



BALTIC DEFENCE COLLEGE



White Book 2012

Summarize

The main objective of the BALTDEFCOL is to provide a high standard of military education according to NATO standards to fulfil the needs for officer education that are outlined by the Baltic States. The Baltic States promote by all available means the participation of 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. A strong multinational involvement is crucial in order to maintain the high quality of military education in the College.

The following courses were conducted during 2012:

- Joint Command and General Staff Course (JCGSC) 2011/2012; 09 August 2011 – 15 June 2012 with 46 students;
- Joint Command and General Staff Course (JCGSC) 2012/2013; 13 August 2012 – 19 June 2013 with 50 students;
- Higher Command Studies Course (HCSC) 2012; 13 August – 19 December 2012 with 14 students;
- Civil Servant Course (CSC) 2012, 9 January – 15 June 2012 with 9 students.

The JCGSC 2011/2012 strongly resembled many of the previous iterations. That said there were a number of refinements added to enhance the Course. The key initiative implemented within the latter half of the JCGSC 2011/2012 was the integration of the Civil Servants Course (CSC) into the JCGSC.

The JCGSC 2012/2013 implemented a handful of key refinements that differentiated it from previous JCGSCs. First and foremost, the decision was made to put particular emphasis on delivering the curriculum using an “adult learning model”. To accomplish this, the BALTDEFCOL tapped the six

Syndicate Guiding Officers (SGOs) to play an increased role within the JCGSC as coaches, mentors, and teachers. A related effort was undertaken to move away from a system of “Pedagogy” toward an adult learning model of “Andragogy”.

The Civil Servant Course (CSC) is a key component of the BALTDEFCOL’s academic triad. The CSC 2012 was completely different from previous iterations representing a transition academic year for the College. As already mentioned, the key initiative implemented was the integration of the CSC into the JCGSC.

The integration of the two courses 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 Approach education system. The BALTDEFCOL remains absolutely convinced that the maximization of civil-military interaction is in the best interest of the Baltic States and is a potential what should be turned into a core strength of the College.

The HCSC 2012 was conducted from August to December with the participation of 14 officers and civil servants from 9 nations. The ratio of different countries was very good and created a fruitful environment for discussions and thinking on strategic level. This year new student assessment system, tried as a pilot in the HCSC 2011, was formally introduced. In general, it proved to be an effective tool to motivate and mobilise our students towards better performance.

Year 2012 marked a milestone in the development and capability of the BALTDEFCOL in regard to manning. All major Directing Staff positions in the BALTDEFCOL were filled and total manning of college positions reached 95 per cent. It was the first year in the College’s history when the Operations Department was fully manned and we had the necessary Joint Operation experts inside of Land, Navy, Air and SF domain in-house. However shortage of critical subject matter experts in areas like cyber

defences and defence economy remains. It is planned to hire those experts in coming year.

In 2012 the BALTDEFCOL continued to be 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 BALTDECOL can look to the future with optimism. We are in the middle of a process of evolution where we can see the small steady steps of progress 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 our performance by former students, who often serve in joint operational positions or at the strategic level, shows that our education is relevant and accurate.

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Foreword



The White book is a summary of the BALTDEFCOL activities during 2012 and a summary of achievements with the given resources. The purpose of the book is to share our experience and lessons learned designing and delivering courses on the Joint and Strategic level inside of the development of a Professional Military Education (PME) for the three Baltic States. At the same time we wish to make our development visible to similar institutions in EU/NATO/PfP countries in order to create best possible conditions for future cooperation. We also describe the development of a research and study programme which provides a foundation and prerequisite for maintaining the academic environment at the College.

During 2012 11 nations have been represented within the Directing Staff and 16 nations in the student body of the BALTDEFCOL.

The BALTDEFCOL seeks to be a first-rate international development centre for security studies, playing a leading role in the higher education of officers from the armed forces and civil servants at the ministries of defence and foreign affairs and representatives from agencies engaged inside of the security and defence sector from the Baltic States. At the same time our education must be on a level so it attracts and can be recognized by EU/NATO/PfP countries. The mix of civil servants and officers from several countries creates a comprehensive environment and builds an understanding of situation complexity during multinational Operations.

Adult learning and the use of Andragogy is a capstone when the BALTDEFCOL educates students who on arrival already have a considerable degree of knowledge and skills. Our instructors and mentors must be able to adapt and create the best learning environment for each individual student. Our overall mission is to develop all students to his or her full potential. The appointment to sign officers to serve fulltime as Syndicate Guiding Officers (SGOs) with the purpose to facilitate this objective during the education has been successful but has also given a lot of experience for the future. Acting as an SGO is a full-time commitment creating a need for additional education and a revising of the daily schedule to deliver education. During the Academic Year 2013/14 we will continue to develop the system. This will be an important part of our aim to move from Good to Great.

In 2012 we ended the third Joint Command and General Staff Course and began the fourth course with a focus on NATO planning directives and the operational methods used in all NATO headquarters. Running 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 not an 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 Comprehensive Operations Planning Directive (COPD). Our ability to educate in-house and exercise the students in a truly joint environment has during 2012 improved further and we will now increase our capability to add the cyber dimension into the education.

We have also conducted the ninth Higher Command and Study Course with contained a good balance between civil servants occupying midlevel positions at the political and strategic level and military officers who will lead the development of the armed forces. The course broadens the understanding of the complex factors that have to be considered in order to undertake long term planning.

Although the BALTDEFCOL is similar to other military colleges belonging to NATO countries, there are several features and strengths that enable the BALTDEFCOL to develop course programmes and confirm its position as an attractive institution of military education.

These are:

- The use of the English language.
- A truly multinational teaching and learning environment.
- The integrated Comprehensive Approach.

The BALTDEFCOL will continue to develop the education it provides using the principles of pooling and sharing. As an institution we will never be able to process all the required competences for every lecture or exercise run inside of the College. However, through cooperation with other Defence Universities and Colleges and NATO/EU institutions we can in a resource effective way meet the demands for courses and studies delivered on the operational and strategic level.

The BALTDEFCOL has during 2012 and will continue to have a strong professional development program for the Directing Staff members.

Our research and study program will have an increased focus on the Northern-Europe and we will continue to cooperate with institutions inside of the 3BS and the Nordic Countries to provide a better understanding of the complexity of the security and defence environment in the region. We will also continue our cooperation with the US, the UK and Poland and attempt to increase our good relations in this area with the EU-3.

During 2012 we started the Harmonization of the PME inside of the 3BS with the aim to have a golden thread in the education from the Basic to the Strategic level. This work will be completed in cooperation with the 3BS

National Academies and Colleges and we predict that the work will be ready by 2014.

In summary, as a development organization we need constantly to improve the delivery of our teaching and our working methods to be able to meet future requirements. To move from lessons identified to lessons learned is important if we wish to keep our curriculum updated and at the learning edge of military and strategic thought.

As a PME institution we can look forward with optimism. We are almost fully manned, have good international cooperation, able to attract students from several nations and we are constantly developing our courses. Our contribution makes a genuine difference to the armed forces and organisations whose students we educate. The feedback from former students, who often serve in strategic or operational positions, shows that our education is relevant and accurate.

