



BALTIC DEFENCE COLLEGE



White Book 2006

Content	Page
Foreword	3
1 Baltic Defence College Staff	6
1.1 Organization and manning	6
1.2 Faculty development and external activities	8
2 Courses at the Baltic Defence College 2006	11
2.1 Joint Command and General Staff Course 2005/2006	11
2.1.1 Teaching of JCGSC	11
2.1.2 Feedback of JCGSC	14
2.1.3 Students of JCGSC	15
2.2 Civil Servants Course 2005/2006	17
2.2.1 Teaching of CSC	17
2.2.2 Feedback of CSC	18
2.2.3 Students of CSC	18
2.3 Higher Command Studies Course 2006	20
2.3.1 Teaching of HCSC	20
2.3.2 Feedback of HCSC	24
2.3.3 Students of HCSC	25
3 Baltic Defence College Research in 2006	27
3.1 Research projects	27
3.2 Conferences and Workshops	28
3.3 Publications	30
3.4 A. P. Möller Defence Research Library	33

4	Baltic Defence College Development	35
4.1	Background	35
4.2	New Course structure	36
4.3	Army Intermediate Command and Staff Course 2007	38
4.4	Joint Command and General Staff Course 2007/2008	39
4.5	Civil Servants Course 2008	40
4.6	Higher Command Studies Course Development	41
4.7	Courses 2007 – 2010	41
4.8	Information Technology	42

Foreword



Baltic Defence College Commandant Brigadier General Algis Vaiceliunas

For the Baltic Defence College (BALTDEFCOL), 2006 was an interesting and eventful year. Three courses were in session during the year, the Joint Command and General Staff Course (JCGSC) 2005/2006, the Civil Servants Course (CSC) 2005/2006, and the Higher Command Studies Course (HCSC) 2006. In addition to active educational programmes, the 2006 was a busy time for Directing and Support Staff due to planning and development of a new course, the Army Intermediate Command and Staff Course (AICSC) and due to extensive changes to the JCGSC.

Thus the BALTDEFCOL continues adjusting its educational focus to the challenges stemming from the contemporary strategic and operational

environments. The new JCGSC will better reflect joint, combined, inter-agency and public nature of the military operations and will better equip its graduates for dealing with the uncertainties and complexity associated with the contemporary uses of military force. This significant development of the courses also represents practical implementation of the Baltic Officers Professional Development Programme, which established a framework for the common officers' professional development and education system in the Baltic countries. Baltic Defence College is an integral part of this system and has a responsibility for the courses of Development Level three and four of the Programme.

The next CSC also will be revised to create an opportunity for including students from nations important to the outreach policies of the Baltic countries such as Georgia, Ukraine and Moldova. Most importantly, the CSC will provide opportunities for the civil servants from national organisations to contribute in an effective and meaningful way to planning and conduct of military operations, which are increasingly inter-agency in their character. They require a significant input of the civilians as well as enhanced skills in civil-military cooperation.

In addition to this course development, the BALTDEFCOL held one major conference and two academic workshops in 2006 and became the permanent host of the Annual Baltic Conference on Defence (ABC/D). The ABC/D is a joint initiative of the Baltic countries to engage Euro-Atlantic security and defence community in a conceptual debate on the issues pertaining to military transformation. The BALTDEFCOL also published a book, conference proceedings and the 2006 edition of the *Baltic Security and Defence Review* as part of the

College's effort to further diffuse knowledge and to promote debate on various regional security, defence and cooperation issues. 2006 also saw considerable development of distributive learning capabilities at the BALTDEFCOL. Through a combined effort of Directing and Support Staff and contractors, course web pages were developed to support teaching and provide distance learning capabilities. This technological development shows how open to new educational opportunities and techniques the BALTDEFCOL is and how eager we are to exploit them to the benefit of our students.

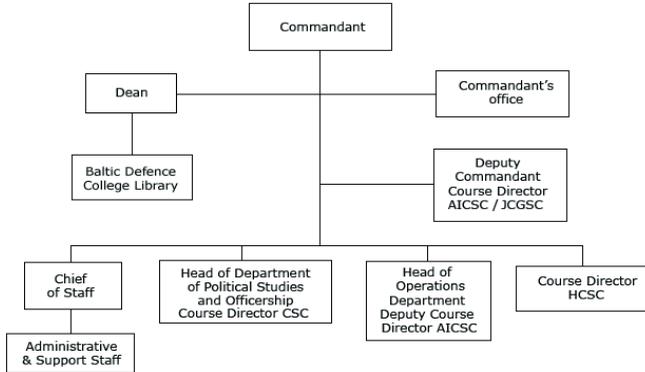
In sum, the Baltic Defence College was quite active in 2006 fulfilling its educational mission as well as planning and developing new courses to better prepare military officers and civil servants to meet the security challenges of a mercurial future. It was, in certain respects, a landmark year in the history of our school as we prepared to bring education of officers and civil servants in the Baltic countries to a new level of quality and sophistication. We have laid solid ground for the continued success of the Baltic Defence College and look forward to delivering upon our mission in the future.



