



BALTIC DEFENCE COLLEGE



White Book 2010

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Foreword



Brigadier General Meelis Kiili, Commandant of the Baltic Defence College

As the new commandant of the Baltic Defence College I would like to start with a thank you to everyone serving at the college. Without your spirit, your effort and willingness to do a little extra the results for 2010 would not have been as good as they are. Educating advanced students, who already have a considerable degree of knowledge and skill when they arrive, is always a real challenge. Students also come from widely varying backgrounds. Our teachers and mentors must be able to adapt and create the best learning environment so that each individual student can develop to his or her full potential. Our supporting personnel must also be just as adaptive and innovative to do their job and to meet the needs of students and teaching faculty in a highly international environment.

2010 was the first year when JCGSC was run every year. It was a big step ahead for the lessons identified and lesson learned process. The collective

memory was improved because the faculty could more readily use experience from one year to next.

A comprehensive Baltic Defence College development plan for 2010-2016 was approved by the three Baltic States and forms the guidelines for future development. The organization of the Baltic Defence College has been further developed and the three Baltic States have made a strong commitment to keeping the Baltic Defence College a high quality institution of higher military education that will also serve as a centre for the study of security issues in the region.

During the years the BALTDEFCOL has developed as a centre of excellence for the senior-level military education in the Baltic States and contributes substantially to the continuing transformation of the defence institutions of NATO, the EU and their member states by educating a cadre of officers able to understand and operate in the complex security environment that exists at the beginning of the 21st century.

Although BALTDEFCOL is similar to other military colleges of NATO countries, there are several features and strengths which enable the BALTDEFCOL to develop its high quality course programmes and become one of the most attractive institutions of military education in Eastern Europe.

The first strength of the BALTDEFCOL is the English medium. The BALTDEFCOL has developed high quality course programmes that are all conducted in English language according to NATO standards and procedures. This makes the courses attractive not only for the officers of the Baltic States, but also for the students coming from the non-member states of NATO and EU.

The second strength of the College is its truly international teaching and learning environment, as well as a highly developed network of contacts

with the national defence structures of the Baltic States, the European defence academies, and the NATO schools and headquarters.

The College, with its English medium and its multinational environment, makes an important contribution to the Baltic States and to the EU and Western Alliance by providing students the knowledge and skills they will need for multinational command and staff assignments at without the need for additional specialized training. This is a feature that makes BALTDEFCOL different when compared to most traditional national defence colleges.

The BALTDEFCOL has been a highly adaptive and constantly changing institution from its very foundation. The College is vigilant in finding ways to keep our product at the cutting edge. The use of modern information and communication technologies, the review of our student feedback, and the College's assessment methods all aim to help us better support the professional officer development system of the three Baltic States.

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

The College working culture is based on Western values and education as well as a communicative and cooperative style of leadership. We aim to have a high quality of staff work and careful preparation of the teaching and research programme. These things are top prerequisites in a multinational College.

The BALTDEFCOL is active in academics in an international setting. The BALTDEFCOL publishes the Baltic Security and Defence Review, a bi-annual peer reviewed academic journal concentrating on security studies in the Baltic region. In addition, the BALTDEFCOL is a member institution of the International Society for Military Sciences (ISMS), an organization of Western nation staff colleges. In November 2010 the Dean of the Baltic Defence College became president of the organization—a signal of honour that demonstrates that the Baltic Defence College is recognized as a high quality staff college and institution of higher military education. During November 2011 the Baltic Defence College will host the annual conference.

In short, we are always aware of the need to constantly improve our delivery and working methods and we are taking the steps to make these improvements happen. This is how we move from lessons identified to lessons learned.

The Baltic Defence College can look forward with optimism. We are in the middle of a process of evolution where we can see the small steady steps as we adapt for the future. I am confident that our contribution makes a real difference to the armed forces and organisations whose students we educate.

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

MEELIS KIILI
Brigadier General (EST A), 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 professional development of officers and civil servants through high quality courses with a general focus on joint, interagency and multinational general staff education.

The mission of the College is:

To educate officers and national security leaders into strategically thinking adaptable experts who are competent in advancing the transformation of national defence in light of current and future military operations.

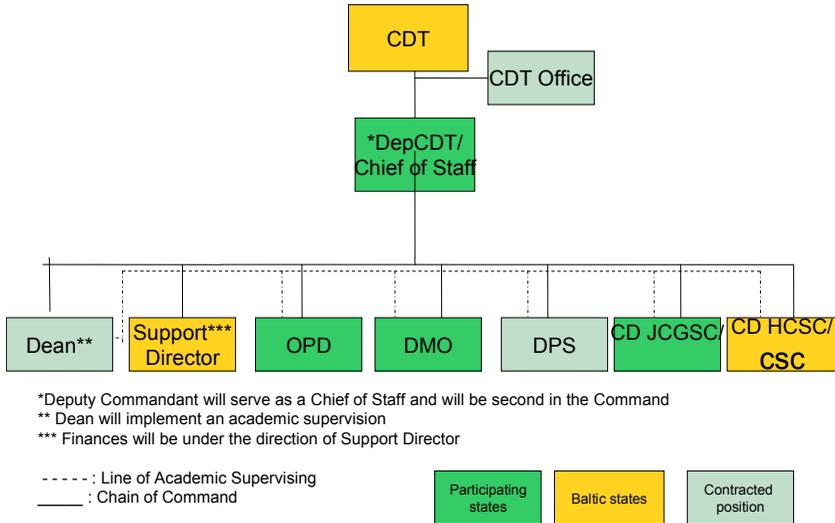
To guarantee that the students have a multinational educational environment based on NATO doctrines, standards, and procedures. The College also emphasizes a Western military culture and values such as a communicative and cooperative style of leadership, the freedom of opinion and critical thinking.

