

# LoD-21

## [Hybrid Threats]

Col Prof Adrian Lesenciuc. PhD  
Vice-Rector for Science

Tuesday, 25 November 2025, 68th IG Meeting, Thessaloniki, Greece



## LoD-21 *Hybrid Threats* Agenda

Tuesday 9 September 2025, 67th IG Meeting, Brussels, Belgium

01

Short report on  
the 1st TTT  
Module Hybrid  
Threats.

Pilot

02

Preparation of  
the 1st Hybrid  
Threats CM.

Pilot

03

Other aspects.  
Status of the  
Journal on Hybrid  
Threats.



## European Initiative for the Exchange of young officers inspired by Erasmus

EMILYO - Military Erasmus - Erasmus Militaire - The initiative



nanoschematic

DNA contains the genetic information that allows all modern living things to function, grow and reproduce. It is a complex molecule that has been the subject of intense research for many years. The structure of DNA has been described as a double helix, with two strands of sugar-phosphate groups twisted around each other, and the nitrogenous bases of the two strands connected by hydrogen bonds. The sequence of the bases determines the genetic code, which is the set of instructions that the cell uses to build proteins. The study of DNA has led to many important discoveries, including the identification of the genetic basis of many diseases and the development of new medical treatments.

# Short report on 1st TTT HTh Module [LoD-21, Hybrid Threats]

Tuesday, 25 November 2025, 68th IG Meeting, Thessaloniki, Greece

# 1st TTT HTh Module

## The achievements so far

Closing registration/ finalizing the list of participants in the [1st TTT M Th], 8-12 December 2025, Brasov, HCAFA

Completing the training programme for the TTT HTh Module

Preparing access details, other organizational aspects

01

02

## Near steps

individual discussions regarding organizational details

attracting European military universities for sending potential trainee

# 1st TTT HTh Module Participants

18 trainees  
5 European countries  
8 military universities

## Bulgaria (6)

Rakovski National Defence College (3)

"Vasil Levski" National Military  
Academy (1)

"Georgi Benkovski" Air Force Academy  
(2)

## Croatia (1)

"Dr. Franjo Tuđman" Croatian Defence  
Academy (1)

## Greece (4)

Hellenic Army Academy (4)

## Spain (2)

Centro Universitario de la Defensa de  
Zaragoza (1)

Academia Militar General Zaragoza (1)

## Romania (5)

„Henri Coandă” Air Force Academy (1)



# 1st Train-the-Trainers Module *Hybrid Threats* [1st TTT M HTh]

8-12 December, 2025

|                                         | [08.00-09.30]                                                                                                                                                                                                                                        | [09.40-11.10]                                                                                                                                                                                                              | [11.50-13.20]                                                                                                                                                              | [13.30-15.00]                                                                                              |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| Monday,<br>8 <sup>th</sup> December     | <b>Official opening</b><br>Col. H. <b>Gell</b><br>(Theresan Military Academy, AT)<br>Maj. Ch. <b>Christoforos</b><br>(European Security and Defense College; EU)<br>Brig Gen Assoc Prof. M. <b>Šerbeszki</b><br>(Henri Coandă Air Force Academy, RO) | <b>Hybrid Warfare and Hybrid Threats. General Issues</b><br><br>Col. Prof. A. <b>Lesenciuc</b> (Henri Coandă Air Force Academy, RO)                                                                                        | <b>European Experience in Countering Hybrid Threats</b><br><br>Col. Prof. A. <b>Lesenciuc</b> (Henri Coandă Air Force Academy, RO)                                         | <b>Countering Disinformation</b><br><br>LtCol Prof. T. <b>Simoens</b> (Belgian Royal Military Academy, BE) |
| Tuesday,<br>9 <sup>th</sup> December    | <b>Fighting Disinformation</b><br><a href="#">[Case studies]</a><br>Info Radar Platform, General Directorate of Information and Public Relations, Romanian MoD, Bucharest                                                                            |                                                                                                                                                                                                                            | <b>Fighting Disinformation</b><br><a href="#">[Case studies]</a><br>National Institute for Intelligence Studies<br>Mihai Viteazul National Intelligence Academy, Bucharest |                                                                                                            |
| Wednesday,<br>10 <sup>th</sup> December | <b>Threat Vectors. Diplomatic Vector</b><br><a href="#">[online]</a><br><br>Assoc Prof. I. <b>Gajauskaitė</b><br>(National Crisis Management Centre/ Bureau of Analysis, MoD/ Office of the Government of the Republic of Lithuania, LT)             | <b>Societal Resilience</b><br><a href="#">[online]</a><br><br>Assoc Prof. I. <b>Gajauskaitė</b><br>(National Crisis Management Centre/ Bureau of Analysis, MoD/ Office of the Government of the Republic of Lithuania, LT) | <b>Ethics in Hybrid Warfare</b><br><br>Assoc Prof. I. <b>Lekea</b> (Hellenic Air Force Academy, GR)                                                                        | <b>Ethics in Hybrid Warfare</b><br><br>Assoc Prof. I. <b>Lekea</b> (Hellenic Air Force Academy, GR)        |