Algis Vaiceliunas
Brigadier General (LTU A)
Commandant

1 Baltic Defence College Staff

1.1 Organization and manning



The BALTDEFCOL is a truly multinational and civil-military organization in nature: 13 nationalities are represented among employees, and 50 percent of them are officers.

	Officers	NCOs	Academics	Admin/Supp	Total
Estonia	5	4	3	14	26
Latvia	4		1		5
Lithuania	6		1		7
Denmark	1		1		2
Finland	1				1
France	1				1
Germany	3				3
Norway	2				2
Poland	1				1
Romania	1				1
Sweden	1				1
UK			1		1
US			1		1
Total	26	4	8	14	52

Manning of BALTDEFCOL December 2006

2006 at the BALTDFCOL was characterized by changes and rotation among Directing Staff.

Major changes have taken place in the Operations Department (OPD), where eight of its directing staff members are new. Two positions teaching land tactics were created extra for new AICSC and were manned in the end of 2006 (in November 2006 and January 2007 respectively). In addition, Signal Communication, Combat Engineer, Air/Joint Operations, Land/Joint Operations and two Land Tactics officers were rotated. The post of Senior Instructor NATO Intelligence is vacant.

	Officers	NCOs	Academics	Admin/supp	Total
Management	5		1	1	7
OPD	16				16
DPO	3		5		8
HCSC	2		2		4
Support Staff		4		13	17
Total	26	4	8	14	52

Manning of departments and the different organizational units December 2006

The Department of Political Studies and Officership (DPO) has gone through a lot of turnovers as well. At first, Head of the Department and Civil Emergency Management officer were filled in summer 2006, but the latter will be replaced in December. Still, there are two vacant positions in DPO: Academic for International Studies who was reassigned in December 2006 and Danish Academic Assistant from June 2006. Latvian position of Defence Management and Officership will be manned in January 2007.

Rank	Job Title / Position	Nationality
Officer	Senior Instructor Joint Ops	US (Manned from 1 Jan 2007)
Officer	Senior Instructor NATO Intelligence	Open
Officer	Defence Management & Officership	Latvia (Manned from 1 Jan 2007)
Civilian	Academic, International Studies	Lithuania (Vacant from Dec 2006)
Civilian	Academic Assistant	Denmark

Vacancies as of December 2006

1.2 Faculty development and external activities

The Faculty development was conducted through a range of external and internal activities. It was important to enhance the competence of dedicated subject matter experts and to ensure that Directing Staff members are well prepared to perform tasks as Syndicate Guiding Officers and as teachers during exercises and staff work. Faculty development to prepare for the AICSC has mainly been done by arranging internal workshops focusing on the specific modules planned for the AICSC. These workshops have been addressing concepts and doctrines which are fundamental for the teaching, tactical principles and concepts, methodological aspects and teaching points for selected topics. In the multinational environment of the College, these activities have proved to be very useful to establish a common understanding for the teaching to follow. External participation in conferences and seminars combined with short two hour-sessions on Fridays and a one week work-shop addressing NATO Operational Planning Process have been the main faculty development activities to support planning and preparation of the new JCGSC.

BALTDEFCOL participation in external activities which contributed to faculty development includes:

- The NATO Conference of Commandants in Lucerne, Switzerland (led by NATO Defence College)
- The Nordic Conference of Commandants in Oslo, Norway
- The pre-meeting for the 2008 NATO Conference of Commandants in Croatia
- Support with three Instructors and participation with three Directing Staff members as students at the NATO Operational Planning Course at NATO School, Oberammergau.
- Conference on Mission Planning and Decision Support in London
- NATO's Conference on Concept Development and Experimentation, arranged by NATO ACT in Athens.
- Working group led by the Partnership-for-Peace (PfP) Consortium. A task initiated by the NATO Conference of Commandants to develop advanced staff course curriculum in support of PfP-nations, partners and friends (this includes the Mediterranean dialogue partners)
- Conference on the Future of Land Battle, London
- Countering IED seminar arranged by Joint Warfare Center. A Seminar arranged to prepare officers for missions in Afghanistan.
- CIMIC and PSYOPS courses arranged by the Danish Advisory and Training Team in Riga
- Participation in Command Post Exercise at Multinational Corps North East. This exercise was part of the activities preparing the Corps Staff for their task in ISAF.
- Observer visit to command post exercise – Exercise JAGGED SWORD - led by the German - Netherlands Corps. This was an

exercise where the staff of the Danish Division and the staff of the Lithuanian Iron Wolf brigade participated.

- Bilateral talks with the Finnish Defence University in Helsinki, which resulted in a signed technical arrangement on future cooperation.
- Bilateral talks with the Defence University in Brno, Czech Republic, on future cooperation.
- Conference on Effects Based Approach to Operations, Brussels

Directing Staff members also individually attended more than twenty international conferences, seminars or short courses to further their professional knowledge. These events were sponsored and conducted by such organizations as the NATO School in Oberammergau, Germany, the NATO College in Rome, the Swedish Defence College, Netherlands Ministry of Justice, Estonian Ministry of Defence and US Army Center for Military History. At these varied venues, Directing Staff members focused on a broad spectrum of topics including pedagogy, defence planning, irregular warfare, defence and security policy, legal framework for military operations, NATO transformation and civil emergency management. Directing Staff members also attended presentations of beneficial interest during the 2006 HCSC.