To provide for a multinational environment that promotes cooperation and encourages networking between officer from different countries.

To contribute, from the point of view of the small states, to the security and defence policy debate in the Baltic Sea and Euro-Atlantic region and beyond by means of ongoing dialogue, research, publications, seminars and workshops.

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

The BALTDEFCOL structure (below):



The manning plan comprises 67 positions – 45 Directing Staff members including the College Management Group and 22 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), Department of Political and Strategic Studies (DPS).

Manning is subjected to the organizational structure of the BALTDEFCOL. Some observations regarding manning need to be taken into consideration, because at the moment some senior level posts are vacant. The post of course director of the JCGSC has been vacant since June 2009.

In order to ensure the required quality of education the directing staff needs to consist of officers and civilian academics with various service and



Members of the BDCOL staff during Team Building in 2010

academic backgrounds. In particular, a knowledge of NATO Comprehensive Planning (COPG) as well as experience gained in international operations or other international assignments is essential. In addition, the officers and civilian academics assigned to the BALTDEFCOL should be qualified and talented instructors.

Operations Department

The main activity of the Operations Department (OPD) has been to teach the students of the JCGSC Joint Combined Operations; Learning Area 1 (LA-1). An essential element of the LA-1 has been to develop the students so that they can fill high-grade joint and single service appointments. This is achieved by developing their command, analytical and communications skills and by providing a broad understanding and knowledge of joint, single-service, and combined operations as well as the wider aspects of security as a whole. In the instruction, and especially in the exercises,

especially the students have had to address a wide spectrum of military, political, and international issues.

Therefore, the aim of the teaching has been to promote creative, constructive and critical thinking without requiring school solutions. Creating a good learning environment for the students, and guiding and mentoring rather than rigid application, has been an essential part of this. The challenge to balance the product and process in a suitable way has been achieved.

When the JCGSC 2009/2010 started only a few members of the directing staff of the Operations Department had previous experience teaching the Joint Course because the Army Course had been taught the year before and there had also been a significant rotation of the staff. Therefore, the start of the 2009/2010 course was very demanding for the undermanned Operations Department. However when the JCGSC 2010/2011 started in the second half of 2010, the situation was very much improved as the summer rotation was smaller and many in the staff still had the previous Joint Course as a fresh memory. Based on this, the teaching of Learning Area 1 was significantly developed and took a step forward in the structure and quality of the content. The professional development programme of the directing staff (DS) also contributed to this development of the Joint Course, and the internal in house professional development benefited greatly from having the JCGSC run in consecutive years. The development of the Joint Course curriculum is continuing for the next year. However, the major rotation of the OPD staff during summer of 2011 might create problems for the 2011/2012 course.

The use of Visiting Senior Mentors (VSM) again proved to be very beneficial for the JCGSC, especially during the exercises. The BALTDEFCOL should continue to use the visiting senior mentors for its exercises and for some selected course modules, however the use of the latter should be considered very carefully.

Research Activities in support of OPD in 2010 were very limited. However the OPD study trips to Sinimäed and Saaremaa for selected DS members in order to prepare for case studies in the JCGSC and compile research for Battle Studies Handbooks to support teaching in the operational art were conducted successfully. The handbooks proved to be very useful, although the experience from the actual teaching indicates that they need further development.

In order to further develop competence in the navy and air force operations and doctrine it is strongly recommended to man the OPD with more active service navy and air force officers. The JCGSC is created to be a true three-service course and unless this is reflected in the actual manning, it could leave the false impression that the BALTDEFCOL is only a land force institution. The false impression that BALTDEFCOL is not a truly joint course could negatively affect nation's decisions to send students.

The highly motivated directing staff members of the Operations Department have willingly put considerable effort into improving the teaching and implementation of the NATO comprehensive planning doctrine (COPD). The achievements of the Operations Department staff during 2010 have been remarkable.

Still the OPD Professional development was executed due to outstanding support to the College from external institutions and due to outstanding effort from the OPD staff members. A part of this activity included participation in selected Joint Operational Exercises in Joint Headquarters.

A significant part of the OPD professional development activity at the Baltic Defence College was delivered by the Canadian Forces College and the US Marine Corps University. Faculty teams from those schools conducted seminars for the directing staff on effect based operations, joint intelligence and on the scenario used for the Joint Course exercises. Another very

important part of the professional development programme was delivered by Joint Force Command Brunssum which held a special seminar on the NATO COPD. The Operations Department directing staff also conducted their own development seminars based on their experience from participation on joint staff exercises. Operations Department staff participated in the following joint exercises while holding significant staff assignments: Exercise Combined Effort conducted by the Canadian Forces College in June 2010, Exercise Steadfast Juno 2010, the US Baltops 2010 Exercise in the Baltic Sea onboard the USS Mount Whitney, and the Exercise European Vision 2010 executed by the German Joint Command in Ulm. In addition, some Operations Department members completed NATO ACT distance learning courses and one graduated from a course at the NATO school in Oberammergau.

