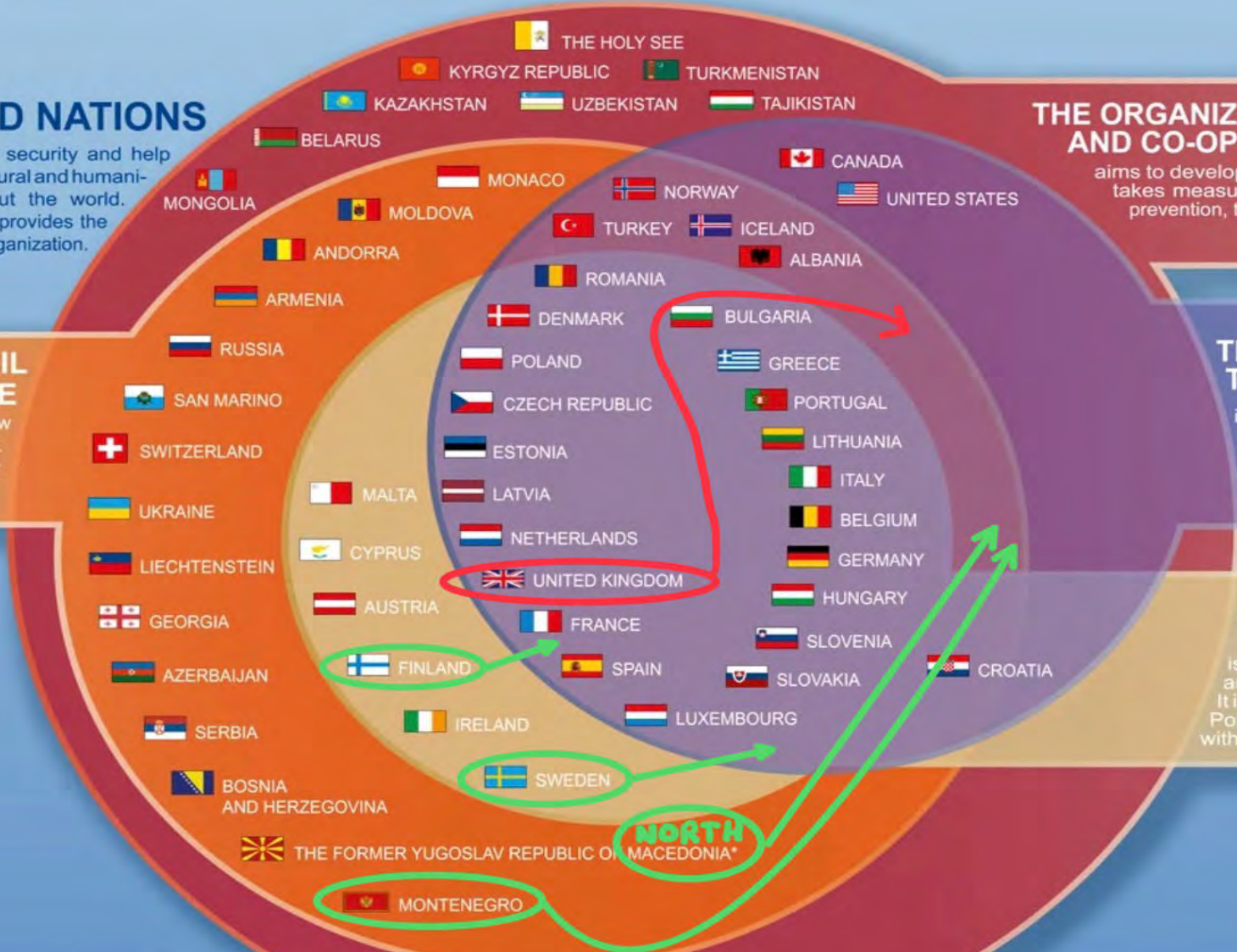
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THE EUROPEAN UNION

is striving for closer political, economic, financial and social integration of its members. It is developing the European Security and Defence Policy using the strategic partnership established with NATO on security issues.



EU HISTORY

BE, FR, GE,
IT, LU, NL
EURO COAL
AND STEEL
COMMU-
NITY

1951

"European
Economic
Community"

1958

*EUROPEAN
ANTHEM
ADOPTED*

1972

"European
Union"

1993

Launch
of the
"EURO"

2002

UK leaves
the EU:

"BREXIT"

2020

- EUROZONE - Countries using euro
- Countries in the EU not using euro
- Countries adopting euro next
- Countries not in the EU using euro



Note: Kaliningrad

“...the...“

1 Euro = US \$ 1.17

12 February, 2026

The Euro – a single European currency

- No fluctuation risk and foreign exchange cost
- More choice and stable prices for consumers
- Closer economic cooperation between EU countries
- Coins: one side with national symbols, one side common
- Notes: No national side

Freedom of Movement: Schengen Zone

- **No police or customs checks at borders between most EU countries**
- **Controls strengthened at the EU's external borders**
- **More cooperation between police from different EU countries**



European Parliament

705 Members of European Parliament (MEPs)

- Sit by party, not nationality
- Only directly elected part of EU
- Elected to 5 year terms
- Seats appointed by MS' population

Political powers

- Approves appointment of Commission
- Censure/fire Commission

Legislative powers

- Shares power with Council on some issues

Budgetary powers

- Must approve EU budget
- Modify certain EU expenditures
- 2 BN Euro budget (ca. 2.18 BN US\$)

Voting age: 18 (AUSTRIA, MALTA 16)



Brussels



Strasbourg



THE EUROPEAN COUNCIL

The European Council defines the EU's overall political direction and priorities and sets the EU's policy agenda. It usually adopts conclusions during European Council meetings which identify issues of concern and actions to take. It does not negotiate or adopt EU laws.

The European Commission

Commission is the EU's executive arm and **runs the Union day-to-day**

- **27 Members (one per MS) – 5 year term**
- **Has power of the purse**
- “Guardian of the treaties”
- **Significant power player internationally**
 - Actions binding abroad (esp. in US)
- **Will enforce any new Euro regulations**
- Commissioners are appointed by EU members, do not represent member states' views
- **Can negotiate and act on its own**

Key Players, Their Leaders

Malta



The European Parliament

"Voice of the People"

MEPS -- Members of the European Parliament

ROBERTA METSOLA, President

Strasbourg + Brussels

The European Council

"Voice of the Member States"

Leaders of all EU Countries

ANTONIO COSTA, President

Brussels

The European Commission

EU's Civil Service. Proposes Actions and Laws

URSULA VAN DER LEYEN, President

Brussels



Portugal

Germany



Part 3:

Concluding Thoughts



I Love CAPSTONE!

Opportunity

Luck is what happens when
preparation meets *opportunity*...

-Roman philosopher Seneca

*Together you can really make a difference,
and it can be really meaningful and
wonderful...*



Ambassador

*a person who acts as a representative or promoter
of a specified activity*

Diplomat

*a person who can deal with people
in a sensitive and effective way*

*And YOU,
can make a difference,
and it can be,
... really exciting!*



Takeaways

There is a really good reason NATO was created
NATO is both Political and Military
NATO requires shared basic Values

The EU is Political
The EU is complex
Europe wants to do better than their history

I love NATO, Maps, and CAPSTONE!

Thank YOU for being here this week