2 Courses at Baltic Defence College 2006

2.1 Joint Command and General Staff Course 2005/2006



The students of JCGSC 2005/2006 concentrating on their syndicate work

2.1.1 Teaching of JCGSC

The teaching of JCGSC 2005/2006 started in August 2005 and ended in June 2006. In January 2006, the teaching was focused on the fundamentals and specifics of Joint Operations before the NATO Operational Planning Process was addressed. This was followed by Exercise Combined Effort; a three week exercise focusing mainly on planning of a Joint Operation in an Article Five scenario. The last week of the exercise addressed component level planning. This teaching was supported by several subject area experts, including Dr. Milan Vego from the US Naval War College and subject matter experts from NATO HQs. Feedback from students and others who participated in this

teaching confirms that the teaching was well designed for preparing the students for the basics of the Operational Level Planning Process.

Mid-February the JCGSC and Directing Staff deployed to Sweden for Exercise SWEDEX, which was a Command Post Exercise (CPX) where the main part of the JCGSC formed one of the brigades under a Land Component Command. As with previous courses, this Command Post Exercise was a highlight for the Army students. The Air Force students and the Navy students together with a few Army students participated as staff officers in the Air, Maritime and Land Component Staffs. The experience from the participation in the component staffs with both instructors and students gave valuable input for planning of future JCGSC participation at that level.

March started with Resource Management – Materiel, a module supported mainly by an instructor from United Kingdom. The students then conducted a Media week which was supported by Denmark. Mid-March the course started to address theories and challenges of conflict and conflict management. This provided part of the framework for the Peace Support Operations planning exercise, Exercise Open Mind, starting last week of March and ending just before Easter on 12 April. This was the most complex planning exercise conducted by the course. As for Exercise Combined Effort conducted in January/February, this exercise was also based on a synthetic scenario previously developed by NATO and used by other Staff Colleges. The experiences with the scenario gave valuable input for planning and developing future JCGSC exercises.

After the Easter holiday the course conducted a two week module focusing on technological and operational trends. This module was heavily supported by external guest lecturers from many nations with expertise in emerging concepts and guest lecturers with operational experience especially from the conflict in Iraq.

The first week of May the course went to a study tour to Belgium together with Civil Servants Course (CSC). The courses visited NATO HQ, SHAPE, EU agencies and the Belgium Ministry of Defence. One day was dedicated to military history where battlefields from World War 1 were visited.

After the study trip there was a one week module on Project Management, followed by a two week module addressing Defence Planning and transformation challenges. The teaching in Project Management was mainly supported by guest lecturers from Finland. The teaching in Defence Planning was supported by guest lecturers from the Baltic Countries as well as from other European countries and NATO ACT.

At the end of May the course started on the module addressing Civil – Military emergency and cooperation in the current security environment. This module, which lasted for two weeks, had external participants in addition to the JCGSC and the Civil Servants Course, and was supported with guest lecturers from the three Baltic countries, Sweden, Denmark, the Netherlands and United Kingdom. The main topics highlighted the inter-agency functions and the relationship between the armed forces and the civilian security structures, legislation and new threats.

The three last teaching days of the course addressed leadership with General Helge Hansen, Germany, as the final key note speaker.

2.1.2 *Feedback of JCGSC*

In the students' feedback to BALTDEFCOL staff, the following overall course assessment was presented:

- No joint studying in the beginning (only land tactics, separate studying for Navy and Air Force students).
- Course is very well organized and gives opportunities to improve military and English knowledge.
- International environment is beneficial for future senior leaders.
- Time allocation between the two departments (Department for Operations and Department for Political Studies and Officership) is suitable.
- Time allocated for tactical level teaching was too much in proportion to the operational level teaching.
- The course has managed to provide the students with knowledge needed to fill positions in joint commands and general staffs.

The overall feedback together with detailed comments from students and Directing Staff has been used in the development and planning of the new JCGSC.

2.1.3 Students of JCGSC

On 17 June 2006, after ten and a half month of work, 48 out of 54 students who started the 7th Joint Command and General Staff Course in August 2005, received their diplomas and graduation badges. Two students were withdrawn from the course due to poor language skills in December 2005 and there were four non-satisfactory grades resulting from academic dishonesty on Individual Study Paper assignments. The grades were following: Very Good – 13, Good – 27, Satisfactory – 8, Not Satisfactory – 4.



New wing of Estonian National Defence College completed in 2006 providing fourteen additional rooms to accommodate BALTDEFCOL students

All together, 19 different nations were represented in this course and most of the students had the rank of either Captain or Major:

Nationality	Rank	Colonel	LtCol/ Cdr(sg)	Major/ Cdr(jg)	Captain
Estonia				5	7
Latvia			1	4	3
Lithuania				10	
Albania					1
Armenia					1
Azerbaijan					1
Bosnia and Herzegovina				1	4
Croatia				1	
Czech Republic		1			
Denmark					2
Germany			1		
Hungary					1
Macedonia				1	
Moldova					1
Norway				1	
Poland					1
Serbia & Montenegro				2	
Sweden				1	
Ukraine				1	
Total		1	2	27	22

Nationalities and ranks in JCGSC 2005/2006

2.2 Civil Servants Course 2005/2006



Students of CSC 2005/2006 with the Commandant, Head of Department and Directing Staff of Department of Political Studies and Officership.