Finally, I would like to thank everyone who serves at the BALTDEFCOL, either as a permanent member of the staff, or as a guest lecturer. Without your spirit, effort and willingness to do a little extra the 2012 would not have been such a banner year for us.

A handwritten signature in blue ink, consisting of several fluid, sweeping strokes that form a stylized representation of the name Vitalius VAIKŠNORAS.

VITALIUS VAIKŠNORAS
Major General (LTU Army)
Commandant

1 Baltic Defence College Staff

1.1 Mission, organisation and manning

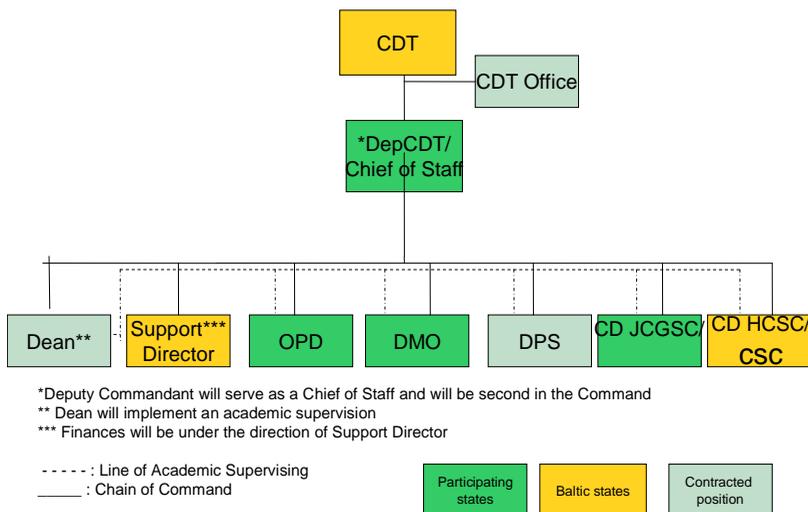
The vision of the BALTDEFCOL is to remain a modern, multinational and English based Defence College with Euro-Atlantic and a regional scope. BALTDEFCOL educates and sustains the professional development of officers and civil servants through high quality courses with a core focus on joint, interagency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

The mission of the College is to:

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

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

The BALTDEFCOL structure:



The manning plan comprises 71 positions – 47 Directing Staff members including the College Management Group and 24 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).

All major positions in the BALTDEFCOL are filled and total manning of college positions has reached 95 per cent. During the year all financed position were filled by qualified hired personnel and personnel from the contributing nations.

The number of Directing Staff members has increased and has achieved acceptable levels, however a shortage of critical subject matter experts in areas like cyber defence and defence economy remains. It is planned to

hire those experts in coming year. All three Baltic States have promised to replace the Baltic officers leaving before the start of the JCGSC 2013/2014, although overlapping period for handover of individual positions is still subject to discussion.

In order to ensure the required *quality of education* the Directing Staff needs to consist of officers and civilian academics with a range of service and academic backgrounds. In particular knowledge of NATO Comprehensive Operations Planning Directive (COPD) as well as experience gained from international operations or other international assignments is essential. In addition the officers and civilian academics assigned to the BALTDEFCOL should meet the requirements of qualified and talented instructors.

1.2 Cooperation with other defence colleges

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 JCGSC and other courses. The Canadian Forces Joint Staff College also sends personnel to participate in the BALTDEFCOL exercises. In addition to providing specialist teaching support to the BALTDEFCOL, the Canadian Forces Staff College has made its outstanding course curriculum available to the College. The BALTDEFCOL is accredited by the Canadian forces and in 2012 a team from the Canadian Forces Staff College visited the College

to coordinate cooperation. The Dean and Deputy Commandant of the BALTDEFCOL also visited the Canadian Forces Staff College in October to maintain the current close cooperation.

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



BALTDEFCOL visit to the French Army College

The Foreign Military Studies Office of the US Army, located at Fort Leavenworth, Kansas, publishes top course papers and MA theses written by the BALTDEFCOL students 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 BALTDEFCOL to be broadly disseminated in an international forum. The US National Defence University and the Marine

Corps University and US Army Command and General Staff College all use articles, staff rides and studies published by the College in their courses.

The Polish National Defence University in Warsaw not only sends a faculty member to the BALTDEFCOL but has also provides subject matter experts to support the curriculum as needed. The Polish National Defence University is a large institution with a wide variety of courses and has the capability to teach in English. The Polish Air Force Academy in Deblin is also one of the BALTDEFCOL counterparts and the College provides guest instructors for some of their courses.

The BALTDEFCOL is also active within the Nordic area with partner staff colleges. In 2012 the BALTDEFCOL faculty lectured at the Finnish National Defence University and the Royal Danish Defence College. The College also hosted a group of researchers from the Swedish National Defence Academy. The BALTDEFCOL is currently in a long-term programme to partner with the Royal Danish Defence College and with other Nordic defence colleges to develop the HCSC into a more comprehensive war college course that will be taught in cooperation with other partners.

The BALTDEFCOL is active in the Central European Forum for Military Education (CEFME). This is an organization constituted from a group of national staff colleges and the 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 the following staff colleges: the BALTDEFCOL, the Austrian National Defence Academy, the Royal Military Academy of Belgium, the Royal Military College of Canada, the University of Defence of the Czech Republic, the Royal Danish Defence College, the Finnish National Defence University, the Netherlands Defence Academy,

the Norwegian Defence University College, the Polish National Defence University and the Swedish National Defence Academy.

1.3 Cooperation with universities

The accreditation of military education is important and we must ensure that the standards of the College's education correspond with civilian university level standards. The Latvian National Defence Academy has a MA in Security Studies programme that is available to the BALTDEFCOL students on a voluntary basis while they are studying at the BALTDEFCOL. This MA programme accepts the JCGSC modules for a large part of the graduate course credits. The MA programme is available to students and faculty of the BALTDEFCOL free of charge. Officers can receive graduate credits for the JCGSC 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 BALTDEFCOL, our students will have expanded opportunities to develop their potential.

A high priority for the BALTDEFCOL is to establish closer relationships with academic institutions throughout the Baltic States. The College maintains a close relationship with Tartu University. In 2012 the BALTDEFCOL faculty began teaching a graduate course at Tartu University in the MA for cyber security programme.

The BALTDEFCOL also supports the national military academies of the three Baltic States. In 2012 the BALTDEFCOL faculty were guest lecturers in the Estonian National Defence Academy and taught courses in the Latvian and Lithuanian officer courses as well. In January 2012 the BALTDEFCOL co-hosted a conference on World War II with the Estonian National Defence Academy.

