



BALTIC DEFENCE COLLEGE



White Book 2011

Summarize

The Baltic Defence College is a first-rate international development centre for security studies, playing a leading role in the higher education of armed forces and of defence and foreign ministry personnel of the Baltic States.

The main objective of the BALTDEFCOL is to provide a high standard of military education and training according to NATO standards to fulfil the needs for officer education that are outlined by the Baltic States. A strong multinational involvement is crucial in order to maintain the high quality of military education in the College. Thus, the Baltic States promote by all available means the participation of all NATO and the EU nations in the BALTDEFCOL by encouraging them to send students to the College and/or to send instructors on a permanent basis.

The Baltic Defence College is an academic institution with a Research and Study Program geared to support the courses taught at BALTDEFCOL, as well as supporting a broader mission to provide the Baltic States with high quality research on a wide variety of security issues, and to serve as a contributor for academic research and thinking for the Baltic Region.

The following courses were conducted during 2011:

- Joint Command and General Staff Course (JCGSC) 2010/2011; August 2010 – June 2011 with 52 students.
- Joint Command and General Staff Course (JCGSC) 2011/2012; August 2011 – June 2012 with 46 students.
- Higher Command Studies Course (HCSC) 2011; August - December 2011 with 15 students

The Baltic Defence College ensures that officers assigned to teach at the College are given advanced education and training opportunities to make them better instructors and also to deepen their understanding of the military profession. The principle of the college is that we graduate to

groups from the Baltic Defence College every year—student graduates have been prepared to take up command and staff duties, and faculty members who have served their tour of duty as teachers and will return to their home nations with advanced professional education and skills developed during their time at the College. The Baltic Defence College policies for faculty development are modelled on the major NATO staff colleges and their best practices.

The integration of JCGSC and CSC is a combination that has drawn attention from our partner nations and has been identified as a progressive and potential role-model for a comprehensive education system. It is a potential what should be turned into strength of the College and of our respective countries as well. The comprehensive approach is the foundation of the contemporary security policy of our respective countries and this is manifest in our course integration. Such interaction provides both courses with crucial understanding of civil-military collaboration in dealing with modern day security.

The Baltic Defence College can look forward with optimism. We are in the middle of a process of evolution where we can see the small steady steps as we adapt for the future. Our contribution makes a genuine difference to the armed forces and organisations whose students we educate. The feedback given to us by former students, who often serve in joint operational positions, shows that our education is relevant and accurate.

Foreword		4
1	Baltic Defence College Staff	9
1.1	Mission, organisation and manning	12
1.2	Cooperation with other defence colleges	15
1.3	Cooperation with the universities	18
1.4	Summary of the Baltic Defence College events in 2011	19
2	Faculties	25
2.1	Operations Department	25
2.2	Department of Defence Management and Officership (DMO)	29
2.3	Department of Political and Strategic Studies DPS	30
2.4	Faculty development and external activities	32
3	Courses at the Baltic Defence College 2011	33
3.1	Joint Command and General Staff Course	33
3.2	Higher Command Studies Course	35
4	Baltic Defence College Research in 2011	38
4.1	Research activities	38
4.2	Academic articles / publications/Conferences	39
4.3	Conferences, Seminars and Workshops at the College	39
4.4	International Academic Research Cooperation	41
4.5	Publications	42
4.6	A. P. Møller Defence Research Library and Information Resources Centre	45
5	Baltic Defence College Development	46
5.1	Courses 2012-2017	47
5.3	Future development of the Higher Command Studies Course	49
5.4	Future development of the Civil Servants Course (CSC)	50

Foreword



This book is a summary of what we have done during 2011 and what we achieved with the given resources. The purpose of this book is to identify our own lessons and compare ourselves with similar institutions. The BALTDEFCOL is a young institution with little more than ten years existence, but during that period we have developed our organisation, methods and personnel from an institution conducting education on the tactical level up to today's focus as an institution conducting education at the joint and strategic level.

The Baltic Defence College is a first-rate international development centre for security studies, playing a leading role in the higher education of armed forces as the defence and foreign ministries of the Baltic States.

Educating advanced students who already have a considerable degree of knowledge and skills when they arrive is a challenge. Our teachers and mentors must be able to adapt and create the best learning environment

for each individual student. Our overall mission is to develop everyone to his or her full potential.

In 2011 we ended the second Joint Command and General Staff Course and started the third course with a focus on NATO planning directives and the operational methods used in all NATO headquarters. Having the course annually greatly improves our lessons identified and lessons learned process. We were able to have a period of faculty development in September 2011 where we could benefit from all the previous experience. From our perspective it is no understatement to say that we have lifted the course to a higher level and are now among the institutions in the forefront of educating officers in NATO's Comprehensive Operational Planning Directive (COPD).

We also decided in 2011 to fully integrate the Civil Servant Course into the Joint Course. This moves us from talking about the Comprehensive Approach in a theoretical sense towards a practical approach in training military and civilians together. This makes us much more capable in terms of understanding the civil and military sides of Peace Support Operations.

The organization of the Baltic Defence College has further developed and the three Baltic States have made a strong commitment to keeping the Baltic Defence College a top quality institution of higher military education. In our vision for the future we will also be a partner to the research and study organisations of the three Baltic States. Our ambition is to bring research into the educational process in order to increase the knowledge of security issues in the region.

Although BALTDEFCOL is similar to other military colleges of NATO countries, there are several features and strengths that enable the BALTDEFCOL to develop course programmes and stay as an attractive institution of military education in Eastern Europe.

The first strength of the BALTDEFCOL is the English medium. The BALTDEFCOL course programmes are all conducted in English language according to NATO standards and procedures. This makes the courses attractive not only for the officers of the Baltic States, but also for students from the member states of NATO, EU, and the countries belonging to the Partnership for Peace (PfP). As an English speaking college our students will be able to deepen and improve the understanding of the language used in multinational operations.

The second strength of the College is its truly international teaching and learning environment, as well as its highly developed network of contacts with the national defence structures of the Baltic States, the European defence academies, and NATO schools and headquarters.

The third strength of the College is the contribution it makes to the Baltic States, the EU, and the Western Alliance by providing students the knowledge and skills they need for multinational command and staff assignments without the need for additional specialized training. This is a feature that makes the BALTDEFCOL different when compared to most traditional national defence colleges

The fourth strength is that Baltic Defence College provides a unique solution to develop the Comprehensive Approach. The Civil Servants Course is combined with Joint Command and General Staff Course. Such interaction provides both courses with crucial understanding of civil-military collaboration in dealing with modern day security concerns.

The BALTDEFCOL has been a highly adaptive and constantly changing institution from its foundation. The College is serious in finding ways to keep our product at the cutting edge. The use of modern information and communication technologies, the review of our student feedback, and the College's assessment methods are all geared to help us give excellent

support to the professional officer development system of the three Baltic States.

The Baltic Defence College student assessment and grading system was revised and reformed and is now based on a system comparable to the higher education institutions under the Bologna Process. This brings our assessment system fully in line with other NATO staff colleges.

In addition, the BALTDEFCOL is a member institution of the International Society for Military Sciences (ISMS), an organization of Western nation staff colleges. During November 2011 the Baltic Defence College hosted the annual conference. With the small resources available the BALTDEFCOL lived up to all expectations and the conference was recognized as a high quality performance. A special thanks to all who were involved in the preparations.

In summary, we are always aware that we need to constantly improve the delivery of our teaching and our working methods as we take the initiative to improve. To move from lessons identified to lessons learned means more involvement from our masters, our directing staff members, our students, our graduates, and other academic institutions in order to keep our curriculum constantly updated and cutting edge.

The Baltic Defence College can look forward with optimism. We are in the middle of a process of evolution where we can see the small steady steps as we adapt for the future. Our contribution makes a genuine difference to the armed forces and organisations whose students we educate. The feedback given to us from former students, who often serve in joint operational positions, shows that our education is relevant and accurate.