2.2.1 Teaching of CSC

The Civil Servants Course 2005/2006 started in September 2005 and ended in June 2006. In 2006, the teaching of CSC 2005/2006 was conducted in six weeks from May to June, involving Project Management, Defence Planning, Security Studies, Civil Emergency Management and finally study tour to Belgium together with JCGSC.

Students of the CSC 2005/2006 were more integrated with their military counterparts in the JCGSC than previous courses due to the fact that most of the lectures were conducted together and for the

majority of time the civil servants were working in the military syndicates. Thus the CSC students had an opportunity both to learn from the military and to contribute with their knowledge and experiences during the plenary discussions and task solving during the syndicate work.

The one week long Defence Planning module in the JCGSC was for the first time included in the CSC curriculum. The aim of this module is to give the students understanding of the defence planning process and embedded political - military interplay. The civilian - military interaction during this teaching significantly contributed towards meeting the aims of this particular module and the course generally.

2.2.2 *Feedback of CSC*

From the students' feedback, BALTDEFCOL Directing Staff received the impression that the CSC achieved its goals as to prepare them to work in national, international and especially NATO-related positions in matters dealing with security and defence policy. The feedback revealed that they considered the course as very useful, especially developing their leadership and presentation skills. The teamwork was particularly stressed as the positive attribute regarded to the CSC.

2.2.3 *Students of CSC*

The CSC 2005/2006 consisted of 14 students: 7 from Latvia and 7 from Estonia. The students were, as in the previous year, all university graduates. All of them graduated successfully in June 2006.

The grades of CSC 2005/2006 were: Very Good – 3, Good – 9, Satisfactory – 2.

Because of their very good English language skills, they also were able to follow the course to full extent, participate in discussions, submit well-written assignments and to give high quality presentations. In general, students progressed well and demonstrated a positive attitude towards the course.

2.3 Higher Command Studies Course 2006



Students of Higher Command Studies Course 2006 with the Commandant, the Dean, the Course Director and Directing Staff.

2.3.1 Teaching of HCSC

HCSC 2006 was conducted between 7 August and 15 December. The overall course length is 25 weeks: six weeks are allocated (during May – June) for dispersed preparation and the accomplishment of required reading prior to arrival for the residential part of the course; and 19 weeks for the residential part itself (August - December). During the main residential period, from Monday to Thursday each working day comprises six academic hours, and Friday three hours, for classroom activities, plus at least three further hours per day for self-study and preparatory reading.

Based on the lessons learned from previous courses some changes were made to the curriculum and to the learning methodology, with the aim of achieving better correspondence with the course objectives and improving both the individual and collective learning processes. In terms of the curriculum, five new modules were added (Strategic Trends, Transformation beyond NATO/EU, Strategy Formulation, Strategic Management and Force Planning Exercise) and other modules were integrated (for example Transformation in NATO/EU was, in HCSC 2005, covered by two different modules, one dedicated to NATO, the other one to EU). A new set of learning methods was also introduced with the overall aims of formalising the learning approach and improving collective learning by engaging students more actively in the exchange of ideas and in group interaction.

The HCSC uses the usual war college learning methodology, emphasising active learning and the full participation and contribution of all students in an open and positive environment. The Baltic Defence College does not seek to provide conclusive answers, but to inspire mature and capable people to open their minds to the difficulties and complexities of transformation and to develop their own approaches to the problems of adaptation to a new strategic environment. Thus, much reliance is placed on an individual and group study and students are expected to share their knowledge, experience and learning with others. Students are encouraged to think critically and analytically and required to research and present material on all aspects of the curriculum, which is critiqued by guest lecturers and the College Directing Staff.

Because of the strategic nature of the course, and the intention to deliver the curriculum at an appropriate level of expertise, knowledge and credibility, the main source material for HCSC is an extensive programme of lectures from a range of distinguished guest lecturers. To ensure freedom of discussion, unless otherwise stated, all HCSC teaching takes place under the Chatham House Rule. The course also has a very high requirement for individual preparatory reading and studies. The students are required to write one short essay and one individual research paper.

As for 2005, HCSC 2006 was conducted without a permanent senior academic mentor. Instead, a system of visiting senior mentors was used, meaning that for every module, except the study trips, one or two visiting academic mentors were engaged to provide the experience, and the academic breadth and depth necessary to achieve the objectives of the HCSC. These mentors monitored the work of the students, offered advice on how they might tackle tasks and contributed to the evaluation of their achievements. During the residential part of the course 9 Senior Mentors (General Sir Jack Deverell, Colonel Stephen Brent Appleton, Mr Tomas Jermalavicus, Rear Admiral Hugh Edleston, Admiral Sir Ian Forbes, Doctor Marybeth Peterson Ulrich, Doctor Peter Foot, Mr. Roger Cockram and General Joachim Spiering) and an additional 65 speakers visited the College to provide the teaching for HCSC 2006. The course was able to attract many high-level external speakers to address the students, including the Chiefs of Defence of Latvia and Lithuania, the Chief of the Estonian Defence Staff, the former Chiefs of Defence of Lithuania (MG Kronkaitis) and Hungary (LtGen Szenes) as well as a number of high level military experts and highly respected academics and civil