1.4 Summary of Baltic Defence College events in 2012

- 09.01 Opening of Civil Servants Course 2012
- 04.03 Students of the Joint Command and General Staff Course 2011/2012 and Civil Servants Course 2012 participated in International Study Tour.
- 19.03 Start of the Joint Command and General Staff Course's and the Civil Servant Course's Exercise Collaborative Effort II. During the Exercise 55 students were supported by 33 BALTDEFCOL Directing Staff members and were visited by subject matter experts from various military, civil and academic institutions.
- 27.03 BALTDEFCOL had the pleasure to welcome the U.S. European Command's Deputy Director J5, RADM Mark C. Montgomery. RADM Montgomery met with the College Commandant BG Meelis Kiili, observed the on-going Exercise Collaborative Effort II, and addressed the BALTDEFCOL students and staff.
- 27.03 BALTDEFCOL hosted a delegation from the German Führungsakademie accompanied by the German Defence Attaché, LTC Axel Pfaffenroth. The aim of the visit by the nine General Staff Course officers and one faculty member was to see how BALTDEFCOL has developed its study activities and adapted the MA programme.
- 28.03 BALTDEFCOL welcomed the Swedish Ambassador to Latvia H. E. Mr Mats Staffansson, the Swedish Ambassador to Lithuania H. E. Ms Cecilia Ruthström-Ruin, the Swedish Defence Attaché in Latvia LTC Magnus Lundgren, and the Swedish Honorary Consul

in Tartu Mr Madis Kanarbik. The aim of the visit was to gain more in-depth knowledge about the BALTDEFCOL.

- 03.04 BALTDEFCOL hosted the visit of the U.S. Ambassador H.E. Mr Michael C. Polt.

- 11.04 BALTDEFCOL Commandant BG Meelis Kiili, accompanied by the College Dean Dr James Corum and Military Assistant SGM Viljar Hallik, visited on 11-21 April several military commands and institutions in the US. The purpose of the trip was to further develop the already strong cooperation the BALTDEFCOL has with the leading US military staff colleges.

- 23.04 COL PhD. Zdzislaw Sliwa from the Operations Department represented the BALTDEFCOL at the Spring 2012 meeting of the NATO Training Group Task Group on Individual Training and Education Developments (NTGTG IT&ED) held in Warsaw, Poland on 23-26 April.

- 11.06 BALTDEFCOL hosted an international academic workshop as part of the Joint Command and General Staff Course 2011/2012 on 11-12 June. This was the last major academic activity of the year.

- 13.06 BALTDEFCOL had the honour of hosting the visit by the Director of the Pennsylvania National Guard's Joint Staff BG Tim Hilty. The visit provided BG Hilty an enhanced understanding of the academic environment and quality of life of officers and their families attending the Joint Command and General Staff Course.

- 15.06 BALTDEFCOL graduated the students of the Joint Command and General Staff Course 2011/2012 and the Civil Servants Course 2012.

- 13.08 BALTDEFCOL started a new school year with the opening ceremony of the Joint Command and General Staff Course 2012/2013 and the Higher Command Studies Course 2012.
- 01.09 BALTDEFCOL delegation travelled to three Professional Military Education institutions in the US – the Command and General Staff School (Fort Leavenworth), Air Command and Staff College (Maxwell Air Force Base), and the College of Naval Command and Staff (Newport Naval Station) on 01-15 September. The purpose of the visit was to deepen institution-to-institution cooperation and to seek “best practices” in the conduct of mid-level Professional Military Education.
- 03.09 BALTDEFCOL successfully hosted its fourth annual Baltic Military History conference on 3-4 September. BALTDEFCOL annually invites academics and military history scholars from the region and from international institutions to come to Tartu to present papers on some aspect of Baltic area military history.
- 22.11 BALTDEFCOL delegation visited the Royal Danish Defence College in Copenhagen, Denmark. The visit was part of an on-going effort to deepen regional ties with the Professional Military Education institutions of Norway, Denmark, Sweden and Finland.



- 06.12 BALTDEFCOL was visited by the Director of the Department of Security Policy in the Latvian Ministry of Foreign Affairs Mr Andzejs Vilumsons to discuss security and co-operation in the wider Baltic region.
- 19.12 BALTDEFCOL graduated 14 students of the Higher Command Studies Course 2012 representing Estonia, Latvia, Lithuania, Japan, Georgia, Moldova, Slovenia, Ukraine and the United Kingdom.
- 19.12 BALTDEFCOL Commandant BG Meelis Kiili (EST A) handed the Command of the BALTDEFCOL to his successor MG Vitalijus Vaikšnoras (LTU A).

2 Faculties

2.1 Operations Department

The core activities of the Operations Department (OPD) in 2012 were focused on the provision of joint operational level instruction through the delivery of LA-1 to students attending the Joint Command and General Staff Course (JCGSC) 2011/2012. The LA-1 requirement is to develop students' knowledge to prepare them for future joint and service appointments. The LA-1 has been further evolved to reflect the requirements of contemporary operations, and incorporate increasing OPD staff experiences as well as relevant students' feedback. LA-1 has been strengthened in its content with emphasis being placed upon the development of command, analytical and teamwork skills along with increased consideration on the capabilities of components and services and their operation within contemporary combined, joint operations in complex security environments. As the largest department within the BALTDEFCOL, the OPD has been directly engaged in the personal development of students being the main contributor of Syndicate Guiding Officers (SGOs) for the JCGSC.

In addition to its JCGSC responsibilities, the OPD has for the first time contributed in the teaching of students attending the Higher Command Studies Course (HCSC) 2012. Lectures related to current developments in NATO's organizational structures, strategic and operational level operations planning and force generation processes were provided by the OPD Directing Staff (DS). The foundation for instruction continues to be the NATO Comprehensive Operations Planning Directive (COPD). The application of this process by students provided the precondition for the strategic level planning exercise, Exercise STABLE REACTOR which was prepared and delivered to the HCSC by the OPD. The cooperation between the OPD and the HCSC DS was judged to be successful and it is planned to continue the support to the HCSC in the future.

The Department also provided teaching to support delivery of the Civil Servants Course (CSC) 2012. Its contribution included military theory, the services and the conduct of joint operations. This instruction served as a precondition for merging the JCGSC 2011/2012 and CSC 2012. The education provided enabled civilian students to better understand the application of military force and more effectively contribute to the combined education process and course activity.

The course methodological approach has been to shift activity from central lectures into syndicate based activity. This has been undertaken to promote creative, constructive and critical thinking without reliance on "school solutions". The OPD has supported this approach with the development of appropriate course material and teaching collateral. The shift in approach has been judged to be successful and is developing a more preferred and successful teaching environment. The LA-1 curriculum emphasizes the requirement for guiding and mentoring student led decisions as opposed to the presentation of rigid and inflexible concepts. The evolution of the education was rooted on careful balance of teaching content in the frame of respective modules.

To support the further advancement of OPD capability, in September 2012 Director OPD (DOPD) participated in working visits to the Professional Military Education Institutions in the US. These included the Command and General Staff School (Fort Leavenworth), Air Command and Staff College (Maxwell Air Force Base), and the College of Naval Command and Staff (Newport Naval Station). Further working visits were undertaken to the Professional Military Education Institutions of Norway, Denmark, Sweden and Finland. It is important that the approach of the BALTDEFCOL is examined against the approach and content provided by equivalent establishments in order to allow knowledge transfer and the incorporation of best practice. The findings and conclusions will be implemented into continued LA-1 improvement. In addition to the liaison and coordination

established with these organizations, the OPD will continue its long-term relationship with the Canadian Forces College in Toronto and will develop its recently established cooperation with the Polish National Defence University and the Air Force Academy in Poland.