In conclusion, I would like to thank everyone who serves at the college, either as a permanent member of the staff, or as a guest lecturer. Without

your spirit, effort and willingness to do a little extra 2011 would not have been such a banner year for us.

A handwritten signature in blue ink, appearing to be 'Meelis Kiili', written in a cursive style.

MEELIS KIILI

Brigadier General (EST Army), Commandant

1 Baltic Defence College Staff

In May 1997 first the heads of the three Baltic Defence Ministry Planning Departments and then the three Baltic Commanders of Armed Forces endorsed the idea, and in the Nordic-Baltic Defence Ministers' meeting in Kuressaare, Estonia, 9-10 June, the ministers *"... considered that the establishment of a Baltic Defence College would be a progressive way to develop the military education system in the Baltic countries. To that end the Ministers decided to set up a working group."*

The first 1999-2000 "Senior Staff Course" (SSC) was scheduled to start on 16 August 1999. Due to the dedication and enthusiasm of both the faculty, the "Directing Staff", the College succeeded, and thus the second, 2000-2001 SSC of initially 37 students could start with a stronger foundation of preparation than the first course.

As early as at the graduation of the first SSC it had become clear that the future course would be likely to outgrow the available physical limits of the College. Many non-Baltic states were willing and interested in sending their officers to study at the Baltic Defence College. The host nation, Estonia, accepted the challenge, and during 2001 the attic of the College wing of the Estonian National Defence College building was developed into a new and larger education area.

The school year 2002-2003 and its staff course of initially 50 students became a period of transition in several ways. The College had become aware that the name of the staff course did not properly underline the character and level of the course to users of normal military English, and it did not clarify the increasing joint armed services education. Therefore the new staff course was named the "Joint Command and Staff Course" (JCSC), which was approved by the College boards. The curriculum in operations was developed towards increasing emphasis on the brigade

level. During that school year the Baltic States, using BALTDEFCOL graduates, established "Junior Staff" or "Captain" courses, thus decisively improving the professional levels of the candidates to future staff courses.

The BALTDEFCOL Long Term Development Plan 2005-2012, prepared in 2005, proposed new directions for College's development. It was suggested to create a Combined Baltic Officers Professional Development System and its program, in order to integrate courses of the BALTDEFCOL into a common system of military education. It also called for increasing the number of civilian academic staff by adding lecturers of conflict studies and defence studies. The plan envisaged expanded teaching in joint combined operations and a revised Civil Servants Course (CSC) with a greater emphasis on the planning and conduct of peace support and crisis response operations.

In autumn 2005, after Baltic Military Committee and Ministerial Committee endorsed the proposals above, the BALTDEFCOL recommended further measures in order to bring officer education in the Baltic States to a new level of development. It was advised to establish a common Navy Junior Staff Officers Course (NJSOC) in the Latvian National Military Academy for officers from the navies of the Baltic States. Within the BALTDEFCOL remit, it was proposed to remove brigade level instruction from the JCGSC by establishing a separate 5-month Army Intermediate Command and Staff Course (AICSC), focusing the JCGSC instruction entirely on the joint operational level. Specific elements of the CSC revision and development were also identified.

In January 2007, Ministerial Committee endorsed a policy paper on the BALTDEFCOL outlining the need for the Baltic States to continue developing it into a high quality and widely respected international military educational institution based upon Western values and standards. The policy paper also stressed the necessity to sustain wide multinational character with regard to the teaching staff and students.

In recognition of the significance and relevance in training leaders for transformation, the Higher Command Studies Course (HCSC) received partial accreditation by the NATO's Allied Command Transformation as a NATO course at the beginning of 2007.

The BALTDEFCOL has also had a number of various research activities aimed to enhance the wider understanding of military and defence affairs in the Baltic security and defence community and, at the same time, to sustain the high level of academic education within the institution. Several broad directions of research have been identified including: trends in war and warfare, new security issues and their implications to armed forces, strategic culture, military transformation and defence reforms, as well as armed forces and society.

Since its founding the BALTDEFCOL has published an academic journal *The Baltic Defence Review* which was renamed in 2006 as *The Baltic Security and Defence Review* to better reflect the spectrum of research topics. The publication serves to facilitate individual research of scholars investigating topics of relevance to the security and defence community of the Baltic States.

The Baltic Ministers of Defence mandated 2009 a 10th Anniversary Review of the operation of the Baltic Defence College (hereinafter BALTDEFCOL). The Review was made by an independent international team of academic and military experts. The Review Report gave an assessment of the College's achievements to date as well as identifying the College's current challenges and shortcomings. The findings and advice contained in the Report were reflected in the new Policy Paper adopted by the Baltic Defence Ministers on 23 October 2009. The goals outlined in the Policy Paper along with the Review Report and the final report of the High Level Workshop (held in Vilnius, Lithuania on 24th March 2010) serves as the basis for the BALTDEFCOL's new Development Plan 2010-2016.

From 2009 the BALTDEFCOL has arranged Joint Command and General Staff Course and Higher Command Study Course as annual courses. The Civil Servant Course is arranged as a biannual course.

1.1 Mission, organisation and manning

The vision of the BALTDEFCOL is to remain a modern, multinational and English- based Defence College with a Euro-Atlantic and a regional scope. The BALTDEFCOL educates and sustains professional development of officers and civil servants through high quality courses with a general focus on joint, interagency and multinational general staff education.

The mission of the College is:

- to educate officers and national security leaders into strategically thinking adaptive experts competent in advancing the transformation of national defence in light of current and future military operations
- to guarantee that the students have a multinational educational environment based on NATO doctrines, standards, procedures, and work under Western military culture and values, such as communicative and cooperative style of leadership, freedom of opinion and critical thinking
- to provide for a multinational environment that promotes cooperation and encourages networking between officers from different countries
- To contribute, from the point of view of small states, to the security and defence policy debate in the Baltic Sea and Euro-Atlantic region and beyond, through dialogue, research, publications, seminars and workshops.

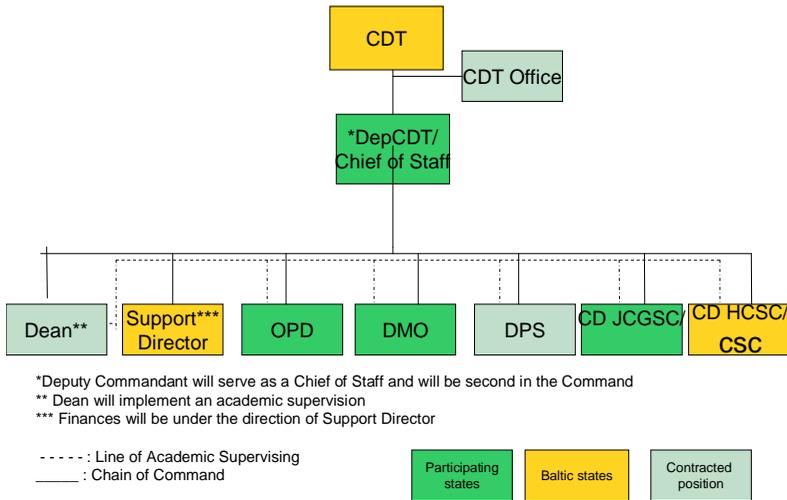
Development Period 1		Development Period 2			Development Period 3	Development Period 4
Basic		Junior			Advanced	Senior
Basic officer training course	Specialist training	Captain course	Advanced Specialist Training	AICSC AISOC NISOC	JCGSC	HCSC
Defence Management Training						
English Language Training						
National Military Academies (College)		National Military Academies (College)		Baltic Defence College	Baltic Defence College	
				Foreign Staff College	Foreign War College	
← 2Lt/Lt →		← Capt →		← Maj →	← LtCol →	← Col/Gen →
		Tactical		Operational		Strategic

As its core function the BALTDEFCOL provides education and training to officers at levels 3 and 4 of *Combined Officer Professional Development Programme for Estonia, Latvia and Lithuania*.