servants. These included Rear Admiral Jörgen Berggrav, Rear Admiral Rees Ward, Major General Frank Hye, Major General Karlis Neretnieks, Major General Kurt Hermann, Major General Peter Wall, Major General Paul Hussey, Brigadier General Klaus Wittmann, Brigadier General Russell Howard, Ambassador Per Carlsen, Ambassador Henk van der Zwan, Prof. Matt Uttley, Dr Nils Holme, Prof. Christopher Dandeker, Prof. Zaneta Ozolina, Prof. Raimundas Lopata, Dr. Galina Parkhalina, Mrs Riina Kionka, Mr Frank Boland, Mr. Pauli Jäervänpää and Dr Edward N. Luttwak.

A two week Force Planning Exercise was also conducted with the assistance and support of a team of UK MoD analysts (Mr. Alan Shoolbread, Mr. Andrew Caldwell and Mr. Jonathan Parkman). 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 appropriate improvements to the force structures of 3 BS.

Two field study trips complemented the classroom activities and allowed the students to gain additional information on issues relevant to the course objectives and curriculum. The first trip, to Strategic level NATO/EU HQs, was combined with a visit to Kiev where the course met with Head of the NATO Liaison Office Mr. Greene and representatives from Ukrainian Ministry of Foreign Affairs, Ministry of Defence and General Staff. In Brussels and Mons, the students were able to analyse transformation programmes and discuss major policy issues with representatives from NATO IS and IMS, SHAPE, EUMS, EDA, and the Office of EU High representative for Common Foreign

and Security Policy, as well as with three Baltic States Military and Permanent Representatives to NATO and EU. During the second trip, to Tallinn, Riga and Vilnius, the students were addressed by experts from Parliaments, Ministries of Foreign Affairs and Defence and Defence Staffs, and were able to gather the facts necessary to support the Force Planning Exercise.

2.3.2 *Feedback of HCSC*

In January 2007, the HCSC Directing Staff will assess the feedback from students, guest lecturers and staff in order to develop a paper outlining lessons learned and making recommendations for the future development of the course.

In addition, the course was evaluated regularly throughout its duration by the staff and through student feedback on each module. This system allowed the Directing Staff continuously to assess the progress of the course, to make online changes if needed and to streamline the management of the course according to the students' needs to the greatest extent possible.

From this initial evaluation we conclude that:

- HCSC 2006 experience shows once again that the course focus on the leadership of transformation and the targeting of medium and small Eastern European states are relevant. This approach was praised not only by the students, but also by a number of visiting lecturers and mentors;
- for the success and sustained quality of the course, the right mix of students and participating nations is important;

- the extensive use of external speakers be continued and we should continue to concentrate on enlarging and enhancing the network of potential contributors;
- the modular approach to building the curriculum should be continued with adjustments made as necessary based on lessons identified and feedback received from the course graduates.

2.3.3 Students of HCSC

HCSC 2006 had 17 participants from 15 nations, 15 of them officers and two civilians:

Nationality	Rank	Colonel/ Captain (N)	LtCol	Major	Civilian
Estonia			1		1
Lithuania			2		
Austria		1			
Bulgaria		1			
Croatia		1			
Georgia					1
Hungary			1		
Macedonia		1			
Moldova				1	
Poland		1			
Serbia and Montenegro			1		
Spain			1		
Switzerland			1		
Turkey		1			
Ukraine		1			
Total		7	7	1	2

Nationalities and ranks in HCSC 2006

To conclude, as the Supreme Allied Command Transformation has noted "the unique educational benefits of the Higher Command Studies Course...meets educational standards within NATO...could be applied to good effect within the structure of our emerging NATO Education Network." via inclusion in "the NATO Course Catalogue", thus the College has applied to the Allied Command Transformation for consideration and is preparing itself for the ACT evaluation process.

3 Baltic Defence College Research in 2006



Panel Discussion from 1st Annual Baltic Conference on Defence (ABC/D) held at the BALTDEFCOL on 1-2 June 2006. From left: Prof Tomas Jermalavicius, Mr Sven Mikser, Dr Antulio J. Echevarria II, Maj.Gen Frank Hye and Dr Peter Foot

3.1 Research projects

The basis of research in the Baltic Defence College is the Plan of Research 2006-2008 that was approved in the beginning of 2006. The document has been prepared in accordance with the Long-Term Development Plan (LTDP) 2005-2012.

Research conducted at the BALTDEFCOL seeks to build, broaden and deepen knowledge of various fundamental conceptual issues of defence and military affairs within the security and defence community of the Baltic countries. Through its research activities, the

BALTDEFCOL also aims at fostering war studies culture in the Baltic States, which has been identified as a key ingredient for sustaining high-quality academic education at the BALTDEFCOL. The Plan of Research established several broad directions of research within which specific research projects and activities will be conducted in the future. These are:

- Trends in war and warfare;
- New security issues and the utility of military power;
- Strategic culture;
- Military transformation and defence reforms;
- Armed forces and society.