## 1st Train-the-Trainers Module *Hybrid Threats* [1st TTT M HTh]

8-12 December, 2025

|                                        | [08.00-09.30]                                                                                                                               | [09.40-11.10]                                                                                                                                                 | [11.50-13.20]                                                                                                                                                                                                                                                                                       | [13.30-15.00]                                                                                                                                                                           |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Thursday,<br>11 <sup>th</sup> December | <p><b>Emerging Technologies and AI</b></p> <p>Col Assoc Prof. L. <b>Gherman</b><br/>(Henri Coandă Air Force Academy, RO)</p>                | <p><b>Russian Hybrid Warfare</b></p> <p>Col. Prof. A. <b>Lesenciuc</b> (Henri Coandă Air Force Academy, RO)</p>                                               | <p><b>National StratDocs regarding Hybrid Threats</b><br/>[online]</p> <p>Col Prof. G. <b>Akrap</b> (Hybrid Warfare Research Institute<br/>Franjo Tudman Defense and Security University, HR)</p>                                                                                                   | <p><b>Information Supremacy</b><br/>[online]</p> <p>Col Prof. G. <b>Akrap</b> (Hybrid Warfare Research Institute<br/>Franjo Tudman Defense and Security University, HR)</p>             |
| Friday,<br>12 <sup>th</sup> December   | <p><b>Counterindurgency (COIN) &amp; Hybrid Threats</b></p> <p>Col Assoc Prof C. <b>Roman</b><br/>(Henri Coandă Air Force Academy, RO))</p> | <p><b>Terrorism &amp; Hybrid Threats. Counter Terrorism</b></p> <p>Assist Prof. A. <b>Stoian-Karadeli</b><br/>(University of Texas Rio Grande Valley, US)</p> | <p><b>Final remarks</b></p> <p>Col. Prof. A. <b>Lesenciuc</b><br/>Col Assoc Prof. L. <b>Gherman</b> (Henri Coandă Air Force Academy, RO<br/>Assoc Prof. I. <b>Lekea</b> (Hellenic Air Force Academy, GR)<br/>Assist Prof. A. <b>Stoian-Karadeli</b> (University of Texas Rio Grande Valley, US)</p> | <p><b>Official dinner</b></p> <p><b>Official closing</b></p> <p>Brig Gen Assoc Prof M. <b>Serbeszki</b><br/>Col Assoc Prof C. <b>Roman</b><br/>(Henri Coandă Air Force Academy, RO)</p> |