The continued development of the OPD staff members represents an important requirement and presents a continued challenge. It is however, critical to the ability of the Department to provide high quality instructional capability to the students of all courses. There have been some significant improvements in the skillsets available to the OPD as well as the identification of a number of initiatives to improve the approach to instructional delivery. The incorporation of experienced retired officers with operational and staff experience of joint air operations and operational planning provides a welcome deepening of capability. In addition, the assignment of a regular naval officer (Germany) has increased the ability of the department to reflect the joint environment. The regular rotation of the active duty officers has refreshed the department skills and capabilities base with relevant new experience.

At the end of year 2012 the Department was fully manned for the first time in the history of the BALTDEFCOL. This is a welcome milestone in the development of the College and its capability and every effort will be made to maintain this situation. Alongside the achievement of the OPD full-manning has taken steps to improve further individual and collective instructional approach. This included the conduct of methodology workshops and consideration of teaching techniques. This programme has proved useful in developing the quality and consistency of instructional delivery. The quality improvement programme was complemented with a review of module and sub-module content and structure. This has resulted in helpful reshaping of some module areas which now better reflects the course requirements.

The OPD has adopted the policy of increased reliance on integral staff to deliver exercises and to perform course activity. This reflects the improving capability base of the faculty. The ability to utilize all members of the College is particularly useful, for example members of the College Management Group, including the Commandant, were actively involved in Exercise Collaborative Effort. In addition a number of innovative techniques have been introduced into the delivery of course activity. For example VTCs with Components, including the staff of the Multinational Corps Northeast (MNC NE) in Szczecin which play the role of Land and Air components were included in the delivery of exercises. However, Visiting Senior Mentors (VSM), Subject Matter Experts (SME), and Guest Lecturers (GL) are still usefully contributing to teaching bringing with them valuable and prized expertise. DOPD continues to value their contribution to emphasize and expand core syllabus instruction. For the future, the involvement of external personnel will be kept under review to ensure that they provide additional value to the capabilities of college resources.

The OPD DS members are continuing efforts to improve further their teaching skills in the area of operational planning as represented by the COPD. This effort is supported by the review of related documents including the "Handbook for Operational Parameters (HOP)" and on-going development of the innovative OPD publication titled "Operational Level Planning Process Handbook (OLPPH)" (which replaced the "Operational Planning Standard Operating Procedures (SOP)". Those documents have been implemented for current teaching and they have been appreciated by the students as a relevant supportive material. The OLPPH will be used to upgrade teaching of the operational planning and to conduct the BALTFEFCOL Exercise "Collaborative Effort 2013". The recognition of the OPD staff expertise in operational planning has been acknowledged by invitations from the MNC NE to prepare and execute a COPD Workshop for the Corps' staff members.

DOPD has placed emphasis on the professional development of the DS by using a number of opportunities to participate in external exercises and courses. In addition to the experience exposure, these activities provide continuity of cooperation with external headquarters and institutions as part of the College outreach program. The OPD staff members participated in the Canadian Forces College Final Exercise "Warrior Lance 2012" in June; combined, joint Exercise "Anaconda 12" in September in Poland and as members of an Assessment Team and a Real Life Support Staff in the Command Post Exercise "Baltic Host 2012" in Estonia. Of particular significance was participation in Exercise "Steadfast Juncture 2012" organized by the Joint Force Command Naples in June 2012. The OPD DS involved participated in both the planning and execution functions of the Core Team planners of a Joint Operational Planning Group. In addition the entire OPD DS, along with military and civilian students, participated in the Combined Joint Staff Exercise (CJSE) 2012 in Enköping, Sweden. This annual exercise was conducted by the Swedish Armed Forces and the Folke Bernadotte Academy.

Particularly important has been the continued cooperation with the MNC NE. The OPD participated in the NATO G-7 Workshop in Szczecin and there is regular mutual support for exercises and exchanges of lecturers. Further, the OPD is developing its cooperation with other institutions including: the NATO Special Operations Headquarters (NSHQ), US Naval War College, US Army University of Foreign Military and Cultural Studies, Führungsakademie der Bundeswehr in Germany, Vytautas Magnus University in Lithuania, US European Command's Joint Interagency Counter Trafficking, Joint Interagency Counter Trafficking Centre and others. This programme of cooperation provides useful opportunity for the incorporation of wider military thinking into college activity and the opportunity to ensure that the wider community is aware of the College, its role and activities. A further activity was the participation of a DS member in the Joint Air Power Competence Centre (JAPCC) Air Power conference in October 2012 in

Germany. This presented a significant opportunity to meet with the key staff members of the Air Component Command Ramstein.

For the purposes of professional development, the OPD DS members have participated in selected external courses to enhance their professional knowledge, as well as to broaden their area of expertise. This has included the NATO School Course "Comprehensive Operations Planning Course" organized in Sweden, the TOPFAS OPT Users Course Latina in Italy and JOPG Comprehensive Operations Planning Course in Oberammergau. These courses have proved useful, since they were able to be exploited for internal teaching needs. As well as physical attendance at courses OPD members have taken advantage of the learning experience and self-development offered by the NATO Headquarters Supreme Allied Command Transformation in the form of distance learning courses.

The OPD is continuing close internal cooperation with the Department of Management and Officership (DMO) and the Department of Political and Strategic (DPS) to support their areas of responsibility. It includes the OPD DS members' involvement, as tutors and censors, in Individual Study Papers development by students. Additionally, in close coordination with the Latvian National Defence Academy, selected OPD members are contributing to the MA program which is supervised by the Dean. The OPD provides continued support for the Air Force Command and Staff Course in Vilnius and the Baltic Naval Intermediate Command and Staff Course in Riga, preparing lectures based on their course requirements. The OPD also continues its cooperation with the Army Intermediate Command and Staff Course in Vilnius. Additionally, OPD members from Estonian Armed Forces supported the Estonian National Defence College delivering a number of presentation and lecture as requested.

The OPD budget for the year 2012 was appropriately planned and executed. It allowed all teaching activities to be successfully accomplished. Proper resource management enabled professional development objectives

to be met and through resource husbandry full involvement of the CSC 2012 in exercises and in the International Study Tour in June was possible. Although some adjustments to the Curriculum flow for JCGSC 2012/2013 were necessary as a result of budget considerations it has not unduly influenced teaching delivery.

2.2 Department of Defence Management and Officership

The mission of the Department of Defence Management and Officership (DMO) is to support transferring experienced tactical officer-warriors to operational level planners and future strategic level leaders without losing the spirit and 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).

There were no changes in personnel in 2012. This provided welcomed continuity in education and in particular curriculum development. Within Learning Area 4 no major changes were made whereas within Learning Area 3 the modules of project management and resource fundamentals were further developed to better address the issues of defence economics and human resource management.

As the responsibilities of the Syndicate Guiding Officers (SGOs) have increased the Department personnel became divided de facto into two groups: two Project Officers (POs) with departmental tasks and two SGOs with Joint Course related tasks. The requirement for increased emphasis to be paid to the principles and practices of adult learning demanded more structured coordination and communication with the DMO POs and all the SGOs and the Course Director.

In addition the DMO personnel have supported other departments and learning areas in strategic studies, information operations, maritime operations and operative planning. The DMO has also assisted the Navy

Intermediate Command and Staff Course in Riga in its fields of expertise. This support will continue in 2013. Professional development due to the lack of relevant courses and issues of timing has taken place to a limited extent. The main emphasis was on developing skills in defence planning and management.