In 2010 the Operations Department budget allowed all teaching activities to be successfully accomplished and allowed a certain amount of professional development activities to be executed. But participation in international exercises was limited for Baltic Officers.

The OPD has continued to support other activities inside the College as well as outside. The introduction course of the COPD was delivered to the officers of Estonian Armed Forces at the Baltic Defence College and to the Joint Headquarters in Vilnius (Lithuania). The Operations Department has continued to support both the AFCSC (Vilnius) and especially the NICSC (Riga) with lecturing.

The AICSC (Vilnius) curriculum flow was developed with the assistance of the Operations Department directing staff. Initial agreements on support with lecturing were achieved.

The Operations Department supported the Civil Servants' course by carrying out a significant part of the teaching. The students of the civil Servants' Course also participated in the ordinary teaching and syndicate

work for the JCGSC with mutual benefits for both courses. The close integration of the two courses should continue.

Members of the Operations Department directing staff have supported the MA in security studies programme offered by the Latvian National Defence Academy at the Baltic Defence College by teaching some of the advanced seminars that are part of that programme.

The Operations Department faculty took a highly active part in the workshops and conferences conducted at the BALTDEFCOL. For example, two members of the Operations Department faculty presented academic papers for future publication at the Baltic Regional Military History Workshop held at the Baltic Defence College in October 2010.

Department for Defence Management and Officership

The mission of the DMO is to support the development of 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 Learning Area 3, Defence Planning, and in Learning Area 4, Professionalism (Leadership, Ethics and Officership).

In the summer of 2010 the experienced leadership instructor was replaced by another Latvian officer. Thanks to the efforts of these individuals valuable institutional memory was passed and the transition went smoothly. Though the post of senior instructor is yet to be manned, and though the three DMO instructors serve also as SGOs, the department has been able fulfil its educational tasks.

In addition, the DMO personnel, consisting of four officers, has supported other departments and learning areas in strategic studies, CIMIC,

information operations, maritime operations and operational planning. The DMO has also assisted the Army and Air Intermediate Command and Staff Courses (Vilnius) and Navy Intermediate Command and Staff Course (Riga) in its fields of expertise. This support will continue in 2011. The subject matter expert in information operations will also mentor at the NATO School Oberammergau. Thanks to the experienced personnel the director of department was able to take care of his additional tasks of e.g. being the course director of the CSC 2010 and serving as a temporary director of another department.

Department of Political and Strategic Studies

The Year 2010 was one 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 Baltic Defence College while remaining within its budget. In the first half of 2010 DPS' main effort was dedicated to the Civil Servants Course (CSC). 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. DPS was responsible for modules in Strategy and International Law. These modules were conducted at the Baltic Defence College in January and February and via distance learning in March and April. DPS personnel also supervised the CSC students Individual Research Papers (IRP).

DPS Support for the Joint Command and General Staff Course (JCGSC) in the first half of 2010 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 final product of LA5 is the Individual Study Paper (ISP) worth 10% of the student's overall

performance grade. DPS personnel are responsible for supervising over 50% of ISPs and censoring an even larger percentage of ISPs.

DPS personnel also supported the JCGSC in the first half of 2010 by attending Swedex, a combined joint staff exercise, in the role of political and legal advisers. DPS also supported DMO and OPD in the first half of 2010 by teaching various submodules.

Several members of DPS supported the MA program in 2010 by teaching MA courses and supervising MA thesis.

In the second half of 2010, 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 that related to their exercises. 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 2010 saw increased and improved relations with the other departments as DPS and OPD sought to synchronize their teaching of the COPD. This approach was fully validated by the students' positive feedback and the students' performance in their first exercise of the academic year.

In the second half of 2010 academic writing focused on introducing the students to the writing and research standards of the Baltic Defence College and assisting the students in formulation of ISP topics. The student's writing and research skills were also honed with small research projects that familiarise the students with communicating their analysis.

In the second half of 2010, DPS also contributed to the COPD Seminar for the Estonian Ministry of Defence. DPS personnel were also involved in the

development of the Nato Partnership for Peace Professional Military Education Curriculum. DPS is on the NATO team of experts working on the Command General Staff Course in the Republic of Georgia and helped organize several workshops held at the Baltic Defence College and DPS faculty served as moderators and commentators at these workshops.

Throughout, 2010 Baltic Defence College continued its presence on European Security and Defence College (ESDC) Executive Academic Board (EAB). Representative of BALTDEFCOL attended the ESDC EAB meetings in Helsinki and Brussels contributed to the development of ESDC curriculum, pedagogical improvement, and cooperation with partners.