The present manning plan of the BALTDEFCOL comprises 67 positions – 42 Directing Staff members including the College Management Group and 25 Support staff members. The main body of the Directing Staff members belongs to one of the three departments – Operations Department (OPD), Department of Defence Management and Officership (DMO) and Department of Political and Strategic Studies (DPS).

Manning is subjected to the organizational structure of the BALTDEFCOL. Some posts, including the posts of Course Director Joint Command and General Staff Course (JCGSC) and Director of the Department of Politics and Strategy (DPS), were filled during the year.

The BALTDEFCOL structure (below):



During 2011 the BALTDEFCOL reviewed our manning list. The reason was that some positions were not manned and the desired competence was not any longer a primary need for the BALTDEFCOL. Instead the development of learning method and the need for making the research and study pillar stronger in order to fit in to a higher education based on recognized academic values created a need for change. The proposal comprises 72 positions – 47 Directing Staff members including the College Management Group and 25 Support Staff members.

In order to ensure the required *quality of education* the Directing Staff needs to consist of officers and civilian academics with various service and academic backgrounds. In particular, a knowledge of NATO Comprehensive Planning (COPG) as well as experience from international operations or other international assignments is essential. In addition, the officers and

civilian academics assigned to the BALTDEFCOL should be qualified and talented instructors.



BALTDEFCOL staff members' family event

1.2 Cooperation with other defence colleges

In recent years the BALTDEFCOL has established formal cooperation agreements with several other staff colleges. The cooperation agreements were based on establishing a system to allow short term exchanges, to allow instructors from partner institutions to teach, visit, and exchange course curricula. Partner institutions agree to work together on research projects, to cooperate on hosting workshops, and to support the other institution's graduate programmes.

The Canadian Forces Joint Staff College in Toronto has continued to support the BALTDEFCOL by sending instructors and teams to the BALTDEFCOL for short term periods to support parts of the Joint Course and other courses. In addition to providing specialist teaching support to the BALTDEFCOL, the Canadian Forces Staff College has made its outstanding course curriculum available to the Baltic Defence College.

The BALTDEFCOL continues cooperation with the UK Joint Services Staff College at Shrivenham UK which includes facilitating faculty exchanges, sharing of curricula, joint research projects between the institutions, advice and support in the MA in Security Studies programme offered at the Baltic Defence College.

According to the agreement with the Foreign Military Studies Office of the US Army, located at Fort Leavenworth, Kansas, the top course papers and MA theses written by Baltic Defence College students can be published as special papers or collections by the U.S. Army. This arrangement makes it possible for the best scholarship on security issues produced by the Baltic Defence College to be broadly disseminated in an international forum.

BALTDEFCOL signed a MOU with the Georgian National Defence Academy in order to support the development of cooperation in the higher civilian and military education sphere. The cooperation between the parties shall implement students and academic staff exchange programs and other joint activities.

BALTDEFCOL also cooperates with the French Staff College to exchange faculty, share course work and distance learning materials and to foster faculty research.

The Polish National Defence University in Warsaw has agreed to not only send a faculty member to the Baltic Defence College and to act as a supporting institution, but has also offered to provide subject matter experts to support the curriculum as needed. The Polish National Defence University is large institution with a wide variety of courses and has the capability of teaching in English. The Polish National Defence University also has a new, state of the art, Simulation Centre. This Centre is ideal for the conduct of operational level exercises, and the Baltic Defence College and Polish National Defence University are considering how the

BALTDEFCOL might take part in large scale multinational exercises in the future.

The Polish Air Force Academy in Deblin is also one of the BALTDEFCOL counterparts. Their experience in Air Operations is essential during exercises and when a deepen understanding of Joint Operations is taught at the College.



Signing of cooperation agreement with the Polish Air Force Academy

The Baltic Defence College is very active in the Central European Forum for Military Education—CEFME. This is an organization constituted from a group of national staff colleges and the Baltic Defence College. The CEFME includes the Czech, Polish, Romanian, Slovakian military staff colleges. The CEFME provides a forum for exchanging ideas, curricula, and ADL information and for jointly cooperating in such projects as the Military Erasmus programme.

At the core of the BALTDEFCOL cooperation with foreign staff colleges is the College's institutional membership of the International Society for Military Sciences formed in 2008 by a group of staff colleges from small nations to include the Royal Military College of Canada, the Baltic Defence College, the Austrian National Defence Academy, The Czech Republic National Defence University, the Danish National Defence Academy, the Swedish National Defence Academy, the Finnish National Defence University and the Netherlands Staff College.

1.3 Cooperation with the universities

The accreditation of military education is important and, in every case, we must ensure that the standards of the College's education correspond with civilian university level standards. Recognition of our courses by Vilnius University has already been achieved. The Latvian National Defence Academy has created a MA in Security Studies programme that is available to Baltic Defence College students on a voluntary basis while they are studying at the Baltic Defence College. This MA programme accepts the Joint Staff Course modules for a large part of the graduate course credits. The MA programme is available to students and faculty of the Baltic Defence College free of charge. Officers can receive graduate credits for the Joint Staff Course and, as with other courses, it is taught in English. The programme is run externally by the Latvian Military Academy and participants earn a MA in Security Studies and Military Management from the Latvian National Defence Academy. The MA programme is licensed by the Latvian Education Ministry, meets Bologna standards, and has been fully accredited. Through this programme, available at the Baltic Defence College, our students will have expanded opportunities to develop their potential.



First MA Diploma awarded by the Latvian National Defence Academy in the MA in Military Leadership and Security program received by BALTDEFCOL staff member LTC Albertas Kondrotas

A high priority for the Baltic Defence College is to establish closer relationships with academic institutions throughout the Baltic States. The Baltic Defence College maintains a close relationship with Tartu University and academics from Tartu participate as guest lecturers.

1.4 Summary of the Baltic Defence College events in 2011

25.01 Mr. Robert Gilchrist, the Deputy Chief of Mission at the American Embassy to Estonia visited the Baltic Defence College. He was accompanied by Lieutenant Colonel Robert Williams in his capacity as the Chief of Defence Cooperation to Estonia and Ms Jane Susi, the Embassy Cultural Assistant.

- 28.01 Mr Mikk Marran, the Permanent Secretary of Defence of the Estonian Ministry of Defence, accompanied by Kerstin Laidmäe, assistant to the Permanent Secretary, and Mari Kruus, Deputy Director of International Co-operation Department at the Ministry of Defence, met with the BALTDEFCOL Commandant BG Meelis Kiili and Deputy Commandant COL Ingemar Gustafsson.
- 03.02 The Advanced Command and Staff Course from the UK Defence Academy visited the Baltic Defence College. The delegation included Senior Visitor Col Andrew Carwardine, Lead Planner Cdr David Barker RN, four UK faculty members, forty students-- among them students from countries such as Oman, Algeria, China, Saudi Arabia, South Africa, Qatar and Italy.
- 07.02 Baltic Defence College had the pleasure to welcome the Swedish Minister of Defence, H.E. Mr Sten Tolgfors, and Estonian Minister of Defence, H.E. Mr Jaak Aaviksoo and their delegations. Mr Tolgfors met with the Commandant of the College, BG Meelis Kiili, and gave a speech to the College students on the topic "Sweden's New Defence."
- 10.03 From 10-11 March the Baltic Defence College hosted a workshop on small state deployment experiences. The papers presented included a variety of topics from military and civilian scholars from Austria, Switzerland, Israel, Britain, Poland, Sweden, and Estonia.
- 18.03 The Baltic Defence College's faculty member LTC Albertas Kondrotas of the Lithuanian Army received his MA diploma in a ceremony at the Latvian National Defence Academy. This was the first MA degree awarded by the Latvian National Defence Academy in the MA in Military Leadership and Security program created in 2009 in cooperation with Baltic Defence College.