2.3 Department of Political and Strategic Studies

Year 2012 consisted of many changes within the Department of Political and Strategic Studies (DPS), but despite these changes DPS continued to provide a valuable contribution to the BALTDEFCOL while remaining within its budget. In the first half of 2012 the DPS' main effort was dedicated to the Civil Servants Course (CSC) 2012. The CSC is designed to improve the military, defence, and security related skills of civil servants from the Baltic States and various NATO/PfP nations. The DPS was responsible for modules in Strategy and International Law. These modules were conducted at the BALTDEFCOL in January and February. The DPS personnel also supervised the CSC students Individual Research Papers (IRP).

The DPS support for the Joint Command and General Staff Course (JCGSC) 2011/2012 in the first half of 2012 was centred on Learning Area 5 (LA5), academic writing. The aim of LA5 is to support other learning areas by providing students the skills needed to draft academic papers, create logical consistent arguments, make concise and persuasive analysis and communicate that analysis effectively.

The DPS personnel also supported the JCGSC in the first half of 2012 by attending Swedex, in the role of political and legal advisers. The DPS also supported DMO and OPD in the first half of 2012 by teaching various sub-modules.

The DPS member has participated in the 1 (GE/NL) Corps Exercise Peregrine Sword in Wildflecken, Germany in the role of political adviser to

the Multinational Brigade. The HQ of 1 (German/Netherlands) Corps is one of NATO's High Readiness Forces (Land) Headquarters which provides an opportunity to be a part of exercises where planning and execution is carried out simultaneously. Several members of the DPS supported the MA programme in 2012 by teaching MA courses and supervising MA thesis.

In the second half of 2012, the DPS focused on implementing Learning Area 2, International Security and Strategy, and Learning Area 5, Academic Writing, of the Joint Command and General Staff Course. 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 culminating in a two day country study competition.

For Learning Area 5, students were introduced to the writing and research standards of the Baltic Defence College. A number of reforms were implemented in Learning Area 5, particularly relating to its codification and formalisation. A Handbook for academic writing was introduced. The Independent Study Paper – the main outcome of the learning area – was shortened and made more precise; a standardised grading and feedback system was steadily implemented; a template for academic writing was produced; the number of tutors and censors was reduced; and a preliminary writing assignment was given to the student officers prior to their arrival to BALTDEFCOL to help with their placement into syndicates. The student's writing and research skills were also honed with small research projects that familiarise the students with communicating their analysis.

Members of the DPS ran all the academic modules of the HCSC 2012. As such they were responsible, under the supervision of HCSC Course Director, for the development, planning and execution of the course. This included development of the HCSC curriculum and Course Plan, identifying

of Guest Lecturers and Visiting Senior Mentors for the course, supervising teamwork, tutoring students and other academic functions.

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 2012 saw increased and improved relations with the other departments as DPS and OPD sought to synchronise their teaching of the COPD. This approach was fully validated by the students' positive feedback and the students' performance in their first exercise of the academic year.

DPS has supported Defence Education and Enhancement Programme (DEEP) that NATO conducts with partners. Our focus is on Georgia which has been highlighted in the First Functional Clearing House meeting on Defence Education in Brussels in September 2012. We already have been tasked by the Baltic States to support the efforts of the Georgians, especially in regards to their setting up the Command and General Staff School (CGSS) as a part of the National Defence Academy in Gori. It is clear that the BALTDEFCOL will stand by our previous commitments to Georgia. DPS also helped organize several workshops held at the College and DPS faculty served as moderators and commentators at these workshops.

Throughout 2012 BALTDEFCOL continued its presence on European Security and Defence College (ESDC) Executive Academic Board (EAB). Representative of the BALTDEFCOL attended the ESDC EAB meetings contributed to the development of the ESDC curriculum, pedagogical improvement, and cooperation with partners. DPS faculty served as ESDC Faculty members at the ESDC High Level Course. One member of the DPS was also invited by the European Union Institute for Security Studies to coordinate (lead) a new Task Force – commissioned by the European Union Military Committee – which will investigate future European defence cooperation in 2013.

The opportunity for faculty development in the DPS is limited by its small size and commitment to the HCSC, the CSC, and the JCGSC, but members of the 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 the DPS.

2.4 Faculty development and external activities

The BALTDEFCOL 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 two cohorts from the BALTDEFCOL every year – students and faculty members. Faculty members who have served their tour of duty as educators/developer will return to their nations with increased professional knowledge and skills developed during their time at the College. From our perspective they have moved from skilled to expert on Joint Operations. The BALTDEFCOL policies for faculty development are modelled on the major NATO staff colleges and their best practices.

The BALTDEFCOL has developed a programme of exchange of Directing Staff members during exercises and research with other staff colleges and military institutions. It makes it possible for the BALTDEFCOL faculty to meet 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 BALTDEFCOL 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 programme of faculty education. One important aspect of faculty development is a programme 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 2012

3.1 Joint Command and General Staff Course

The Joint Command and General Staff Course (JCGSC) is the core activity at the BALTDEFCOL and serves as a key pillar in the Professional Military Education systems of participating nations.

In its current construct, the JCGSC has a number of strengths to highlight. Most importantly, the Course effectively educates officers in joint, multi-national, and inter-agency operational-level planning. The Comprehensive Approach is emphasized in every aspect of the JCGSC and officers depart the College with an enhanced understanding of the positive implications of a whole-of-government approach. Secondly, the multi-national learning environment provides a rich atmosphere for the professional exchange of ideas, operational experiences, and best practices. Officers consistently mention their foreign course colleagues as key facets of the JCGSC, and the forging of multinational relationships will certainly pay dividends well into the future. Finally, the conduct of the Course in the English language effectively prepares officers for future international assignments. In an increasingly inter-twined and globalized world, strong language skills are an imperative in tomorrow's security constructs.

The combination of these aforementioned strengths means that the 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.

Joint Command and General Staff Course 2011/2012

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	

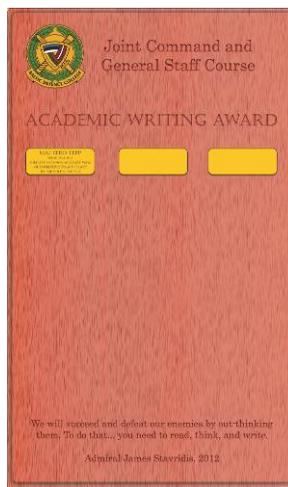
The Joint Command and General Staff Course (JCGSC) 2011/2012 strongly resembled many of the previous iterations. That said there were a number of refinements added to enhance the JCGSC.

The key initiative implemented within the latter half of the JCGSC 2011-2012 was the integration of the Civil Servants Course (CSC) into the JCGSC. Nine civil servants representing six countries joined 46 officers and, for the most part, participated in the JCGSC curriculum. This was a deliberate decision,



undertaken to move the BALTDEFCOL from merely talking about the Comprehensive Approach in a theoretical sense towards a practical approach in which military and civilians actively learned together side-by-side in a constructive manner. Not only did civil servants participate in the academic components of the JCGSC, but they also deployed with their military counterparts to Sweden for the Combined Joint Staff Exercise. In short, the integration proved to be a truly mutually beneficial relationship and the College leadership remains convinced that this type of civil-military interaction is in the best interest of the 3BS.