Participants of the ESDC High Level Course Module in Tartu 2010

BALTDEFCOL hosted the ESDC High Level Course Module 2 in November. Representatives from over 20 European Union Nations and candidate nations attended. The high-level civil servants, diplomats, and general officers were universal in their praise of our course as the best of the year. By hosting this module the Baltic States demonstrated their commitment to

the European Union and their value to the European Union in the security and defence fields.

The opportunity for faculty development in DPS is limited by its small size and commitment to the CSC and the JCGSC, but members of DPS authored several academic publications, attended numerous national and international conferences where they presented papers, and attended workshops to facilitate the support of staff exercises and improve the teaching of modules assigned to DPS.

1.2 Cooperation with other defence colleges

In recent years 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 curricula. Partner institutions agreed to work together on research projects, cooperate on hosting workshops and to support the other institution's graduate programmes.

The Canadian Forces Joint Staff College in Toronto has agreed to continue to support the BALTDEFCOL by sending instructors and teams to BALTDEFCOL for short term periods to support parts of the Joint course and other course curricula. The Canadians have also agreed to participation BDCOL exercises. In addition to teaching specialist support to BALTDEFCOL the Canadian Forces Staff College has made its first rate course curriculum available to the Baltic Defence College.

BALTDEFCOL continues cooperation with The UK Joint Services Staff College at Shrivenham UK which includes facilitating faculty exchanges, sharing of curricula, joint research projects between the institutions, advice

and support in the MA in Security Studies programme offered at the Baltic Defence College.

According to the agreement with the US Foreign Military Studies Office of the US Army, located at Fort Leavenworth, Kansas, top course papers and MA theses written by Baltic Defence College students can be selected by a team of the Baltic Defence college faculty and published as special papers or collections by the U.S. Army. This arrangement will make it possible for the best scholarship on security issues that comes out of the Baltic Defence College to be broadly disseminated in print form.

BALTDEFCOL is also cooperating with the French Staff College as to faculty exchanges, sharing course work and distance learning and fostering faculty research.

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

The Baltic Defence College is very active in the Central European Forum for Military Education—CEFME. This is an organization constituted from a group of national staff colleges and the Baltic Defence College. The CEFME includes the Czech, Polish, Romanian, Slovakian military staff colleges. The CEFME provides a forum for exchanging ideas, curricula, and ADL information and for jointly examining 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 Science formed in late 2008 by a group of staff colleges from small nations. Baltic Defence College, Austria, Canada, Czech Republic Denmark, Sweden, Finland, Netherlands.

1.3 Cooperation with the universities

The accreditation of military education is important and, in every case, we must ensure that the standards of the College education correspond with civilian expectations. Recognition of our courses with Vilnius University has already been achieved. A major step was made this year in recognition of the Joint Staff course as full university graduate credit by the Latvian Military Academy. The Latvian Military Academy has created a MA in Security Studies programme that is available to Baltic Defence College students on a voluntary basis while they are studying at the Baltic Defence College. The MA programme accepts the Joint Staff Course modules for as a large part of the course credits. The new MA programme has been made available to students and faculty of the Baltic Defence College free of charge. Officers can receive credit for the Joint Staff course and, with other courses taught in English and externally by the Latvian Military Academy, earn a MA in Security Studies AND military Management from the Latvian Military Academy. The MA programme was formally licensed by the Latvian Education Ministry, it meets all Bologna standards, and is not in the process of accreditation by Latvia. Through this programme, available at the Baltic Defence College, students will have expanded opportunities.

A high priority for the Baltic Defence College is to establish closer relationships with academic institutions throughout the whole of the Baltic States. The Baltic Defence College maintains a close relationship with Tartu University and Academic from Tartu are often invited to be guest lecturers.

1.4 Faculty development and external activities

Research activities at the BALTDEFCOL will focus on achieving one or more of the following objectives:

- Supporting the courses of the BALTDEFCOL;
- Assisting the development of faculty expertise on the whole range of subjects taught on the BALTDEFCOL's courses;
- Facilitating debate on the whole range of security and defence issues relating to the mission of the College;
- Supporting certain external activities such as the Conference of (NATO and Nordic) Commandants, the Central European Forum on Military Education as well as running of the European Defence and Security Academy modules at the College.

Although funds are limited, other staff colleges are helpful in keeping costs of such development down by providing low cost quarters. BALTDEFCOL expects to expand its faculty development activities in 2011.

1.5 Summary of the Baltic Defence College events in 2010

20 January BALTDEFCOL Commandant BG Gundars Abols among the General Officers and Senior Officers from 13 different countries visited the NATO Defence College (NDC) during the "Visitors' Day" to tighten the multilateral relationships between the NDC and the various high level educational institutions participating in the Conference of Commandants (CoC).

1-3 February General Gundars Abols, the Commandant of the BALTDEFCOL and the Dean Dr. James Corum visited the Czech National Defence University in Brno, Czech Republic. The Rector of the Czech National Defence University,

Brigadier General (ret.) Professor Rudolf Urban and faculty leaders met with the BALTDEFCOL representatives to discuss means by which the two military educational institutions can develop a deeper partnership.