- 05.04 From 5-14 April the students of the JCGSC 2010/2011 together with 17 College faculty members participated in the multinational command post computer assisted staff exercise VIKING 11. The exercise was conducted by the Swedish Armed Forces and the Folke Bernadotte Academy.
- 18.04 The Georgian delegation visited the Baltic Defence College. The delegation included Mr Andro Barnovi, the Rector of the National Defence Academy of Training and Military Education Command and Col Grigol Tatishvili, the Defence Attaché of Georgia to the Republics of Lithuania, Latvia and Estonia.
- 02.05 Students of the JCGSC of 2010/2011 participated in the International Study Tour (IST) from 02 to 06 May 2011
- 17.05 The Baltic Defence College had the pleasure to welcome the newly appointed Estonian Minister of Defence, H.E. Mr Mart Laar.
- 07.06 The Baltic Defence College had the pleasure to welcome MG Michel Yakovleff, the SACEUR Representative to the Military Committee. He met with the Commandant, BG Meelis Kiili, and lectured the students of the Joint Course and the BALTDEFCOL Directing Staff on "Command in Multinational Environment".
- 08.06 The Baltic Defence College was visited by the delegation of the Multinational Corps Northeast including the Chief of Staff of the MNC NE, BG Morten Danielsson, and the Chief of Policy Branch, LtCol Volker Quante.
- 09.06 The BALTDEFCOL had the honour to welcome the delegation of the Riga Defence Attache Association consisting of the Defence Attaches of China, Russia, Belarus, Croatia, Hungary, Germany, Norway, Poland, USA, the Netherlands and Sweden.

- 17.06 Graduation of the students of the Joint Command and General Staff Course (JCGSC) 2010/2011.
- 20.06 The BALTDEFCOL had the pleasure to welcome the delegation of the US National Defence University. The delegation included the Dean of the NDU, Dr. Mary McCully, the Director of the NDU, Dr. Robert Childs, and the Executive Vice President of the AFCEA International, Becky Nolan.
- 17.06 The Commandant of the Baltic Defence College, BG Meelis Kiili, and the Commandant of the General Jonas Žemaitis Military Academy of Lithuania (MAL), Col Gintaras Bagdonas, signed a cooperation agreement between the aforementioned educational institutions.
- 08.08 A new academic year started for the BALTDEFCOL
- 10.08 Once again the BALTDEFCOL had the honour to welcome a distinguished lecturer, General Hans Jesper Helsø, the Former Chief of Defence of Denmark, who lectured about Strategic Leadership to the students of High Command Course.
- 30.08 The BALTDEFCOL had the honour to host the visit of the Secretary of State for Defence of the United Kingdom, Rt Hon Dr Liam Fox MP, and the delegation accompanying the distinguished guest including the Estonian Minister of Defence, Mr Mart Laar, the British Ambassador, H. E. Mr Peter Carter, and the British Defence Attaché, Lt Col Ian Watts
- 03.10 HCSC and the BALTDEFCOL staff had the pleasure to listen to a lecture by the Ambassador of Russian Federation to Estonia, H. E.

Mr. Juri Nikolayevich Merzlyakov. The lecture was on Strategy Formulation and Strategy in the Russian Federation

- 07.10 The Students of the HCSC had the honour to listen to a lecture by the Chinese Defence Attaché in Riga, Sr Col Chen Wei. This was the first time a representative of the People's Republic of China has lectured at BALTDEFCOL.
- 08.10 The Baltic Defence College Higher Command Studies Course and members of the College management staff visited the Republic of Georgia and the Kingdom of Belgium on 8-14 October as part of their studies.
- 11.10 A delegation from the Baltic Defence College participated in the official inauguration of the academic year 2011/2012 of the Polish Air Force Academy in Dęblin. During the ceremony a cooperation agreement between the Baltic Defence College and the Air Force Academy in Dęblin was signed.
- 18.10 The HCSC and BALTDEFCOL staff had the pleasure to listen to lectures by the Latvian Chief of Defence, MG Raimonds Graube, and the Director General for Capabilities and Armaments of Lithuanian Armed Forces, BG Almantas Leika.
- 18.10 The Estonian National Defence Committee visited Baltic Defence College
- 20.10 The Baltic Military History Workshop 2011 was held at the Baltic Defence College 20-21 October 2011. The presentation topics ranged from the Napoleon Wars in the Baltic region to a report on the contemporary activities of the Command History Program of the United States European Command (EURCOM). The event drew more than 30 international academic participants.

- 08.11 On November 8-10 the Baltic Defence College hosted a major international conference of the International Society of Military Sciences. More than 120 academics, most of them from military staff colleges partnered with the Baltic Defence College, came to Tartu to the Dorpat Conference Centre where they presented papers and held panel discussions on a wide variety of security policy issues.
- 16.11 By the invitation of Major General Romuald Ratajczak, on 16th of November the Commandant of the Baltic Defence College, BG Meelis Kiili, visited the National Defence University of Poland (NDUP). The two parties signed a MoU concerning cooperation in education and research activities.
- 16.12 Graduation of the BALTDEFCOL Higher Command Studies Course of 2011. The course was graduated by 14 students representing Estonia, Latvia, Lithuania, Georgia, Moldova, United Kingdom, Poland and Ukraine.

2 Faculties

2.1 Operations Department

The main activity of the Operations Department (OPD) has been to teach Joint Combined Operations to the students of the Joint Command and General Staff Course (JCGSC) within the framework of Learning Area 1 (LA-1) – Joint Combined Operations. An essential objective of LA-1 has been to develop the students' knowledge so that they can fill high-priority joint and service appointments. This objective was achieved by developing their command, analytical and communications skills, and by providing a broad understanding about each service and about combined operations that included the wider aspects of the contemporary security environment. During the teaching, especially during exercises, the students faced a wide spectrum of military, political, and international issues based on case studies and selected scenarios.

The aim of the teaching has been to promote creative, constructive and critical thinking without providing school solutions. The OPD's aim was to create a good learning environment for the officers attending the course, to guide and mentor them rather than to focus on rigid methods of teaching. This is an essential approach to our educational process. The challenge to balance the product and process in a suitable way has been largely achieved.

The critical factor in delivering proper teaching is related to the quality of the OPD's Directing Staff (DS) members. This strength is directly related to the international composition of the DS. Moreover, along with our active duty officers, the OPD team is supported by retired officers with extensive experience. The team has been composed of people who are dedicated to deliver the teaching required to achieve the desired LA-1 endstate. The summer turnover in 2011 was relatively light and many in the staff still had the benefit of their previous Joint Course experiences. However, some very

experienced officers, especially in field of operational planning based on the NATO Comprehensive, Operations Planning Directive (COPD) and air operations, left the College. To mitigate the knowledge and experience gap and to improve the skills of new OPD Directing Staff members, the Department conducted a series of officer and staff development workshops during the month of September 2011. These workshops were essential to good staff performance during the LA-1 teaching and resulted in a major step forward regarding the structure and quality of the officer's education. The Department's implementation of a continuous professional development program along with College staff professional development directly supported the improvement in the quality of education of the JCGSC 2010/2011 and 2011/2012.



Exercise III CJTF ops planning in March 2011

The OPD Director (DOPD), in close coordination with Course Director and other departments, supported the development of the Joint Course 2012/2013 Curriculum in autumn 2011. At the same time, the curriculum for Civil Servant Course 2012 was finalized to facilitate proper teaching for that course. These preparations were made somewhat early as the DOPD is

mindful of the significant rotation of the OPD DS in the summer of 2012 which has the potential to create challenges for the 2012/2013 course.

The use of Visiting Senior Mentors (VSM), Subject Matter Experts (SME), and Guest Lecturers (GL) proved to be very beneficial for the JCGSC, especially during exercises. The OPD will continue to use the VSMs, SMEs, and GLs for exercises and for some selected course modules. However their involvement will be considered very carefully and OPD will continue to rely mainly on internal expertise. Moreover, in-house capabilities and expertise will be used more effectively in support of all the BALTDEFCOL courses.