# Preparation for the LoD-21 Hybrid Threats Common Module [HTh CM] [LoD-21, Hybrid Threats]

Tuesday, 25 November 2025, 68th IG Meeting, Thessaloniki, Greece

# 1st HTh Common Module

## The achievements so far

proposing draft syllabi for the Hybrid Threats Common Module, organized as BIP

establishing the program for the 1st HTh Common Module

01

02

## Near future plan

revision and implementation of the 1st Common Module HTh, Summer Semester 2026 (3 ECTS, 34 of 75 WH *in situ*), in parallel with IADS

building a pool of lecturers specialized in the key areas of HTh (InfoOps: PsyOps, Cyber, Electronic Warfare, MilDec etc., Social Networks, AI, Emerging technologies, StratCom, Critical Infrastructure, Deterrence & Resilience, military doctrines & strategies) -

**permanently**

convincing/ persuading European military academies to include *Hybrid threats* in their curriculum, at least at the level of debate topics in different syllabi -

**permanently**

# Responsibilities, general data concerning syllabus

- responsible people for presenting syllabi and the common module relevant topics: **Adrian Lesenciuc**
- the syllabus: **3 ECTS** (the module could be organized as a BIP), total **75** hours, **2** weeks (1 week online, 1 week *in situ*):
- lecture units (45min)/1 ECTS: 10-16 (30-40%) residential; 4-8 (10-20%) tutorials; 16-24 (40-60%) self-studies
- Proposals:
  - **30** WH (40%) residentials (online & *in situ*)
  - **8** WH (10,66%) tutorials (*in situ*)
  - **37** WH (49,33%) self-studies (online & *in situ*)



# HTh CM syllabus

|               |                                                 |                                 |           |
|---------------|-------------------------------------------------|---------------------------------|-----------|
| Country<br>RO | Institution<br>„Henri Coandă” Air Force Academy | Common Module<br>Hybrid Threats | ECTS<br>3 |
|---------------|-------------------------------------------------|---------------------------------|-----------|

|                     |                                                                                                                                                                                                                                                                                                                     |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Service(s)<br>ALL   | Minimum Qualification of Instructors                                                                                                                                                                                                                                                                                |
| Language<br>English | <ul style="list-style-type: none"> <li>EQF-7 (or equivalent experience) in relevant areas (Security studies, Political studies, Sociology, Communication, Management, Engineering)</li> <li>English: Common European Framework of Reference Languages (CEFR) Level C1 or NATO STANAG Level 3 (SLP 3333).</li> </ul> |
| SQF<br>MILOF        | <ul style="list-style-type: none"> <li>Competence area – Military service member.</li> <li>Learning area – National and international security policy and strategy</li> <li>Organisational level – Single arm/branch - join/ multiple service.</li> </ul>                                                           |

|                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Prerequisites for international participants                                                                                                                                                                                                      | Contents of the Module:                                                                                                                                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>English: Common European Framework of Reference Languages (CEFR) Level B1 or NATO STANAG Level 2 (SLP 2222).</li> <li>Using information and communication technology</li> <li>Learning autonomy</li> </ul> | <ul style="list-style-type: none"> <li>Learn about hybrid threats to both military and civilian entities</li> <li>Identify narrative that can produce threats, ideologies and disinformation tools and sources by applying hybrid threats identifications models</li> <li>Identify and evaluate methods of protection and countering hybrid threats</li> </ul> |

|                   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Learning outcomes | Knowledge | <ul style="list-style-type: none"> <li>Understand the concept of hybrid threats in EU/ NATO and Russian concepts of hybrid warfare and hybrid threats</li> <li>Understand the current security environment, the evolution of security challenges, the major topics in the area of CSDP</li> </ul>                                                                                                                                                                                                                                                                                                                      |
|                   | Skills    | <ul style="list-style-type: none"> <li>Identify the roles and responsibilities of national, European and Euro-Atlantic bodies in countering hybrid threats; Identify the good practices of cooperation in countering hybrid threats</li> <li>Identify the roles and responsibilities of the structures in national security system and at the European level that have responsibilities in preventing and countering hybrid threats</li> <li>Identify/ analyse major hybrid challenges to national and regional security, European security and the security of the member states of the European community</li> </ul> |

|                           |                                                                                                                                                                                                  |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Responsibility & Autonomy | <ul style="list-style-type: none"> <li>Make autonomous decisions in coherence with the knowledge about hybrid warfare and hybrid threats</li> <li>Experience simulated hybrid attacks</li> </ul> |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Verification of learning outcomes:                                                                                                                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>Test. Multiple choice test of 30 randomized questions on the knowledge acquired at the end of the module, including particular cases to analyse – 80%</li> <li>Seminar. Active participation in the seminar, under supervision of course director and assisting staff, with evaluation at the end of the residential phase – 20%</li> </ul> |
| To pass, the participant has to participate actively in the seminar and achieve the grade pass on the written assignment.                                                                                                                                                                                                                                                          |