A second initiative introduced during the year was the implementation of the first academic award. Previously, no academic incentives existed in the JCGSC whereby motivated officers would be inspired to pursue excellence in their studies. The Department of Political Science remedied this shortcoming by developing rigorous standards and introducing the first award for Academic Writing. This will serve as the precursor to the Joint Planning and Professionalism Awards – to be introduced during JCGSC 2012/2013 – and recognition of officers will take place at future JCGSC graduation ceremonies.



Finally, the College Management Group made a concerted effort to focus on feedback mechanisms in order to generate refinements for the JCGSC. Throughout the academic year, officers and civil servants' perspectives were solicited, compiled, and analyzed. Upon consideration, many of the reform proposals were implemented into the JCGSC 2012/2013.

Joint Command and General Staff Course 2012/2013

JCGSC 2012/2013		
Course duration: 13 Aug 2012 – 19 Jun 2013		Number of students: 50
Nation	Total	Remarks
Estonia	11	
Latvia	10	
Lithuania	13	
Sponsored	9	
Other nations	7	
Total	50	

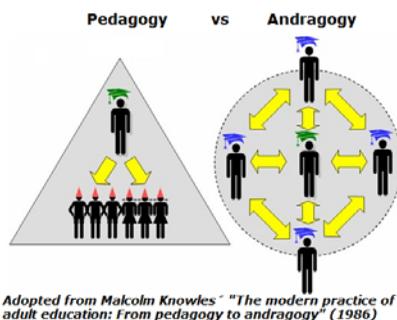
JCGSC 2012/2013 implemented a handful of key refinements that differentiated it from previous JCGSCs. First and foremost, the decision was made to put particular emphasis on delivering the curriculum using an “adult learning model”. Specifically, this meant a renewed emphasis on active learning in order to achieve intended learning objectives.



Adopted from Edgar Dale's "Audio-Visual Method of Technology" by Holt, Rinehart and Winston (1969)

To accomplish this, the BALTDEFCOL identified the six Syndicate Guiding Officers (SGOs) to play an increased role within the JCGSC as coaches, mentors, and teachers. The intent was for the SGOs to supplement the efforts of Project Officers (POs) in the delivery of the JCGSC curriculum. A related effort was undertaken to better balance the ratio of plenary “lecture-style” teaching to Syndicate-based learning activities – that is, moving away from a system of “Pedagogy” toward an adult learning model

of “Andragogy”. This required a significant mindset shift within the Directing Staff, particularly amongst POs. Ultimately the intent was to develop an enhanced partnership between SGOs and POs – working in concert with each other – to deliver the curriculum in a more effective manner. At the outset of the academic year, the BALTDEFCOL invested both time and financial resources to bring in Swedish experts who conducted intensive instruction on team-building, group dynamics, and conflict resolution. While SGO feedback indicated that these investments were fruitful, many lessons were identified and will be implemented in future SGO training to further develop their ability to perform their duties. In sum, the transition to a SGO-facilitated adult learning model within the JCGSC forged a strong foundation to build upon in subsequent iterations.



Another significant breakthrough within the JCGSC centered on Academic Writing and English education. The DPS – the entity responsible for Learning Area 5 Academic Writing – spearheaded a number of initiatives to codify and synchronize the College’s

efforts in Academic Writing. Of note, the DPS published the first version of the Academic Writing Handbook, which unified the standard for the JCGSC and the Latvian National Defence Academy’s Master’s Program. Additionally, the College deepened its partnership with the Estonian National Defence College to provide additional English instruction to JCGSC Officers.

3.2 Higher Command Studies Course

Higher Command Studies Course 2012

HCSC 2012		
Course duration: 13 Aug 2012 – 19 Dec 2012		Number of students: 14 (13 graduated)
Nation	Total	Remarks
Estonia	2	1 mil and 1 civilian students
Latvia	1	1 mil
Lithuania	4	3 mil and 1 civilian students
Sponsored/outreach Georgia, Moldova, Ukraine.	4	Sponsored by LTU, DNK, EST.
Other nations	3	Japan, United Kingdom, Slovenia
Total	14	

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 HCSC 2012 was conducted from Aug to Dec, a total of 19 weeks. During that course 14 officers and civil servants from 9 nations were participating. The ratio of different countries was very good and created a fruitful environment for discussions and thinking on strategic level.

The main focus of the HCSC is the study of change in defence organisations, including the leadership of transformation. The Course Plan allowed for different methods of learning and ensured that the most effective solution was applied to achieve each of the course objectives.

This course used Visiting Senior Mentors (VSM) and an active learning methodology, commonly found in war colleges. Although the VSM approach is a costly one, but it has shown its value time and time again in supporting the Socratic atmosphere of learning, whereby 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 invited a range of distinguished guest lecturers to the BALTDEFCOL to conduct most of the classroom teaching. During the residential part of the course five senior mentors and more than fifty speakers visited the College to provide teaching for the HCSC 2012. The extensive use of external speakers should be continued, as we should maintain our focus on enlarging and enhancing the network of potential contributors.



HCSC 2012

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 conducted towards the end of the

course. Three field study trips complemented the classroom activities. Course sustained field study trips comprising regional trips to a partner states (Finland and Georgia), the NATO and EU command structures in Belgium, and trip to the three Baltic States capitals.

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 programme 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. 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.

Through a highly participative programme of studies HCSC students have received some new challenges having formally introduced a new student assessment system. This year that system was formally introduced, which was run as a pilot, in HCSC 2011. In general, it proved to be an effective tool to motivate and mobilise our students towards achieving a better performance. It also helped to provide our students with a better understanding of their specific academic strengths and weaknesses.

The students have displayed their ability to learn rapidly and adapt quickly to changing situations though participation in a broadened Field Study Trips programme, and a newly introduced Comprehensive Campaign Planning exercise, Exercise Stable Reactor delivered at a strategic level to support the theoretical teaching of the course curriculum. The BALTDEFCOL renewed the agendas for the Team Research Projects and for a number of the activities undertaken during this course.

A three week force planning exercise was also conducted during the Course. The aim was to provide the students with an opportunity to use

long term defence planning tools and techniques. In previous years we have been supported by a team from the UK. However in 2011 the UK MoD withdrew its financial support and the exercise had to be run within internal capacity. We were able to review the exercise concept and detail with our new partner acquired under a cooperation agreement with the Swedish Defence Research Agency (Swedish FOI), which was signed in 2012. Consequently, our students obtained extended knowledge of the requirements necessary in order to perform long term defence planning (LTDP) as well as understanding the reason for such planning. During the exercise, the students evaluated the existing security and defence policies of the three Baltic States and applied new planning tools and techniques in order to recommend improvements to the force structures of the three Baltic States.

It is useful to remind the Baltic States of the importance we attach to this exercise and of the need for support the activity with national experts and decision makers.

3.3 Civil Servants Course

Civil Servants Course 2012

CSC 2012		
Course duration: 9 Jan 2012 – 15 Jun 2012		Number of students: 9
Nation	Total	Remarks
Estonia	3	
Latvia	1	
Lithuania	2	
United States	1	
Sponsored- Moldova	1	Sponsored by Estonia
Total	9	

The Civil Servants Course (CSC) is a key component of the BALTDEFCOL's academic triad. Since its inception, the Course has served to improve Civil Servants' capacity to serve as policy advisors and to deepen their understanding of their role within the defence and security communities.