The highly motivated Directing Staff members of the OPD put considerable effort into improving the teaching and implementation of the NATO Comprehensive Planning Doctrine (COPD). The achievements of the OPD DS in the framework of OPD development in that field were remarkable. At the same time, additional documents were created to enable proper teaching. Among them a Handbook for Operational Planning and Standard Operating Procedures (SOP) for operational planning, based on COPD were developed. These important documents were produced partially in coordination with the Royal Danish Defence College, Institute for Military Operations. These essential aids to teaching the COPD and conducting the BALTDEFCOL "Collaborative Effort" exercise series were also produced in conjunction with other College Departments and external SMEs.

The OPD's ongoing professional development program was executed in cooperation with external institutions and with outstanding efforts from OPD staff members. Part of this activity included participation in selected Joint Operational Exercises and working visits to Joint Headquarters. Operations Department staff members participated in the joint Steadfast Juncture Exercise in May 2011 at Joint Force Command Brunssum, holding significant staff assignments. The entire OPD DS and officers attending JCGSC participated in the Combined Joint Staff Exercise VIKING 11 in Enköping, Sweden and other exercise locations. The exercise was

conducted by the Swedish Armed Forces and the Folke Bernadotte Academy. Moreover, officers participated in a Comprehensive Operations Planning Course in Riga at the Latvian National Defence Academy in Riga, Latvia and a Knowledge Development / Systems Analysis Familiarization Course organized by Allied Command Transformation also held in Riga. In addition, OPD DS participated in a NATO Intelligence Analyst Course in NATO School in Oberammergau, Germany. OPD members have also taken advantage of the learning experience and development offered by NATO ACT distance learning courses.

In 2011, the OPD budget allowed all teaching activities to be successfully accomplished and allowed a certain number of professional development activities to be executed. Based on careful planning, the Department was able to continue international cooperation with other professional military institutions. As OPD depends on external support for both teaching and exercises, this cooperation is instrumental to maintaining the quality of OPD instruction and having the right capability on hand at the right time. This practice also enhances the College's reputation abroad and maintains good relations with international institutions and operational headquarters. A recent cooperation venue that has been very beneficial for both parties has been our discussions with Multinational Corps North-East in Szczecin, which began in autumn 2011 and has led to integration of this unit into our exercise program. In addition, cooperation with NATO Special Operations Headquarters, SHAPE was initiated by OPD in September. From an academic point of view, an especially important relationship has been the long-term cooperation with Canadian Forces College in Toronto and the exchange of experience and mutual support for exercises by their sending subject matter experts and academics. Also, the cooperation with Polish National Defence University, which commenced in May, should be beneficial for all the parties involved.

The OPD is cooperating very closely with the Department of Management and Officership (DMO) and the Department of Political and Strategic

Studies (DPS) to coordinate the all aspects of the military education process. The OPD Directing Staff were actively involved as tutors and censors, guiding and assessing officers preparing their Individual Study Papers as a part of the JCGSC requirements. The Operations Department continues to support both the Air Force Command and Staff Course (AFCSC) in Vilnius and the Baltic Naval Intermediate Command and Staff Course in Riga with focused lectures based on their requests. The OPD is also continues to cooperate with the Army Intermediate Command and Staff Course Exercise in Vilnius.

Members of the Operations Department Directing Staff have supported the MA program in security studies offered by the Latvian National Defence Academy at the BALTDEFCOL by teaching some of the advanced seminars. In addition, some of the DS members served as master's thesis tutors. The OPD faculty took an active part in the workshops and conferences conducted at the BALTDEFCOL. For example, an academic paper was presented for publication at the Baltic Regional Military History Workshop held at the Baltic Defence College.

2.2 Department of Defence Management and Officership (DMO)

The mission of the DMO is to support the transition of experienced tactical officer-warriors to become operational level planners and future strategic level leaders without losing their spirit and while still appreciating the lessons of the past. The DMO has the responsibility of developing, organizing and delivering teaching in the Learning Area 3, Defence Planning, and in Learning Area 4, Professionalism (Leadership, Ethics and Officership).

In the summer of 2011 an experienced defence planning instructor was replaced by another Lithuanian officer. Thanks to the efforts of these officers valuable institutional memory was passed and the transition went

smoothly. Though the post of senior instructor continued to be unmanned and though all three DMO instructors serve also as SGOs, and assistant SGOs, the department was been able fulfil its educational tasks.

The DMO changed the way the modules of Learning Area 4 and leadership are taught for the JCGSC. The previously grouped modules were dispersed in order to better link leadership topics to other Learning Areas, most notably to LA 1 Joint Operations, but also to LA 2 International Security and LA 3 Defence Planning. The ultimate rationale of this move is that leadership is not a sector that one can enter and leave, but rather an ever-present aspect of all military activities.

In addition, the DMO personnel, consisting of four officers, has supported other departments and learning areas in strategic studies, CIMIC, information operations, maritime operations, operative planning and non-operational staff work as well as the MA program. The DMO also assisted the Army and Air Intermediate Command and Staff Courses (Vilnius), the Navy Intermediate Command and Staff Course (Riga) and NATO School (Oberammergau) in its fields of expertise. This support will continue in 2012.

2.3 Department of Political and Strategic Studies DPS

The Year 2011 was one of many changes within the Department of Political and Strategic Studies (DPS), but despite these changes the DPS continued to provide a valuable contribution to the Baltic Defence College while remaining strictly within its budget.

The DPS Support for the Joint Command and General Staff Course (JCGSC) in the first half of 2011 was centred on Learning Area 5 (LA5), academic writing. DPS personnel were responsible for supervising over 50% of ISPs and censoring an even larger percentage of ISPs. DPS personnel also

supported the JCGSC in the first half of 2011 by attending Operation Viking, a combined joint staff exercise, in the role of political and legal advisers. DPS also supported DMO and OPD in the first half of 2011 by teaching in various submodules. Several members of DPS supported the MA program in 2011 by teaching MA courses and supervising MA theses.

In the second half of 2011, DPS focused on implementing Learning Area 2, including International Security and Strategy, International Law, and Learning Area 5 (Academic Writing) – all parts of the Joint Command and General Staff Course. The DPS presented the students with the analytical tools of international relations and demonstrated how to apply them at the strategic level and assessed their analytical skills through syndicate assignments that related to their exercises. International Law module contributed with practical knowledge on numerous issues relevant in contemporary military operations. DPS also incorporated the COPD into its teaching and insured that the students were able to apply the COPD in syndicate assignments and in exercises. The year 2011 saw increased and improved relations with the other departments as DPS and OPD sought to synchronize their teaching of the COPD. This approach was fully validated by the students' positive feedback.

The DPS was a part of the Working group which worked out Generic Officer Professional Military Education (PME) Reference Curriculum. It was developed by a multinational team of academics under the auspices of the Canadian Defence Academy on behalf of NATO and the Partnership for Peace Consortium (PfPC) of Defence Academies and Security Studies Institutes.

The DPS participated in Georgia NATO DEEP visit in Georgia in November 2011 where the representative of the BALTFEFCOL as a part of team of experts contributed to the development of curricula of the Command and General Staff School (CGSS) and School of Advanced Defence Studies (SADS).

Throughout 2011 Baltic Defence College continued its presence on the European Security and Defence College (ESDC) Executive Academic Board (EAB). A representative of BALTDEFCOL attended the ESDC EAB meetings in Warsaw, Brussels and Berlin and contributed to the development of ESDC curriculum, pedagogical improvement, and cooperation with partners.

The DPS was responsible for the planning, organisation and execution of the International Society of Military Sciences (ISMS) Annual Conference at Tartu in November.