# HTh CM syllabus

residentials:

30 WH

tutorials:

8 WH

self-studies:

37 WH

online: 4 WH

*in situ*: 26 WH

online: 0 WH

*in situ*: 8 WH

online: 10 WH

*in situ*: 27 WH



Common Module  
Hybrid Threats  
Module Description

Implementation Group  
Doc.: IG/2025  
Date: DD MM 2025  
Origin: HCAFA

| Module details                                                                      |                 |                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1 Online preparation phase: both synchronized and independent preparation         |                 |                                                                                                                                                                                                                                                                                                                                   |
| Main Topic                                                                          | Re-commended WH | Details                                                                                                                                                                                                                                                                                                                           |
| Introduction. Online synchronised [residentials]                                    | 4               | <ul style="list-style-type: none"> <li>Online synchronised. Schools and paradigms of security. The Copenhagen School</li> <li>Security/ defence strategies. Vulnerabilities, threats and risks to national security</li> </ul>                                                                                                    |
| Preparatory assignments. Online independent [self study]                            | 10              | <ul style="list-style-type: none"> <li>Preparation and short presentation</li> </ul>                                                                                                                                                                                                                                              |
| <b>Total</b>                                                                        | <b>16</b>       |                                                                                                                                                                                                                                                                                                                                   |
| 1.2 <i>In situ</i> preparation phase: both synchronized and independent preparation |                 |                                                                                                                                                                                                                                                                                                                                   |
| Hybrid warfare. Hybrid threats. [residentials]                                      | 4               | <ul style="list-style-type: none"> <li>Hybrid warfare. Framework of reference and application</li> <li>Hybrid threats</li> </ul>                                                                                                                                                                                                  |
| Hybrid: What's in a Name? [tutorials]                                               | 4               | <ul style="list-style-type: none"> <li>Military perspective. Civilian perspective</li> </ul>                                                                                                                                                                                                                                      |
| Hybrid threats vectors [residentials]                                               | 6               | <ul style="list-style-type: none"> <li>Information vectors. New technologies</li> <li>Political/ diplomatic, economic, social and cultural vectors</li> <li>Military vectors</li> </ul>                                                                                                                                           |
| Regional and global actors [residentials]                                           | 6               | <ul style="list-style-type: none"> <li>Russian hybrid warfare (Gibridnaya vojna)</li> <li>China. Regional powers</li> <li>Non-state actors</li> </ul>                                                                                                                                                                             |
| Russian hybrid warfare [tutorials]                                                  | 4               | <ul style="list-style-type: none"> <li>European and American perspective. Russian perspective</li> </ul>                                                                                                                                                                                                                          |
| Countering hybrid threats [residentials]                                            | 6               | <ul style="list-style-type: none"> <li>Security education. Security culture. Societal resilience</li> <li>Military response to hybrid threats</li> <li>EU practices and recommendations</li> </ul>                                                                                                                                |
| Ethics of hybrid confrontations [residentials]                                      | 4               | <ul style="list-style-type: none"> <li>Military ethics in hybrid confrontations</li> </ul>                                                                                                                                                                                                                                        |
| <b>Total lecture WH</b>                                                             | <b>34</b>       |                                                                                                                                                                                                                                                                                                                                   |
| Additional hours (WH) to increase the learning outcomes                             |                 |                                                                                                                                                                                                                                                                                                                                   |
| Self-Studies                                                                        | 27              | <ul style="list-style-type: none"> <li>For reflecting the teaching hours. Separate hours for in-depth studies on an as-required basis. Those hours comprise work of students revisiting course documents and working through additional material provided by course staff, to improve skills and consolidate knowledge</li> </ul> |
| <b>Total WH</b>                                                                     | <b>75</b>       | The detailed amount of hours for the respective main topic is up to the course director according to national law or home institution's rules.                                                                                                                                                                                    |