- 19 February Seminar on NATO Strategic Concept. The Baltic Defence College continued to bring together academics, diplomats and officers to discuss the most relevant issues related to the Baltic States security. This time subject matter experts were invited to discuss the main aspects of the new NATO Strategic Concept and to share different point of views in order to identify the interests of the Baltic States.
- 2 March BALTDEFCOL Commandant BrigGen Gundars Abols, and Dean Dr. James Corum visited the Pentagon for a meeting with US Deputy Undersecretary for Readiness Dr. Samuel Kleinman.
- 9-10 March Baltic Defence College hosted a workshop on Baltic deployments featuring presentations by a group of officers sent by their respective national military staffs. Several Baltic Defence College students who have been deployed on active operations also made presentations and provided commentary
- 2-5 March Baltic Defence College Leadership visited US Marine Corps University, US Joint Forces Staff College and Allied Command Transformation
- 17 March US Ambassador to Estonia H.E. Mr Michael C. Polt accompanied by the Chief of US Office of Defence Cooperation in Estonia LTC Robert R. Williams visited the BALTDEFCOL

- 29 March The Commandant of the Canadian Forces College BG Craig Hilton accompanied by LTC Daniel Lortie visited the BALTDEFCOL
- 15 April BALTDEFCOL hosted its 2nd Visiting Senior Mentors (VSMs) Conference.
- 12–15 April BALTDEFCOL held an Information Operations and Cyber Defence Seminar As part of the learning module 106 which covers Operational Trends and Future Developments for the Joint Command General Staff Course
- 14 May Delegations of the Foreign Affairs Committees of Estonian, Latvian and Lithuanian Parliaments visited the BALTDEFCOL. The visit was mostly dedicated to introducing the BALTDEFCOL to the high-level delegations who visited to the College for the first time.
- 16-19 May Commandant of the Baltic Defence College Brigadier General Gundars Abols, and the Dean Dr. James Corum, and head of the Politics and Strategy Department, Dr. Ilias Iliopoulos, attended NATO's 39th Conference of Commandants, which was hosted by the Turkish War College in Istanbul.
- 1-3 June In order to maintain the momentum of building on NATO and self sustained national Advanced Distributed Learning BALTDEFCOL hosted the Cooperative Development Team (CDT) training in cooperation with the Allied Command Transformation (ACT), the United States Joint Forces Command (USJFCOM) and the International Relations and Security Network (ISN)

- 15 June Baltic Defence College (BALTDEFCOL) had the honour to welcome the President of the Republic of Latvia H.E. Mr Valdis Zatlers. The Latvian delegation of 14 members was also accompanied by Col Andris Kalniņš.
- 17 June Commandant of the Baltic Defence College Brigadier General Gundars Ābols and Rector of the University of Latvia Prof Marcis Auzins signed the agreement of cooperation.
- 18 June Baltic Defence College (BALTDEFCOL) graduated the students of the Joint Command and General Staff Course (JCGSC) 2009/2010 and the Civil Servants Course (CSC) 2010
- 7 July Change of the Course Director of HCSC. The position was assumed by COL Andrej Boičišin (LTU AF)
- 8 August Official opening of the new BALTDEFCOL dormitories during which Estonian Defence Minister H.E. Mr Jaak Aaviksoo handed over the keys of the new buildings to the Commandant of the BALTDEFCOL Brigadier General Gundars Abols.
- 9 August Hand over from HCSC 2009 as a tradition of the Course
- 31 August General Abrial (ACT commander) delivered over VTC overview on "NATO Transformation" to the students of the Higher Command Studies Course.
- 2 September Col Eric Walters was awarded BALTDEFCOL Medal of Merit Bronze as recognition of excellent contribution to the BALTDEFCOL's Joint Command and General Staff Course

(JCGSC) and Higher Command Studies Course, his dedication and professionalism he demonstrated as a Guest Lecturer

- 7 September BALTDEFCOL was honoured by the visit of the Defence Attaches (DATTs) accredited to Estonia. The visit was part of the annual tour of the DATTs to South-Estonia.
- 8 September BALTDEFCOL was visited by the French delegation of the IHEDN Club (l'Institut des hautes études de défense nationale), a club that promotes the subject and sphere of defence among public.
- 14 September Danish Defence Attaché to Balkan LTC Søren Knudsen, visited the BALTDEFCOL. LTC Knudsen was accompanied by the Desk Officer to Balkan and China of Defence Command Denmark MAJ Niels Randloev,
- 20 September BALTDEFCOL welcomed the Minister of Education and Science of the Republic of Latvia H.E. Ms Tatjana Koke who delivered a lecture on: Wider Security – Some Challenges.
- 22 September LTG Jouke Eikelboom, COS JFCBS delivered over VTC a lecture on ISAF Operations in Afghanistan
- 28 September BG Edvardas Mažeikis, COS of LTU Army delivered a lecture on Defence Transformation in LTU
- 1 October LTG Ants Laaneots, EST CHOD delivered a lecture on Defence Transformation in Estonia
- 2 October Dr Artis Pabriks, former Minister of Foreign Affairs for the Republic of Latvia from 2004 to 2007, visited the BALTDEFCOL.