Research projects of the BALTDEFCOL will follow certain guiding principles. First and foremost, it is established that they should be relevant to teaching at the BALTDEFCOL courses and to the strategy and policy of the Baltic States. Additionally, uniqueness of research (in the sense not duplicating research conducted in other Baltic countries' research establishments) is also sought. Main research activities at the BALTDEFCOL include seminars, workshops and conferences, publications (including on the website) and research fellowships.

3.2 Conferences and Workshops

The Baltic Defence College held one major conference and two workshops in 2006.

- “Workshop on Recognition and Accreditation of Military Colleges and Development of War Studies in the Baltics” took place at the BALTDEFCOL on 20 -21 February 2006. The main aim of the workshop was to explore various ways for the College to become an integral part of the civilian education network in the Baltic States in order to facilitate academic education of officers. Participants also sought ways to promote war studies culture in the region which is one of the prerequisites for the future success of the BALTDEFCOL. The participants included representatives of the universities of Tartu, Vilnius and Latvia, the Estonian National Defence College, the Lithuanian Military Academy, the Royal Danish Defence College, the Swedish National Defence College, the UK Joint Services Command and Staff College, the Canadian Defence Academy and NATO Defence College.

- 1st Annual Baltic Conference on Defence (ABC/D) was held at the BALTDEFCOL on 1-2 June 2006. The conference was organized as the joint effort by the Ministry of Defence of Estonia and the BALTDEFCOL, also in co-operation with the Ministry of Defence of Latvia and the Ministry of National Defence in Lithuania.

The Conference is a part of the initiative of Estonia, Latvia and Lithuania to promote broad debate on conceptual and practical issues of defence reforms and military transformation.

The 1st ABC/D conference was dedicated to the issues pertaining to the NATO summit in Riga and was titled as “Road to Transformation Summit”. It was attended by more than 80 policymakers and academics from 20 countries as well as international institutions. Their

discussions focused on the challenges of transforming NATO as well as national armed forces to meet current and future security threats.

As integral part of the conference, the manuscripts of the ABC/D presentations were published in November 2006 and made public on the Baltic Defence College website. Next ABC/D is scheduled to take place in autumn 2007, on a topic to be agreed by the Ministries of Defence of Estonia, Latvia and Lithuania.

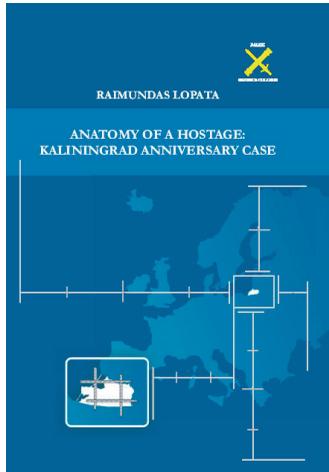
- On 11-15 September 2006, the BALTDEFCOL conducted a “Workshop on Methodologies for Course Plan Design and Implementation”, which was aimed to enhance understanding of curriculum development, educational principles and methodologies. The team of experts of the Canadian Forces College and Canadian Defence Academy gave presentations on educational methodologies, curriculum change methodologies and on curriculum development process, role of academics, degree granting and accreditation.

3.3 Publications

In June 2006, the BALTDEFCOL published the first book as a part of its research programme, *Anatomy of a Hostage: Kaliningrad Anniversary Case* by Dr. Raimundas Lopata, Director of the Institute of International Relations and Political Science of the University of Vilnius.

The book provides an in-depth expert look into the processes taking place in the Kaliningrad district of the Russian Federation and relates them to Russia’s internal political development as well as to its policy towards and relationship with the European Union. Thus the

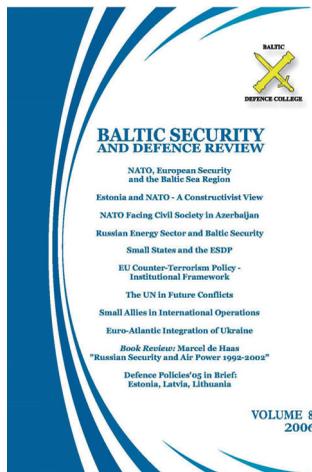
publication represents a tangible contribution of the Baltic Defence College to the effort of sustaining and advancing academic research on security in the Baltic Sea Region.



June 2006 research publication

The BALTDEFCOL has, since its founding, published an academic journal, the *Baltic Defence Review* which is widely distributed in the Euro-Atlantic security and defence community. To better reflect the spectrum of research topics, the publication was re-named after *The Baltic Security and Defence Review* (BSDR) in 2006. In order to enhance quality of the publication, it was also decided to make it an annual publication, instead of bi-annual. The BSDR serves as the platform and facilitator for individual research of scholars investigating the topics of relevance to College's research goals and directions. The best research papers of the College graduates are also published in the BSDR.

The volume of 2006 (No 8, counting from the first publication of the Baltic Defence Review in 1999) featured articles covering a broad range of topics from the role of NATO in the contemporary European security architecture, Russia's energy sector and its possible impact on the security of the Baltic States to small states and the ESDP and role of UN in future military conflicts. BSDR is also made fully available on the BALTDEFCOL website.