Total residentials (online & *in situ*): 30 WH (40%)

Total tutorials (*in situ*): 8 WH (10.66%)

Total self-studies (online & *in situ*): 37 WH (49.33%)

Page 3 of 4

Created by Col Prof. Leandru, PhD Chair person L&D-21 ..... 25.11.2025  
 Revised by X ..... DD MM YYYY  
 Revised by Col Assoc. Prof. Gell, PhD / Chairman Military Erasmus (EMILYO) Implementation Group ..... DD MM YYYY  
 Issued with the status of "Common" by the Implementation Group ..... DD MM YYYY

## February 2026

| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
|--------|--------|---------|-----------|----------|--------|----------|
| 1      | 2      | 3       | 4         | 5        | 6      | 7        |
| 8      | 9      | 10      | 11        | 12       | 13     | 14       |
| 15     | 16     | 17      | 18        | 19       | 20     | 21       |
| 22     | 23     | 24      | 25        | 26       | 27     | 28       |
|        |        |         |           |          |        |          |

69 IG Meeting, Oslo, Norway

Venue: „Henri Coandă” Air  
Force Academy, Braşov,  
Romania

## March 2026

online

| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
|--------|--------|---------|-----------|----------|--------|----------|
| 1      | 2      | 3       | 4         | 5        | 6      | 7        |
| 8      | 9      | 10      | 11        | 12       | 13     | 14       |
| 15     | 16     | 17      | 18        | 19       | 20     | 21       |
| 22     | 23     | 24      | 25        | 26       | 27     | 28       |
| 29     | 30     | 31      |           |          |        |          |
|        |        |         |           |          |        |          |

16-20 March, 2025

International  
Air  
Defence  
Semester  
[IADS]

in situ

AFASTUD Int'l Students Conference (27 ed)