- 21 October Brigadier James Cowan, current Head of Counter-terrorism and UK Operations in UK Ministry of Defence, and Commander of Estonian troops in Afghanistan from October 2009 until April 2010, visited the BALTDEFCOL.
- 26–27 October Baltic Defence College held its second annual Baltic regional military history workshop. The purpose was to foster a broader discussion on Baltic military history including its role in professional military education.
- October 27 Latvian Education Ministry Committee granted the Latvian National Defence Academy MA in Military Management and Security Studies full accreditation as a recognized graduate programme
- 1 November 1st BALTDEFCOL Academic Advisory Board meeting in the history of the College.
- 1 November BALTDEFCOL Commandant BG Gundars Abols awarded the BALTDEFCOL Medal of Merit to LTG (ret) Zoltan Szenes and Dr Matt Uttley.
- 2 November BALTDEFCOL Commandant BG Gundars Abols awarded the BALTDEFCOL Medal of Merit to the Mayor of Tartu Mr Urmas Kruuse.
- 2-4 November Baltic Defence College hosted Advanced Distributed Learning Working Group meeting with 38 participants from NATO and Partner nations as well as from several NATO institutions.

- 11-12 November Air Vice-Marshal Ray Lock, the Commandant of the Joint Services Command and Staff College of UK Defence Academy visited BALTDEFCOL.
- 7-12 November Baltic Defence College together with the Joint Services Command and Staff College (JSCSC) of the UK Defence Academy, and with the support of the ESDC Secretariat conducted European Security and Defence College High Level Course Module 2 on „EU Crises Management Capabilities.
- 12 November LTG (ret) Zoltan Szenes and Dr Matt Uttley awarded with BALTDEFCOL Medal of Merit Silver Class for their outstanding support to the development of the BALTDEFCOL and the sustained and effective contribution to the Higher Command Studies Course.
- 19 November BALTDEFCOL welcomed the Deputy Chief of Defence of Ukraine Vice Admiral Ihor Kabanenko for a one day visit. The high level guest delivered a lecture on “Military Aspects of Ukraine’s Defence Policy on a Current Stage” to the students of the HCSC 2010 and the BALTDEFCOL Directing Staff.
- 23-24 November BALTDEFCOL organized „The Comprehensive Operations Planning Directive Seminar” for the officers from Estonian Defence Forces, based on their request. The aim of the seminar was to introduce the COPD.
- 26 November Rector of the University of Latvia Professor Marcis Auzins and Director of Support and Administration of the University Mr Janis Stonis visited the BALTDEFCOL

- 2 December BALTDEFCOL Commandant BG Gundars Abols awarded the BALTDEFCOL Medal of Merit to LTG (ret) Jan Scharling
- 8 December BALTDEFCOL Commandant BG Gundars Abols awarded the BALTDEFCOL Medal of Merit to GEN (ret) Joachim Spiering
- 10 December GEN (ret) Joachim Spiering decorated with BALTDEFCOL Medal of Merit Gold Class for his outstanding support to the development of the BALTDEFCOL and contribution to the Higher Command Studies Course (HCSC) and Joint Command and General Staff Course (JCGSC) since year 2004.
- 14 December Annual Defence Industry Day was held at the BALTDEFCOL.



- 17 December Change of BALTDEFCOL Command and HCSC 2010 Graduation Ceremony

2 Courses at the Baltic Defence College 2010

Based on the decision by the Ministerial Committee and the study slots requirement list from the three Baltic States, the College will conduct again from 2010 the Joint Command and General Staff Course (JCGSC) on an annual basis. The Civil Servants Course (CSC) will therefore also be conducted every two years and planned as a parallel activity to, and partly integrated with, the JCSGC.

2.1 Joint Command and General Staff Course (JCGSC)

The Joint Command and General Staff Course remains the main effort of the Baltic Defence College. The quality of JCGSC graduates and their ability to perform well in national and international assignments remains the single true measurement of the Baltic Defence College's value to the Baltic States and to the NATO Alliance. Conducting a truly Joint Course continues to be a challenge for the College given the land force centric nature of Baltic military forces and the availability of talented Directing Staff. The addition of additional experienced staff members has brought positive development not only in the quality of the teaching but in curriculum development. A quality and challenging JCGSC requires considerable investment not only in terms of financial support but more importantly by providing a high quality Directing Staff. At present, the officers from the Baltic States are joined by active duty officers from other participating states from the NATO Alliance and Partnership for Peace Nations. These officers are further augmented by retired officers with specific skill sets. Participating nations also provide or sponsor officers attending the course that add considerable value to JCGSC. Justification of this investment includes a requirement that the Baltic States continue to send the highest quality officers from all services to attend the Course. This arrangement is both essential to the future of the JCGSC in its present

form and requires constant attention to maintain. Our success in the conduct of the JCGSC requires many partners, and they are all essential.

2.2 Higher Command Studies Course

The Higher Command Studies Course seeks to enable senior officers and civil servants to initiate, lead and implement transformation.