Members of DPS authored several academic publications, attended numerous national and international conferences where they presented papers, and attended workshops to facilitate the support of staff exercises and improve the teaching of modules assigned to DPS.

2.4 Faculty development and external activities

The Baltic Defence College ensures that officers assigned to teach at the College are given advanced education and training opportunities to make them better instructors and also to deepen their understanding of the military profession. The principle of the college is that we graduate to groups from the Baltic Defence College every year—student graduates have been prepared to take up command and staff duties and faculty members who have served their tour of duty as teachers and will return to their home nations with advanced professional education and skills developed during their time at the College. The Baltic Defence College policies for faculty development are modelled on the major NATO staff colleges and their best practices.

BALTDEFCOL has developed a program of short exchanges with other staff colleges and military institutions that will enable BALTDEFCOL faculty to

meet their counterparts and see how their specialty subjects are taught elsewhere. This programme is important in developing the professional skills of the teaching faculty – both military and civilian-- and ensuring their own personal educational development. While at the Baltic Defence College all the faculty and staff are encouraged to attend NATO schools and other national courses to improve their professional knowledge. Faculty members are also given the opportunity to obtain a MA in security studies and several are currently enrolled in a programme run in partnership with the Latvian National Defence Academy.

The BALTDEFCOL has further developed its program of faculty education. One important aspect of faculty development is a program to develop teaching techniques. In addition, the Operations Department has an extensive program to train officers in the NATO system of comprehensive planning and in current operational techniques.

3 Courses at the Baltic Defence College 2011

3.1 Joint Command and General Staff Course

JCGSC 2010/2011		
Course duration: 9 Aug 2010 – 17 Jun 2011		Number of students: 52
Nation	Total	Remarks
Estonia	10	
Latvia	14	
Lithuania	12	
Sponsored	9	
Other nations	7	
Total	52	

JCGSC 2011/2012		
Course duration: 9 Aug 2011 – 15 Jun 2012		Number of students: 46
Nation	Total	Remarks
Estonia	11	
Latvia	10	
Lithuania	12	
Sponsored	8	
Other nations	5	
Total	46	

The Joint Command and General Staff Course (JCGSC) is one of the three major courses offered at the Baltic Defence College and serves as a key pillar in the Professional Military Education (PME) systems of participating nations.



Exercise III CJTF ops planning in March 2011

In its current construct, the JCGSC has a number of strengths to highlight. First, the multi-national learning environment provides a rich environment

for the professional exchange of ideas, operational experiences, and best practices. Officers consistently mention their foreign counterparts as key positive facets of the JCGSC. Second, conducting the Course in the English language prepares officers for future international assignments. In an increasingly inter-twined and globalized world, strong language skills are an imperative in future security endeavours. Finally, and most importantly, the Course effectively educates officers in joint, multi-national, and inter-agency operational-level planning. The combination of these strengths means JCGSC graduates are fully prepared to serve in the defence institutions of their own states, NATO, and European Union in the context of current and future military operations.

3.2 Higher Command Studies Course

HCSC 2011		
Course duration: 8 Aug 2011 – 16 Dec 2011		Number of students: 15
Nation	Total	Remarks
Estonia	4	1 mil and 3 civilian students
Latvia	1	1 mil
Lithuania	4	2 mil and 2 civilian students
Sponsored/outreach Georgia, Moldova, Ukraine.	4	Sponsored by LTU, DNK, EST.
Other nations	2	Poland, United Kingdom
Total	15	

The Higher Command Studies Course (HCSC) seeks to enable senior officers and civil servants to initiate, lead and implement change in the defence institutions.

The wide ranging and complex challenges of adapting the defence institutions of NATO, EU and PFP nations and their global partners is such that they are better able to participate in the full spectrum of 21st Century operations, from peace support to combined and joint expeditionary combat, led the Baltic states to create the HCSC. Starting from 2011 the HCSC has widened its scope so that the material that the course delivers on the subject of change is not just relevant to transformational change, but to any programme dealing with force adaptation. The core rationale for the course is that if our armed forces are to make an effective contribution to meeting today's and tomorrow's security challenges, their leadership will need to understand the requirement for, and be ready to lead major defence development programmes.

This course uses Visiting Senior Mentors (VSM) and an active learning methodology, commonly found in war colleges. Although the VSM approach is a costly one, it has shown its value time and time again to support the Socratic atmosphere of learning, where students who already have a lot of experience can teach each other in addition to the new knowledge delivered by the VSM. Because of the strategic nature of the course -- and the requirement to deliver the curriculum at an appropriate level of expertise, knowledge and credibility. The HCSC invites a range of distinguished guest lecturers to the College to conduct most of the classroom teaching.

The course is conducted from the beginning of August to the end of December, a total of 19 weeks. Students are also expected to spend about two weeks preparing for the course and reading course material prior to their arrival.

The course was highly participative and students were required to conduct individual research, and to participate in a range of collective research projects and discussions. There were also several practical exercises, including a major force planning exercise towards the end of the course.

Two field study trips to Georgia-Belgium and Baltic States complemented the classroom activities.



HCSC of 2011

Because of the strategic nature of the course, and the intention to deliver the curriculum at an appropriate level of expertise, the main source material for the HCSC is an extensive program of lectures from a range of distinguished guest lecturers. The course also has a very high requirement for individual preparatory reading and studies. The students are required to write one essay and one individual research paper. During the residential part of the course five senior mentors and up to sixty speakers visited the College to provide teaching for the HCSC 2011.

A two week force planning exercise was also conducted. The aim was to provide the students with an opportunity to use force planning tools and techniques. During the exercise, the students evaluated the existing security and defence policies of the three Baltic States and applied force planning tools and techniques in order to recommend improvements to the force structures of the three Baltic States.

The student appraisal system, which had been developed over years, has begun to outlive its usefulness. Starting from 2011 a new system has been introduced which aims to be comprehensive and honest. This system for HCSC 2011 consists of two parts: a report of the results of the assessed tasks undertaken by each student; and a 'pen picture' narrative based on more closely defined criteria. It included 5 assessed tasks each of which were graded A-F according to pre-defined and published criteria.

The extensive use of external speakers should be continued, as we should maintain our focus on enlarging and enhancing the network of potential contributors. The modular approach to building the curriculum should be continued, with adjustments made as necessary and based on lessons identified and feedback received from the staff and graduates.

4 Baltic Defence College Research in 2011

4.1 Research activities

The research programme of the school and the faculty is geared to support the courses taught at BDCOL as well as supporting a broader mission to provide the Baltic States with high quality research on a wide variety of security issues. The BALTDEFCOL serves as a centre for academic research and thinking for the Baltic Region.

It is important for the faculty to carry out research and to publish on security issues. This is partly for professional development, to ensure that the faculty member stays current in his/her field of specialization. Several BALTDEFCOL faculty members are currently working on MA and PhD degrees with the support of the school. This policy also ensures that the faculty member can bring current knowledge gained from research into the courses and teaching and improve the academic content of the courses. The following is an overview of the major research activities/publications of

the Baltic Defence College faculty. The full list of publications, research, and conference papers presented by BALTDEFCOL personnel is available upon request.

4.2 Academic articles / publications/Conferences

The year 2011 was a busy one for the Baltic Defence College faculty. Eight of the faculty members published books, book chapters or articles in major academic journals. The Baltic Defence College faculty was very active in presenting conference papers at international academic conferences.

In addition to their academic activity, Baltic Defence College faculty members took part in educational activities outside the college. BALTDEFCOL faculty were involved with the US National Defence University to support the study program for the newly created Georgian Staff College.

4.3 Conferences, Seminars and Workshops at the College

The Baltic Defence College holds 2-3 major workshops or conferences every year in which academics, officers and defence officials meet and present papers and hold academic discussions on themes dealing with security.