Baltic Security and Defence Review in new format

In 2006, the College established cooperation with the International Relations and Security Network (ISN), run by the Centre for Security Studies of the Swiss Federal Institute of Technology. As a result of this cooperation, all BALTDEFCOL research publications become available to the users of the ISN through its search database.

3.4 A. P. Möller Defence Research Library

The A. P. Möller Defence Research Library is a specialized military library. As a huge asset for any research activities of the college its primary goal is to support studies and research at the college.



Shelves of books and periodicals in the A. P. Möller Defence Research Library

The library is one of the biggest in Baltic Sea area that is specializing in defence and military studies. Its holdings, subscriptions and agreements with other libraries enable access to the latest information and research products.

The library collects materials mostly in the following subjects: military art and science, the art of war and military history, military strategy, operations and tactics, military technology, defence management, security and defence policy and international relations. Some books of other subjects are also available.

Currently, the library holds 9433 books, and 20 different periodicals and journals are ordered on regular basis. The Baltic Defence College Library is a part of joint catalogue of the information system of the Estonian Research Libraries and cooperates extensively with Tartu University Library.

In 2006, the library received 500 new items. As a result of cooperation between the BALTDEFCOL and the Netherlands, 106 different titles (total 126) of them were purchased using the Dutch donation, which represents a significant contribution to the development of informational resources of the BALTDEFCOL.

4 Baltic Defence College Development



Directing Staff from the Operations Department planning for the JCGSC 2007/2008

4.1 Background

In March 2006 the Baltic Military Committee, following the Joint Communiqué of the Ministerial Committee and recommendations of BALTDEFCOL Co-ordination Group, agreed to approve BALTDEFCOL proposal to develop a new format of the Joint Command and General Staff Course, consisting of the Army Intermediate Command and Staff Course (AICSC) and the Joint Command and General Staff Course (JCGSC).

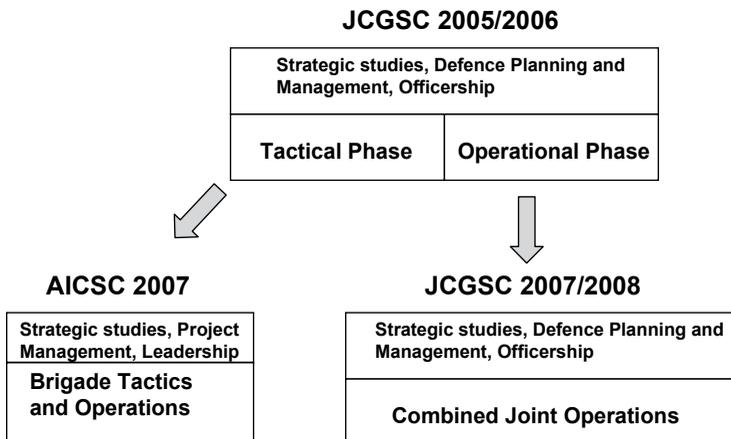
The Committee tasked the Commandant of the BALTDEFCOL to conduct AICSC every year starting from January 2007 and JCGSC every second year starting from August 2007.

The BALTDEFCOL Commandant was furthermore tasked to develop the detailed course programmes and curricula of the AICSC and JCGSC and present it for approval in October 2006 (AICSC) and in December 2006 (JCGSC)

4.2 New Course structure

The aim of the changed course structure at BALTDEFCOL is to facilitate Joint Command and General Staff Course (JCGSC) with increased emphasis on the operational level without reducing the quality of the tactical level teaching.

The army brigade level teaching previously conducted as part of the JCGSC is the basis for a new 5 months long Army Intermediate Command and Staff Course, AICSC.



This has facilitated a “new” JCGSC with increased focus on various aspects of combined joint operations, more depth and quality to the teaching addressing Crisis Response/Peace Support Operations and challenges related to contemporary and future operations. In addition to a revised plan for teaching in political and security studies, leadership and defence management, the new JCGSC also has a part providing the students with some knowledge and tools needed for future positions in strategic level staffs.

The revised 11-month long JCGSC will focus on Combined Joint Operations and on Crisis Response/Peace Support Operations. This will be accompanied by developed teaching in International Security and Strategy, Officership and Defence Planning and Management.

The AICSC will be an important part of period 2 and 3 development in the Combined Officer Development Programme. It will support preparation of officers from the Baltic States for future positions especially at the level of major. The course will also be an important part of the preparation of Army officers selected for the JCGSC.

4.3 Army Intermediate Command and Staff Course 2007

The AICSC will be a single service course to be held for the first time 29 January – 9 June 2007.

The core training objective will be: “plan and conduct formation level operations”. The main focus will be on the brigade level. To achieve the aim of the course, this is supported by educational activities to provide understanding of relevant “small state” foreign- and security policy issues, and to provide relevant knowledge of project management issues and enhance skills in basic staff work.

The end state of the course: Upon graduation from the course the officers shall be prepared to work in positions as:

- Command and staff positions up to battalion level.
- Staff positions at the level of Major and LtCol in national or multinational HQs up to Component level.
- Instructors at national educational and training institutions.