68th IG Meeting,  
Thessaloniki, Greece

# Deadlines

69th IG Meeting,  
Oslo, Norway

October 25, 2025

finalizing  
the agenda of the 1st CM HTh

EMILYO Website

no later than January 15, 2026

registration

2

the training program

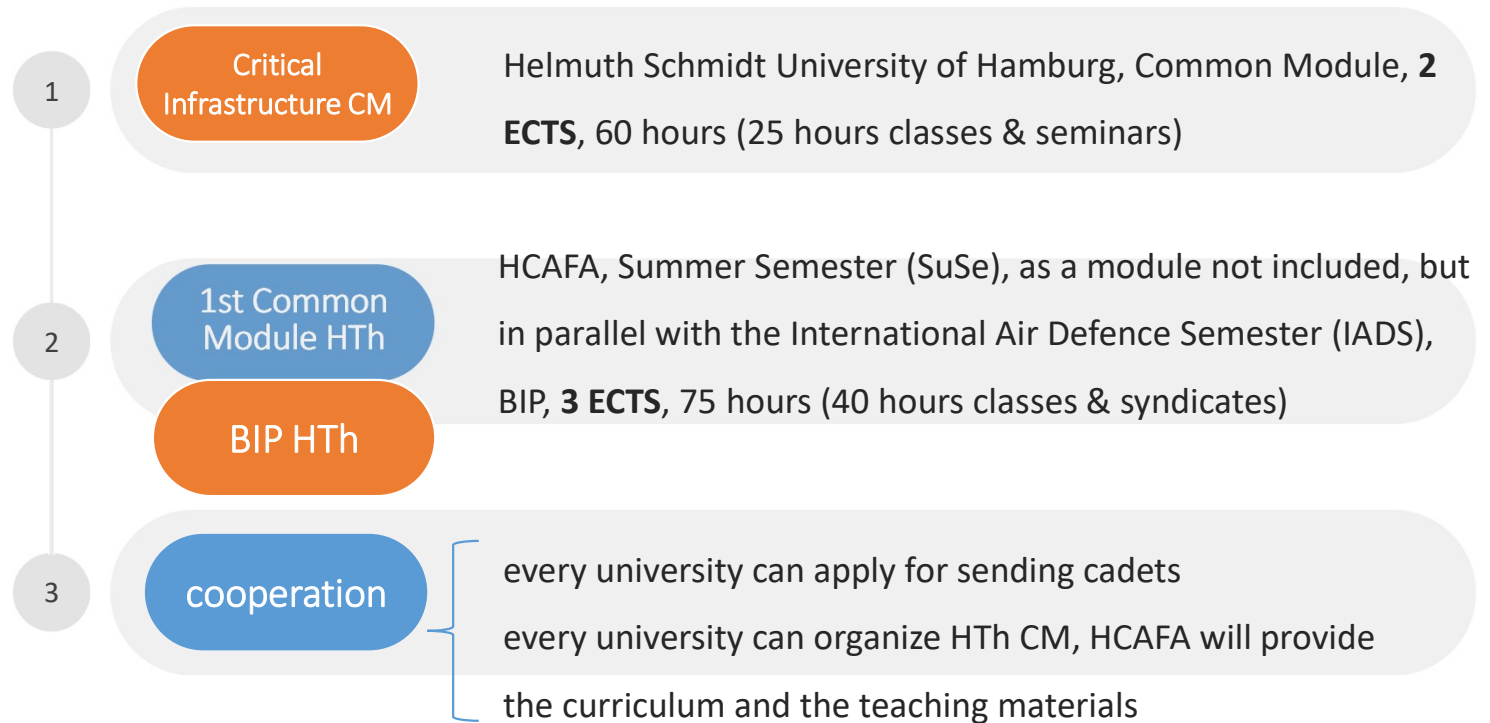
3

adjusting  
the training program

February 15, 2026



# 2026





## Hybrid Journal

call for papers

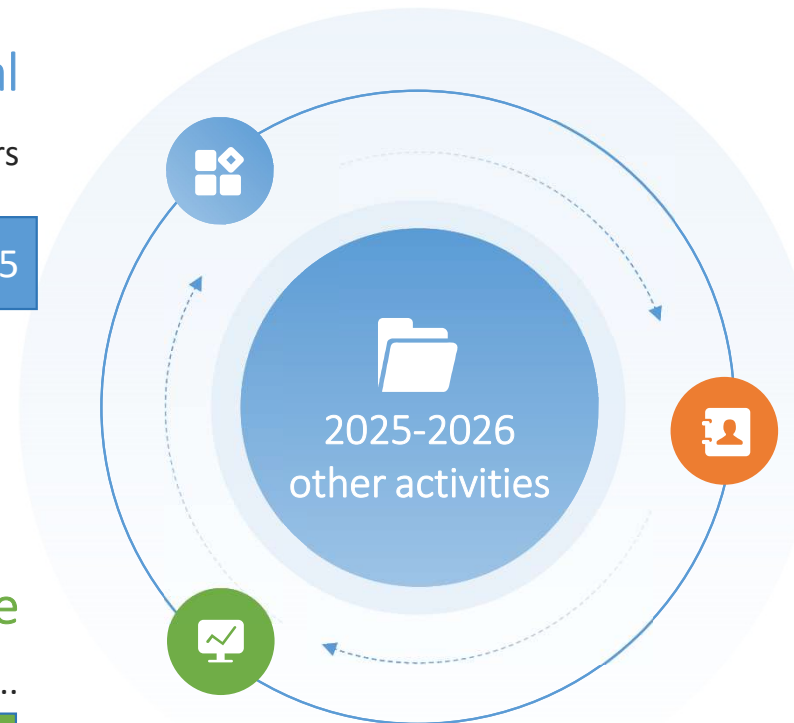
December 15, 2025

first issue: March 2026

## 2nd TTT HTh Module

setting up...