HCSC 2010		
Course duration: 9 Aug 2010 – 17 Dec 2010		Number of students: 11
Nation	Total	Remarks
Estonia	4	1 mil and 3 civ students
Latvia	1	1 mil
Lithuania	2	2 mil
Sponsored/outreach	2	UKR mil, GA mil (sponsored by LTU, DNK)
Other nations	2	SVN civ, NZL mil
Total	11	

We face today a wide ranging and complex challenge of transforming the defence institutions of NATO, EU and PfP nations in such a manner that they are able to participate in the full spectrum of 21st century operations - from peace support to combined and joint expeditionary combat. This need led the Baltic States to create the Higher Command Studies Course. The core rationale for the course is that if our armed forces are to make an effective contribution to meeting today's challenges, their leadership will need to understand and be ready to lead transformation programmes.

This course uses Visiting Senior Mentors (VSM) and active learning methodology, commonly found in war colleges. Although the VSM approach is a costly one, it has shown its value time and time again to support the Socratic atmosphere of learning, where students who already have a lot of experience can teach each other in addition to the new knowledge delivered by the VSM.

The Higher Command Studies Course (HCSC) will continue as an annual autumn course. In recognition of its importance for NATO the Course is accredited by NATO Allied Command Transformation and included into the NATO Course Catalogue.

The HCSC students are NATO level OF-4/5 (LTC/COL) military officers, who are considered, at the time of their selection, to possess the potential for promotion to at least OF-6 (GEN) level, civil servants from Mo(N)Ds (or other Government bodies) with equivalent rank and potential, or academics with a demonstrated potential for promotion to high-level civil service posts.

The HCSC uses the usual war college learning methodology, emphasizing 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 rather to inspire mature and capable people to open their minds to the difficulties and complexities of defence transformation and to help them develop their own approaches to the problems of adapting to a new strategic environment. Therefore, heavy reliance is placed on individual and group study. Students are expected to share their knowledge, experience and learning with others. Students are encouraged to think critically and analytically. They are required to conduct research and to present material on all aspects of the curriculum, which is critiqued by guest lecturers and the College directing staff.



Higher Command Studies Course of 2010

Because of the strategic nature of the course, and the intention to deliver the curriculum at an appropriate level of expertise, the main source material for the HCSC is an extensive program of lectures from a range of distinguished guest lecturers. To ensure freedom of discussion, the College rule is that, unless otherwise stated, 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 essay and one individual research paper. During the residential part of the course five senior mentors and up to sixty speakers visited the College to provide teaching for the HCSC 2010.

A two week force planning exercise was also conducted with the assistance and support of a team of the UK Ministry of Defence analysts. 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 the three Baltic States.



HCSC visit to NATO Headquarters

Two field study trips complemented the classroom activities and allowed the students to gain additional insights and first-hand information on issues relevant to the course objectives and curriculum. The first study trip to strategic level NATO/EU HQs was combined with a visit to Kiev where the course met with the representatives from the NATO Liaison Office, the Ministry of Defence, the General Staff, the Ministry of Foreign Affairs, and the Security and Defence Council. In Brussels and Mons, the students were able to analyze transformation programs and discuss major policy issues with representatives from NATO IS and IMS, SHAPE, EUMS, EDA, the Office of the EU High representative for Common Foreign and Security Policy, the three Baltic States' Permanent and Military Representatives to NATO and the EU, and the Belgian MoD. During the other trip to Riga, Vilnius and

Tallinn, the students were addressed by representatives from the Parliaments, Ministries of Foreign Affairs and Defence, Defence Staffs and academics and were able to gather necessary data to support the Force Planning Exercise.

The aim of the HCSC remains “to prepare military and civilian defence officials to be ready to initiate, lead, and implement transformation in the defence institutions of their own states, NATO and the EU in the context of current and future military operations.” Therefore, most instruction is focused on the topic of transformation.

Our HCSC students are actively encouraged to share information and understanding and to learn from each others’ knowledge and experience. For this approach to be successful we need: a sufficient number of students on each course; for those students to come from a diverse range of backgrounds; and for them to be of an appropriate quality. While the College is able to promote the Course through its own network of contacts, the three Baltic capitals clearly have greater influence and more opportunities to engage with potential sending states. Our priority should be on improving efforts to recruit students from ‘Old West’ and CEE countries.

2.3 Civil Servants Course

The Civil Servants Course 2010 (CSC) was conducted between January 11 and June 18, 2010. Nine students from five countries started the Course, and eight students graduated while one received a certificate of attendance. All the students had experience in various duties at ministries of defence or within national defence forces.



Civil Servants Course of 2010

The CSC 2010 was aimed “at addressing the needs of the national ministries and other governmental agencies, which are dealing with security issues, in order to prepare civil servants for the work in the international environment.” A particular emphasis was “placed on building skills and knowledge necessary for contributing to the international operations, both at the strategic and operational levels”.

The CSC curriculum consisted of the following four phases:

Phase 1 Foundation (three weeks)

Phase 2 Joint Learning Period with the JCGSC 2009-2010 (seven weeks)

Phase 3 Distance Learning (six weeks)

Phase 4 Joint Learning Period with the JCGSC 2009-2010 (seven weeks).

Phase 1 aimed to introduce the students to basic military terms and definitions, military theory, and military operations as well as leadership and questions of international law and relations. The purpose was to

prepare the students to the more demanding studies alongside with the JCGSC.