The maximum number of students slots at the AICSC was limited to 75. The student selection reports from the nations as of end of November 2006 indicate that there will be approximately 65 students at the course. It is expected that a major part of the army officers from Estonia, Latvia and Lithuania will be selected to continue as students at the JCGSC. Army officers, supported by other countries (“Outreach project”) and selected for the JCGSC must also join the AICSC.

4.4 Joint Command and General Staff Course 2007/2008

The revised JCGSC is 11 months long and will be held first time 6 August 2007 – 13 June 2008. The course will have an operational focus well suited to prepare officers for the environment and challenges they will have to deal with in their future career.

Admission requirements will not be subject to significant changes. The revised format will however imply that the students, upon entry, should have tactical level knowledge and expertise sufficient to provide a good base line for the teaching they will receive in Joint Combined Operations.

The end-state of the course: Upon graduation from the course the officers shall be prepared to work in positions as follows:

- Commanders at battalion and formation level.
- Staff positions in national central staffs.
- Staff positions in NATO/EU HQs and in multinational tactical and operational level HQs.
- Senior instructors at the national and international military educational and training establishments.

The maximum student number foreseen for the JCGSC is 64. The emphasis on Combined Joint Operations highlights the need to establish a proper three-service joint student environment. This means that the number of Navy and Air Force officers needs to be increased – ideally to 8 Navy and 8 Air Force officers. It is therefore important that student sending countries contribute to a balanced three service student body.

4.5 Civil Servants Course 2008

The revised Civil Servants Course will be conducted in spring 2008. According current plan it will be a 5 months course with 17 weeks residential studies in two periods and a four weeks distributive learning period.

The CSC will be conducted together and parallel with the JCGSC. The students will be integrated into the military syndicates throughout the course. Depending on the tasks, the CSC will be working also in civilian syndicates or small groups.

The CSC is aimed at enhancing the knowledge and skills of civil servants for effective civil-military partnership and cooperation at the operational and strategic levels of developing and employing military force. The scope of CSC is, firstly, civil military cooperation in planning and conducting military operations and, secondly, defence planning and national strategic decision making.

After CSC, civil servants will have enhanced ability to work together with their military counterparts in planning military capabilities and their commitment to operations. They will also be able to contribute to planning of peace support operations including civilian components.

The maximum number of students is 18. The student slots for each Baltic country are 4 and the rest of the students will be coming from outreach countries. The course will be targeted for Civil Servants with some years of working experience in MODs or in other ministries.

4.6 Higher Command Studies Course Development

The experience gained by the College and the feedback from HCSC students, Senior Mentors and Guest Lecturers has been used to improve and develop the course. Advice on the course curriculum is also sought from the Staff of other defence colleges, notably those of the US, UK and Canada.

As already noted, the detailed development of the next HCSC, which will begin in August 2007, will be carried out from January 2007. However, the first three courses have been well regarded and it is expected that the basic concept as well as the aim to prepare mid-career military and defence officials to be ready to initiate, lead and implement transformation in the defence institutions of their own states, NATO and the EU will remain unchanged.

4.7 Courses 2007 – 2010

The Army Intermediate Command and Staff Course (AICSC) will be conducted on a yearly basis starting 2008, with courses being held in autumn or spring on alternating years. The Joint Command and General Staff Course (JCGSC) will run biennially synchronized with the Civil Servants Course (CSC) which will be held in the spring as it is partially integrated to the JCSGC. The Higher Command Studies Course (HCSC) will continue to be conducted on a yearly basis running from August to December.

	2007	2008	2009	2010
AICSC				
JCGSC				
CSC				
HCSC				

Courses 2007 - 2010

4.8 Information Technology

The BALTVIMA (Baltic Virtual Military Academy) distributive learning platform was provided to the Baltic Defence College from the United States. BALTVIMA has the capability to serve 6000 users at one time. The capacity is well greater than BALTDEFCOL internal requirements. Planned use of BALTVIMA was to provide for the distributive learning needs of the BALTDEFCOL, Baltic armed forces and defence ministries, as well as substantial outreach education to Partnership-for-Peace nations. The transfer of BALTVIMA servers from Germany and the UK to BALTDEFCOL was a lengthy but successful process. However, as the system entered operation, some limitations became apparent. The principal limitation was that learning material within BALTVIMA was largely static.

Early 2006 saw considerable reorganization of distributive learning efforts at the BALTDEFCOL. To meet the need for dynamic distributive learning support for courses at the College, Directing Staff and the IT

department, in conjunction with Estonian contractors JUKULAB, developed course web pages using free software. These web pages require no special training for Directing Staff to post and modify course materials once they are stood up.

In August 2006 such a webpage went into operation for HCSC to support course activities. It is password protected, contains course plan and schedule, lecture notes and reading material and has student feedback capabilities and interactive abilities between students and Directing Staff. A webpage based on this pilot version entered partial operation in October 2006 for the AICSC. Initially it provided pre-testing of the students in military operations topics as other elements of the webpage were being prepared. Web pages will go into service for the JCGSC and the CSC.