The Baltic Defence College invites members of the universities in the region, defence ministry personnel and military personnel to the conferences and workshops. This is part of an ongoing initiative to establish the Baltic Defence College as an important academic centre for security studies and scholarship in the Baltic Region. We include some workshop presentations as part of the BDCOL courses so the students might participate and learn.

In 2011 the Baltic Defence College hosted two workshops that attracted academics and officials from Western Europe, the US, the Nordic nations and the Baltic States.



Annual Baltic Military History workshop at BALTDEFCOL

In March the Baltic Defence College hosted a workshop on small state deployments with more than thirty academics from several nations presenting papers and participating. In October the BALTDEFCOL hosted a workshop on Baltic Region Military history that attracted more than thirty academics from the Baltic States, Finland, Sweden, Canada, and Italy.

The main research event of the year was the BALTDEFCOL's hosting of the annual conference of the International Society for Military Sciences in Tartu. The keynote speakers included the chief of the Latvian Air Force and the Estonian Education Minister. There were more than 80 academic papers presented and more than 120 academics attended from Europe, North America and Asia. The conference was well attended by academics from Tartu University and the academic institutions of the three Baltic States.



ISMS Annual Conference

4.4 International Academic Research Cooperation

The Baltic Defence College is a member of several international groups committed to furthering higher military education. The Baltic Defence College is a member of the International Society of Military Sciences (ISMS), a group of eight Western staff colleges and national military universities that promotes cooperation in academic research on all aspects of security policy. The Baltic Defence College faculty leads one of the academic working groups for the ISMS. The Baltic Defence College Dean served as president of the ISMS in 2011.

The Baltic Defence College is also a very active member in the Partnership for Peace (PfP) consortium and is very active in the PfP educational working groups. The Baltic Defence College also participates in the Central European forum for Military Education (CEFME).

The Baltic Defence College also contributes significantly to the academic and research programmes of EU and NATO military institutions. The Baltic Defence College is active in supporting the European Security and Defence College (ESDC). The College hosted a course for the ESDC in 2010 and is planning to host another ESDC course in 2013.

The College faculty support the education programs of the three Baltic States national defence academies and other officer courses held in the Baltic States. In 2011 BALTDEFCOL faculty guest lectured in Tartu University and the University of Latvia. BALTDEFCOL faculty members also work closely with the staff colleges and military education of the Nordic nations.

4.5 Publications

The main publication of the Baltic Defence College is the *Baltic Security and Defence Review*. This is a professional academic peer reviewed journal that is published biannually. It has an editorial board with an outstanding and internationally-known group of scholars to ensure content quality. The journal has been improved and expanded in the last year. The Baltic Defence College also publishes occasional special studies such as a staff ride guide to the Blue Hills and Narva battles. We will publish more special studies in the future. The publications of the Baltic Defence College win the College international credibility as a high quality military education centre.

The Baltic Defence College has agreements with the US Army Foreign Military Studies office and the US National Defence University to allow those organizations to reprint and publish articles and studies produced by Baltic Defence College students and faculty. This way the research published by faculty and students can reach an international readership. Several papers and articles were reprinted and circulated by the American institutions in 2011.

Dr. James Corum, Dean.

Book: *Rearming Germany*, editor and co-author, (Leiden NL: Brill Publishing, 2011); Book Chapters: "U.S. Air Force Doctrine: The Search for Decisive Effect" in *Airpower in 20th Century: Doctrines and Employment—National Experiences*, Col. Matteo Paesano ed. (Hague NL: International Commission for Military History, 2011); "The Debate on Counterinsurgency and Some Recent Books" in *Insurgency and Counterinsurgency: Irregular Warfare from 1800 to the Present*, Thijs Zaalberg, Jan Hoffenaar, Alan Lemmers eds (The Hague: Netherlands Institute of Military History, 2011); "Latin American Air Wars" in *A world of Airpower: History of Global Airpower*, ed. John Olsen, Washington: Potomac Press, 2011)

Col. Zdzislaw Sliwa PhD, OPD:

Book: (co-author): *Współczesne uwarunkowania bezpieczeństwa Azji. (Contemporary Asian Security Considerations)*, National Defense University, Warsaw 2011, ISBN 978-83-7523-151-9;

Book chapter: "Establishing European Union and Asian Countries Relations - chances and threats," in Anna Antczak (ed.), *Europa - bezpieczny kontynent? Potencjalne źródła zagrożeń bezpieczeństwa europejskiego (Europe - A Secure Continent? Potential sources of threats to European Security)* (Vizja Press&IT, Warsaw, 2011); Journal Articles: "The Central Asia and China's Energy Security, *Bellona* (Polish MOD Quarterly) No, 01, 2011; "Technological Support for Logistics Transportation Systems, Transport Systems Telematics, Communications in Computer and Information Science," Volume 104, 2011 *Springer*, Heidelberg; "Strategiczne interesy Rosji w Azji Centralnej" (Strategic Interests of Russia in Central Asia), *Bellona* (Polish MOD Quarterly) No 04, 2011.

Dr Eric Sibul, OPD

Journal Articles: "Military History, Social Sciences, and Professional Military Education," *Baltic Security and Defence Review*. No. 13 vol. 1, 2011; "Medical Railroading During the Korean War," *Railroad History*, Spring – Summer 2011; Conference Papers: "US Military Mission to the Baltic 1918 – 1922," Conference of Army Historians, Washington DC, USA, July 2011; "The US Army and the Korean National Railroad During the Korean War 1950 – 1953: A Case Study of Interaction between the Military and a Civil Organization," Conference on War and Society: Interactions Between the Military and Civil Population, Estonian War Museum, April 2011.

Col (RET) Risto Gabrielsson, OPD

Journal Articles: "Logistic Concept of US Army "Distribution Based Logistics" and "The Lessons Learned in the Operation Iraqi Freedom" to "Sotilasaikakausilehti" (Publisher: Officers Union in Finland, 2011-- leading Military Magazine in Finland).

Col. (RET) Dan Jordan, OPD

Chapter: "Failure to Command: The Political Underpinnings of the Failure of the National Volksarmee," in *Rearming Germany*, James Corum ed. (Leiden: Brill, 2011).

Dr. Augustine Meaher 4th DPS

Journal Articles: 'Australia as Victim: Keating and the Betrayal Myth', *Australian Studies* 20.2, (2007); Reviews: "Anglo-Australian Relations and the 'Turn to Europe'" in the *Journal of British Studies* 48.4 (October 2009); "Defeating Mau Mau, Creating Kenya: Counterinsurgency, Civil War, and Decolonization" in the *Canadian Journal of History* (October 2010); "The Resurrection and Collapse of Empire in Habsburg Serbia, 1914-1918" in *First World War Studies* (October 2011); "Diggers and Greeks: The Australian Campaigns in Greece and Crete" *Cercles*, (October 2011). Manuscript: *The Australian Road to*

Singapore: The Myth of British Betrayal, by Australian Scholarly Publishing, 2010.

Dr. Asta Maskaliūnaitė DPS

Chapter: "Hierarchies of Identities in a Stateless Nation Community. Case of Spanish Basque Country" in Brigita Balogh et al. eds. *Proceedings of the International Conference European, National and Regional Identity* (Editura Universităţii din Oradea, 2011); Article: "Terror ja demokraatia" in *Diplomaatia* no.97, September 2011; "Produzioni e trasformazioni discursive nel e sul nazionalismo basco: il caso della Dichiarazione di Lizarra-Garazi" (Discursive formations and transformations of and around the Basque nationalism: case of Lizarra Declaration) in *Partecipazione e Conflitto*, N.2/2011.

Lt. Col. Mika Kertunen PhD DMO

Journal Articles: "A Transformed Insurgency. The Strategy of the Communist Party of Nepal (Maoist) in the Light of Communist Insurgency Theories and a Modified Beaufrean Exterior/Interior Framework", *Small Wars & Insurgencies*, 22:1; "An Abstract Approach. Rational Non-Sense to Replace Historical Nonsense in Educating Leaders", *Journal of Military Studies*, 2:1.