December 15, 2026



## 1st Debate Forum

on Hybrid Threats

May 21-23, 2026

registration: March 2026

# Opportunities

## European Universities ERASMUS-EDU-2026-EUR-UNIV

Opening date: 18 November 2025; Deadline date: 04 March 2026 17:00:00 Brussels time; Type of action: ERASMUS-LS ERASMUS Lump Sum Grants; Type of MGA: ERASMUS Lump Sum Grant [ERASMUS-AG-LS]

### Partner institutions

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/erasmus-edu-2026-eur-univ>

## Small-scale Partnerships

Opening date: 18 December 2025; Deadline date: 05 March 2026 17:00:00 Brussels time; Type of action: ERASMUS-LS ERASMUS Lump Sum Grants; Type of MGA: ERASMUS Lump Sum Grant [ERASMUS-AG-LS]

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/calls-for-proposals?callIdentifier=ERASMUS-SPORT-2026&isExactMatch=true&status=31094501,31094502,31094503&order=DESC&pageNumber=1&pageSize=50&sortBy=startDate> Jean Monet shares Erasmus+ project

## Jean Monnet Networks

<https://oportunitati-ue.gov.ro/en/program/programul-erasmus/actiunile-jean-monnet/#beneficiar-domeniu>



# Proposal for LoD-21 Vice Chair



## Lars Ole Fichte

Helmut-Schmidt-Universität/  
Universität der Bundeswehr Hamburg



Dr Lars Ole Fichte is a Member of the Board of Advisors of the Directed Energy Research Center at the Technology Innovation Institute (TII), a cutting-edge UAE-based scientific research center. In this capacity, he is engaged in supporting DERC's advanced PhD research in the field of statistical methods applied to High Power Electromagnetics.

Dr Fichte is also a leading researcher at the Helmut Schmidt University in Hamburg, Germany, a landmark military educational establishment. Dr Fichte's research interests include precise measurement of electromagnetic fields in EMC test setups, primarily Reverberation chambers, statistical investigations on EMC field tests and the interaction of RF range fields with biological tissue.

Dr Fichte is Chairman of German URSI Commission K, an entity mandated with overseeing Electromagnetics in Biology and Medicine. He is a senior member of the EMC society, and works with various standardisation committees, such as IEC SC77C. Dr Lars Ole Fichte holds a PhD in solving low frequency eddy current problems with a semi-analytical method combining separation and boundary integral methods from Helmut Schmidt University in Germany.





# LoD-21 [Hybrid Threats]

Tuesday, 25 November 2025, 68th IG Meeting, Thessaloniki, Greece



# European Initiative for the Exchange of young officers inspired by Erasmus

EMILYO - Military Erasmus - Erasmus Militaire - The initiative



## LoD-21 [Hybrid Threats]

### Thank you!

nanoschematic

DNA contains the genetic information that allows all living things to function, grow and reproduce. However, it is a complex code that is not fully understood. The DNA has performed this function as it has been passed down from one generation to the next. The DNA is a double helix structure that is made up of two strands of sugar-phosphate groups. The strands are connected by nitrogenous bases. The bases are adenine, thymine, guanine and cytosine. Adenine pairs with thymine and guanine pairs with cytosine. The sequence of the bases determines the genetic code. The genetic code is a set of instructions that tells the cell how to make proteins. Proteins are the building blocks of life. They are made up of amino acids. The sequence of the amino acids determines the shape and function of the protein. The shape and function of the protein determine the cell's behavior. The cell's behavior determines the organism's behavior. The organism's behavior determines the population's behavior. The population's behavior determines the species' behavior. The species' behavior determines the ecosystem's behavior. The ecosystem's behavior determines the planet's behavior. The planet's behavior determines the universe's behavior. The universe's behavior determines the future of life.

Tuesday, 25 November 2025, 68th IG Meeting, Thessaloniki, Greece