The CSC 2012 was completely different from previous iterations. As already mentioned, the key initiative implemented was the integration of the CSC into the JCGSC. Integration of the JCGSC and CSC is important for a number of reasons. First and foremost, modern conflict makes it clear that the future pursuit of national interests requires a comprehensive approach. No longer is it sufficient for a single instrument of power to be engaged without the others. Rather, a whole-of-government approach is the key – as experienced during operations in Kosovo, Iraq, Afghanistan, and Libya.

To develop this common understanding and the capacity to work together constructively in the future, it is imperative that military and civilians first learn to interact in an academic setting. Hence, the aim of the CSC is to enhance the knowledge and skills of civil servants necessary for an effective and active role in the development and implementation of national security and defence policy through successful civil-military partnership and cooperation at the operational and strategic levels. Upon graduation, the civil servants will have: 1) refined their ability to work together with their military counterparts in planning military capabilities and their commitment to operations; 2) learned to contribute to planning and conducting military and non-military operations; and 3) established a network of relations with their counterparts in defence forces, which can be effectively used in their future day-to-day work.



CSC 2012

Given that CSC 2012 represented a transition academic year for the College, there were certainly myriad challenges experienced along the way. That said the BALTDEFCOL remains absolutely convinced that the maximization of civil-military interaction is in the best interest of the Baltic States.

4 Baltic Defence College Research in 2012

4.1 Research activities

The research programme of the school and the faculty supports the courses taught at the BALTDEFCOL 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 it important for the faculty to carry out research and to publish on security issues. Several BALTDEFCOL faculty members are currently

working on MA and PhD degrees with the support of the College. 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 BALTDEFCOL faculty. The full list of publications, research, and conference papers presented by the BALTDEFCOL personnel is available upon request.

4.2 Academic articles and Publications of Faculty

The year 2012 was a busy one for the BALTDEFCOL faculty. Eight of the College faculty members published books, book chapters or articles in major academic journals. The BALTDEFCOL faculty was very active in presenting conference papers at international academic conferences.

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

The BALTDEFCOL faculty was very active in publishing and presenting scholarship in the fields of security studies, regional security, strategy and military history. The BALTDEFCOL faculty members saw the publication of three books in the last year and more than a dozen major journal articles of academic book chapters. In 2012 the College faculty had major journal articles published in top academic journals to include Defence Studies and the RUSI Journal in the UK, and Bellona Journal in Poland in addition to also being published in the Baltic Security and Defence Review.

The BALTDEFCOL faculty members were active in presenting research at international academic conferences in Germany, Denmark, Canada, Singapore, the United States, Poland and the United Kingdom and in the

Baltic countries. Academic papers presented by the BALTDEFCOL faculty included papers on higher military education, regional strategy, geopolitics in the wider north, terrorism, counterinsurgency, and military history.

Through the publications and scholarly work of the faculty and the College's activity in hosting academic conferences the BALTDEFCOL has steadily enhanced its position as a highly credible institution of higher learning and research in the field of security and military affairs.

Dr James Corum, Dean

Books: Editor, *Brill's Encyclopedia of the First World War*, 2 Vols. Editor in chief, Translation and revision of the original *Der Ersten Weltkrieg Encyclpaedie* (Paderborn, 2006) (Leiden: Brill, 2012); Book Chapters: "William H. Tunner: Master of Airlift" in *Air Commanders*, Ed. John Andreas Olsen. (Potomac Press; Washington DC, 2013) pp. 161-190.

COL (ret) Dr Zdzislaw Sliwa, OPD

Book: *Azja – konflikty i zagrożenia bezpieczeństwa* [Asia – Conflicts and Security Threats], National Defense University, Warsaw 2012, ISBN 978-83-7523-171-7. Journal Articles: *Współczesne zastosowania broni nieletalnych (nieśmiercionośnych) jako alternatywa dla użycia środków kinetycznych* [Modern Applications of Non-Lethal weapons as an Alternative for Kinetic Means]. Research Papers: No 2, *Wyższa Szkoła Sił Powietrznych* (Air Force Military Academy), Dęblin, Poland 2011; *Rola sił powietrznych Chin w regionie* [Role of the Chinese Air Force in Asia], *Bellona* (Polish MOD Quarterly) No 03, Warszawa 2012; ISSN 1897-7065, pp. 38-57.

LTC PhD Mika Juha Kerttunen, DMO

Article: "Pakistan Intian politiikassa" ("Pakistan in Indian Politics"), *Kylkirauta*, 2/2012.

Dr Augustine Meaher, DPS

Encyclopedia Article: "Australia" in *Counterterrorism: From the Cold War to the War on Terror* to be published by ABC-CLIO in 2012.

Dr Eric Sibul, OPD

Articles: "The Military and the Management Movement," *Baltic Security and Defence Review*. No. 2, 2012 pp. 147 – 180; "Rails to America's Gibraltar: Naval and Military Policy and Politics and the Florida East Coast Key West Extension," *Railroad History* Fall – Winter 2012 pp. 34-57; "Ameerika Uhendriikide maavagi ja Korea riiklik raudtee Korea soja ajal 1950 – 1950: Sojajõudude koostoo juhtumiuuring [US Army and Korean National Railroad during the Korean War: 1950 – 1953] in *Eesti sõjaajaloo aastaraamat [Estonian Yearbook of Military History]* (Tallinn: Eesti Sojamuuseum Tallinna Ülikool Kirjastus, 2012) pp. 116 – 147; "Logistiikka mahdollisti Operation Albion 1917 Onnistumisen," [Logistics enabled Operation Albion 1917 success] *Huoltoupseeiri* (3. 2012) pp. 14 – 18; "Siviililogistiikasta potkuua asevoimienkin suorituskykyyn – modernin hallinnon keittäjä Daniel Craig McCallum," [Civilian logisitics ideas boost military performance – Founder of modern management - Daniel Craig McCallum] *Huoltoupseeiri* (1. 2012) pp. 26 – 27; Conference Papers: "Nothing like it in the world! The Florida East Coast Railway's Key West Extension," *The International Association for the History of Transport, Traffic and Mobility (T2M)* Madrid, Spain 15 – 18 November 2012; "Operational Art and the Battle of Cesis (Landeswehr War) 1919," 4th Annual Baltic Military History Conference, Baltic Defence College 3 – 4 September 2012; "The Rail Baltica Project and the Baltic Region: the Defence and Security Implications," *Workshop on European Security Issues and Cyber Defence* Baltic Defence College, 11 – 12 June 2012; "The Logistical Aspects of Napoleon's 1812 Campaign into Russia with Focus on the Baltic Region," *Conference on the year 1812 in the military history and the history of Europe, Baltic States and Estonia*, Estonian War Museum, May 2012.

Mr Anthony Lawrence, DPS

Articles: co-author "Fit for Purpose: How Should the Higher Levels of Defence Be Organised in the Contemporary Strategic Environment?" *Defence Studies* 12, no.4 (December 2012): pp. 503-522; "Estonia – Missile Defence as a Vehicle for US Engagement." In *Трансатлантична Безпека, Нові Виклики Та Архітектура Протиракетної Оборони: Пріоритети Та Перспективи Для Центральної Та Східної Європи Та України* (Transatlantic Security, New Challenges and Architectures. Missile Defence: Prospects for Central and Eastern Europe and Ukraine), pp. 57-68. Kiev: CEIS and Slovak Agency for International Development Cooperation, 2012.