4.6 A. P. Møller Defence Research Library and Information Resources Centre

The BALTDEFCOL Library is a key part of the study and research programme of the College. Under careful management the BALTDEFCOL library holdings continued to expand. The Library holds approximately 14,000 volumes and subscribes to several key databases on security policy so that students have access to information. In addition, BDCOL students and faculty have full access to the Tartu University Library with over four million volumes. The BALTDEFCOL Library continues to improve its data base holding and its capability to support student and faculty research.

5 Baltic Defence College Development

Proposed changes to the BALTDEFCOL structure were approved in the BALTDEFCOL development Plan 2010 – 2016. The vision of the BALTDEFCOL is to remain a modern, multinational and English language based Defence College with a Euro-Atlantic scope and a regional focus. In short, BALTDEFCOL educates and sustains the professional development of officers and civil servants through high quality courses with a general focus on joint, interagency and multinational general staff education. Such an international multinational staff and student body of the BALTDEFCOL makes it a unique institution within NATO

Based on its vision and mission the strategic objectives of the BALTDEFCOL for 2010-2016 are to:

- Ensure that the BALTDEFCOL is a multinational high-standard military education institution according to NATO standards and the needs of the Baltic States;
- Continuously enhance the quality of the courses;
- Sustain a wide multi-national character with regard to the teaching staff and students. Promote participation of other NATO, the EU and NATO / PFP students at the BALTDEFCOL courses;
- Promote the harmonization of the Estonian, Latvian and Lithuanian systems of military training in order to ensure the equivalent qualifications of the students studying at the BALTDEFCOL;
- Promote continuous exchange of instructors and students between the Baltic States and other NATO and/or the EU nations, in order to support the BALTDEFCOL with necessary expertise;
- Promote exchange of serving Directing Staff members of the BALTDEFCOL with other colleges as well as multinational HQs and research institutions to the benefit of the individual officers and academics, the BALTDEFCOL and its exchange partners;
- Promote international collaboration in research;

- Develop the network of cooperation with military academies and colleges and civilian universities, both in the Baltic States and partner countries;
- After receiving a corresponding mandate from the BCG, look into creating the necessary preconditions and mechanisms for the transfer of merit of the BALTDEFCOL graduates to the post-graduate degree (Master's) programs at the civilian universities;
- Promote innovation in teaching, learning and appraisal systems and enhance effectiveness of their management through the use of web-based solutions and other information technologies;
- Enhance the library resources and networks;
- Ensure that the BALTDEFCOL participates in the activities of the High-Level Course of the European Security and Defence College.

5.1 Courses 2012-2017

	2011	2012	2013	2014	2015	2016
JCGSC		11/12	12/13	13/14	14/15	15/16
CSC		12		14		16
HCSC	11	12	13	14	15	16

5.2 Future development of the Joint Command and General Staff Course

The service background (Army, Navy, and Air Force) is to be decided by the Baltic States prior to invitation. A minimum of 6 Navy and 6 Air Force students are required to create a true joint environment within the six

syndicates. The total number of students ought to be at minimum 50 in order to organize the course into two planning groups during Learning Area 1, Joint Combined Operations. Officers attending the course from more experienced services, those with combat experience, and well as those from those other nations in the region add considerable value to the Joint Command and General Staff Course.

JCGSC 2012/2013		
Course duration: 13 Aug 2012 – 19 Jun 2013		Number of students: 52
Nation	Total	Remarks
Estonia	10	Minimum 2 Navy and 2 Air Force officers
Latvia	10	-"-
Lithuania	10	-"-
Sponsored	9	Sponsored by:
Other nations	13	Open for other Nations.
Total	52	

Looking to the future, the Baltic Defence College leadership is exploring a number of initiatives to enhance the JCGSC. First, the College is renewing its emphasis on faculty development. JCGSC essentially graduates two cohorts every summer – the JCGSC officers in the Course itself and the Directing Staff members that rotate back to new assignments in their respective countries. Consequently, the College is investing more time and resources toward enhancing the competence of each Directing Staff officer. This will be accomplished through formal College-level training, personalized Department-level programs, NATO and EU course offerings, and other developmental venues. Second, the JCGSC is actively seeking to improve the English language capabilities of its officers. During the second half of the 2011-12 academic year the Baltic Defence College will partner

with the Estonian National Defence College to conduct English Language Seminars (ELS). Initially, this pilot program will be voluntary, and will be tailored specifically to improve written, oral, and listening skills of participating officers. Third, the College is proposing to conduct of the Civil Servants Course (CSC) on an annual rather than the current biennial basis. Participants of the CSC spend most of their time with the JCGSC-- which not only fosters civilian understanding of the military but also contributes significantly to the inter-agency component of JCGSC education. The proposed transition is important because it enables each JCGSC class to benefit from the presence of civilians, instead of every other class. Finally, the College is actively seeking more robust participation by non-Baltic states – both in the JCGSC and Directing Staff. Conducting a truly joint course continues to be a challenge for the College, given the land force-centric nature of the Baltic military forces. One avenue to mitigate this shortcoming is to reach out to regional partners to acquire more participation by air force and naval officers. Such officers would enhance the joint mindset in the JCGSC and the College, and the armed forces of sending countries would benefit from officers with a solid understanding in the planning and employment of different service assets.

5.3 Future development of the Higher Command Studies Course

The three Baltic States consider the HCSC to be at the fourth level of their Combined Officer Professional Development System. So, the HCSC will continue to be the annual strategic-level course developed by BALTDFCOL. It will retain its focus around the study of change (transformation) in defence organisations and will use this framework as a vehicle for the study of other issues relevant to work at the strategic level, including the changing strategic environment, the character of contemporary conflict, capability development and strategic leadership and management.

HCSC 2012		
Course duration: 13 Aug 2012 – 19 Dec 2012		Number of students: 20
Nation	Total	Remarks
Estonia	2 to 3	1 mil and 1 civilian students
Latvia	2 to 3	1 mil and 1 civilian students
Lithuania	2 to 3	1 mil and 1 civilian students
Sponsored/outreach.	4	Sponsored by:
Other nations	8	
Total	20	

The Baltic Chiefs of Defence have directed that the HCSC should be expanded and enhanced by additional elements such as theatre-level operations and joint war fighting teaching blocks. However, the core subjects of the HCSC will remain essentially the same as the core subjects taught in the US and UK courses. After extensive consultations with our partners, we believe that in the future a full year HCSC might be conducted in cooperation with one or more partner states.

5.4 Future development of the Civil Servants Course (CSC)

CSC 2012		
Course duration: 9 Jan 2012 – 15 Jun 2012		Number of students: 8
Nation	Total	Remarks
Estonia	3	
Latvia	1	
Lithuania	2	
Sponsored/outreach	1	Sponsored by: EST
Other nations	1	
Total	8	

Given the constraints on time and staff resources, CSC 2012 will necessarily be similar to CSC 2010. Some options for the development of later courses would continue to be, in essence, a substantial part of the JCGSC (19 weeks), with CSC students completing a brief, separate introductory module (4 weeks), aimed at providing the basic knowledge necessary to work alongside their military colleagues.

The distance learning element of the course, which has proved unsuccessful as students do not have the time or enthusiasm to complete the assignments once back in their national work environments, have been removed from the 2012 Course.

The curriculum is essentially designed for military officers, not civil servants. There may be opportunities to tailor some of the course content to respond better to the requirements of educating civil servants. This may take several forms, for example, adjusting the content of the JCGSC to include issues that are more useful for civilians, or creating separate assignments for CSC students to undertake alongside their military counterparts.

However, the CSC would be need to be redesigned as an annual course and focused more closely on the particular needs of defence civilians. This option, after evaluation of the CSC 2012, would require substantial discussion with the three Baltic States to better define the educational needs of civilians and to ensure ownership and commitment.