Mr James Rogers, DPS

Articles: 'Geopolitics and the "Wider North": The United Kingdom as a "strategic pivot"', *RUSI Journal*, Vol. 157, Issue 5 (December 2012); 'Empowering the tribe: why confidence comes before strategy', Roderick Parkes and Ryszarda Formuszewicz, eds., *Conference papers from the EGS conference organised by the Polish Institute of International Affairs*, Warsaw: European Global Strategy, December 2012; 'The geography of European power', Biscop, S. and Whitman, R., eds., *The Routledge Handbook of European Security* (Abingdon: Routledge, 2012).

4.3 Conferences, Seminars and Workshops

The BALTDEFCOL hosts 2-3 major conferences every year in which academics, officers and defence officials meet and present papers and hold academic discussions on themes dealing with security. The College invites members of the universities in the region, defence ministry personnel and military personnel to the conferences as part of an on-going initiative to establish the BALTDEFCOL as an important academic centre for security studies and scholarship in the Baltic Region. We include some conference presentations as part of the College courses so the students might participate and learn.



Workshop on European Security and Cyber Defence

In 2012 the BALTDEFCOL hosted two conferences that attracted academics and officials from Western Europe, the US, the Nordic nations and the Baltic States. In June the College hosted a Workshop on European Security and Cyber Defence with academics and military officers from several NATO nations, including Portugal, the US, Germany, Sweden and the Baltic States participating. The event was well attended by academics from around the Baltic as well as Tartu University graduate students.



Third Annual Baltic Military History Workshop

In September the BALTDEFCOL hosted its fourth annual conference on Baltic Region Military history that attracted more than thirty academics from the Baltic States, Finland, Sweden, and Denmark. The conference was well attended by representatives from several major Baltic universities. In addition, in January the BALTDEFCOL served as a co-host with the Estonian National Defence Academy for a conference on World War II in the Baltics. The conference attracted international scholars from the United States, the Baltic countries, Germany and Belgium.

4.4 International Academic Research Cooperation

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

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

The BALTDEFCOL also contributes significantly to the academic and research programmes of EU and NATO military institutions. The College is active in supporting the European Security and Defence College (ESDC). The College hosted a course for the ESDC in 2010 and will 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 2012 BALTDEFCOL faculty lectured in Tartu University and

the University of Latvia. The BALTDEFCOL faculty members also work closely with the staff colleges and military education of the Nordic nations. BALTDEFCOL faculty lectured at the Finnish National Defence University and the Royal Danish Defence College.

4.5 Publications of Baltic Defence College

The main publication of the BALTDEFCOL 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 from the Baltic Region to ensure the journal's quality. The journal has been improved and expanded in the last year. The College also publishes occasional special studies such as a staff ride guide to the Blue Hills and Narva battles and is planning to publish more special studies in the next year. The publications of the BALTDEFCOL win the College international credibility as a high quality military education centre.

The BALTDEFCOL 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 the 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 2012 and UK and US staff colleges use publications from the BALTDEFCOL in their courses.

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 education 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 2012-2016

	2012	2013	2014	2015	2016
JCGSC		12/13	13/14	14/15	15/16
CSC		13	14	14/15 5+6 weeks	15/16 5+6 weeks
HCSC		13	14	15	16

5.2 Future development of Joint Command and General Staff Course

Looking to the future, the BALTDEFCOL leadership is exploring a number of initiatives to enhance the Joint Command and General Staff Course (JCGSC). Many of these ideas were generated by JCGSC officers through course feedback and as a result of College Management Group visits to regional and the US Professional Military Education institutions.

As previously mentioned, the BALTDEFCOL is investing increased resources into the professional development of the SGOs. For JCGSC 2013/2014 SGOs will be identified in the spring of 2013 to allow a more methodical, deliberate training process for these six officers. Based on SGO feedback, the College will continue with the Swedish *Understanding Group and Leadership* training for SGOs. Likewise, the College will renew its emphasis on faculty development. The College's philosophy is that the 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 developing 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. The benefit of this approach is that the Baltic States receive both JCGSC graduates and returning Directing Staff back into the ranks of their respective armed forces – both cohorts with an strong understanding of joint operations and the comprehensive approach.

Harmonization of the JCGSC and the Intermediate Courses will continue to be a priority. The BALTDEFCOL, working in concert with the leadership of the Intermediate Courses, will identify and better synchronize “Golden Threads” throughout the Professional Military Education systems – that is, areas of commonality that permeate all levels of the PME. The College's

vision is to ensure that officers are set onto a path of continued professional development throughout their respective PME careers.

Finally, the College is actively seeking more robust participation by the 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 Baltic military forces. One avenue to mitigate this shortcoming is to reach out to regional partners to acquire more Air Force and Naval officer participation from non-Baltic states. These officers would emphasize the joint mindset within both 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 Civil Servants Course

Civil Servants Course (CSC) 2013 will mark the first time that the Course is being offered in consecutive years. This change will better facilitate steady refinements in the Course, as compared to the disjointed, alternating year approach.

In the future, the BALTDEFCOL is exploring a number of refinements for the CSC. Arguably, a key shortcoming in a conjoined JCGSC-CSC curriculum is that the curriculum is essentially designed for military officers, not civil servants. Now that the CSC has been approved by the Baltic States as an annual course, deliberate planning efforts can be made to better address the requirements of educating civil servants in future iterations. For CSC 2013, there will be a handful of modules focused specifically on civil servants. That said, future Courses must continue to identify opportunities to address civil servants' professional education needs.

Another lesson learned for the College was that conjoining the JCGSC and the CSC required a single Course Director, rather than two separate lines of operation. This change will be implemented for the CSC 2013 and will significantly enhance the synchronization of efforts within the Directing Staff.

Finally, the importance of selecting the right individuals for the CSC cannot be over-emphasized. Too often, entry-level civil servants are nominated by participating nations and sent to the Course to study alongside their military counterparts who average nearly 10-15 years of service. Historically, this has had a qualitative effect upon the delivery of the curriculum. Additionally, sending nations are fixated on sending representatives from only the Ministries of Defence and Foreign Affairs. The BALTDEFCOL recommends a more diverse approach spanning the full spectrum of ministries and civilian entities, such as civil servants from the police, media, medical, and other institutions. Again, future security issues will require comprehensive, whole-of-government approaches which extend beyond just the military and diplomatic instruments of power. Developing effective civil-military cooperation in peacetime can pay significant dividends in future crisis.

5.4 Future development of Higher Command Studies Course

The three Baltic States consider the Higher Command Studies Course (HCSC) to be at the fourth level of their Combined Officer Professional Development System. So, in 2013, the HCSC will continue to be the annual strategic-level course developed by the BALTDEFCOL. 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.

The Baltic Chiefs of Defence have directed that the HCSC should be expanded in future 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. The new course potentially will be constructed on a modular basis such that different institutions can be responsible for the development and delivery of individual modules. It is to be delivered through a combination of residential blocks and Advanced Distributed Learning (ADL).

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