Phases 2 and 4 were conducted according to the JCGSC 2009-2010 curriculum with a particular focus on leadership, peace support operations, counter-insurgency operations and defence planning. During these phases the CSC students were dispersed among the JCGSC syndicates.

Phase 3 (Advanced) Distance Learning consisted of two assignments related to international law and leadership respectively as well as two respective and individually chosen on-line courses conducted with the kind support of the Joint Knowledge Online.

In addition, students were required to prepare an Individual Research Paper with the aim of “developing students’ skills in military correspondence and improving their knowledge about national and international decision-making systems in defence sector.” In a 2000 word paper the students were “expected to demonstrate their ability to identify fundamental conceptual problems within the chosen subject area and propose well-founded and effective solutions.”

The general content and conduct of the CSC 2010 was appropriate to the stated aims and objectives. The CSC is, in general, a unique opportunity to train and educate CIV-MIL integration/interaction as well as creating CIV-MIL and multinational networks. However, some structural changes are needed. In addition, the CSC leadership needs to improve the communication with the visiting lecturers and SGOs as to the purpose and objectives of the CSC, as well as orienting them to the educational opportunities that the CSC provides.

3 Baltic Defence College Research 2010

3.1 Research activities

The research programme of the school and the faculty is geared to support the courses taught at BDCOL as well as supporting a broader mission to provide the Baltic States with good quality research on a wide variety of security issues, and to serve as a centre for academic research and thinking for the Baltic Region. Research papers and publications by the school, by students, and by faculty, as well as the special studies that come out of the workshops and conferences, should serve the needs of the Baltic States' Ministries of Defence and the Military staffs for quality thinking on security issues.

In 2010 the Baltic Defence College academic staff continued developing their skills through individual research: Col. Dan Jordan ret. is in the final stages of his PhD studies in history at the University of Cincinnati.

3.1.1 Academic articles / publications

The year 2010 was a busy one for the Baltic Defence College faculty. Several of our faculty members published academic books and articles.

Published articles by the Dean, Dr. James Corum, included: "Air Power and Small Wars: Current Operations" in *Baltic Security and Defence Review*, Summer 2010, "The Persistent Myths of Guernica" in *Military History Quarterly* Summer 2010. Book chapters published were "Air Power in Small Wars: 1913 to the Present" in *A History of Air Warfare*, ed. John Olsen (Washington DC: Potomac Books, 2010) and "No simple formula: the use of military force in counterinsurgency," in *Modern War and the Utility of*

Force, eds. Jan Angstrom and Isabelle Duyvesteyn (London: Routledge, 2010).

Dr. Augustine Meaher published a book "The Australian Road to Singapore: The Myth of British Betrayal" published by Australian Scholarly Publishing Co., 2010)

Faculty members Cdr Annes Vainamäe and Col. Zszslaw Sliwa PhD collaborated to write two articles: "Tänapäeva julgeolekuriskid: piraatlus Somaalia vetes" (Current challenges for security: Somalia Piracy), *Sõdur (Soldier) Magazine*, No 3, June 2010, Estonia. 36-40. and "Mao Zedongi sissisoja kontseptsioon" (Mao Tse-Tung Concepts about Guerrilla Warfare), *Kaitse Kodu! (Defend Homeland-- Estonian Defense League Monthly)* No. 8 (100/546) 2010, Estonia. pp. 24-28.

Col. Zszislaw Sliwa PhD wrote several articles in 2010 including: " The Miracle on the Vistula, the Battle of Warsaw 1920," *Baltic Security and Defence Review*, Spring 2010, "Chinese Navy in Combating Piracy," in the *Przegląd Mosski (Polish Navy Review)* No. 7; "Southeast Asia Security and Territorial Disputes over the South China Sea Islands," *Zeszyty Naukowe Akademii Marynarki Wojennej (Polish Naval Academy Research Journal)* 2010 No. 2; "China's Strategic Growth sustainment: Accidental Leader?" The Partnership for Peace Consortium, Fall 2010; L'emergence strategigique chinoise intentionelle ou accidentelle?" *Review Defense Nationale*, August and December 2010; "Organizacja Układu o Bezpeiczenstwie Zbiorowym," ("Collective Security Treaty Organization") *Bellona (Polish MOD Quarterly)* No. 3. 2010.

Lt. Col. Mika Kertunnen PhD published several articles including: Kuinka sota voitetaan. Sotilasstrategiasta ja sen tutkimisesta "How to Win a War: On Military Strategy and Military Strategic Research," Dept. of Strategic and Defence Studies, 2:45 (Helsinki: National Defence University, 2010.);

"The EU Battlegroup – its Background and Concept," *Proceedings and Journal, The Royal Swedish Academy of War Sciences*, No. 1, 2010, 127-150; "Finland: National Defence and International Crisis Management," *Proceedings and Journal, The Royal Swedish Academy of War Sciences*, No. 1, 2010, 151-167.

Academic Articles by Dr. Eric Sibul included "Logistical Aspects of the Estonian War of Independence, 1918-1920," *Baltic Security and Defence Review* Vol. 12 No. 2 (2010): 108 – 134.

3.1.2 Conferences

The Baltic Defence College faculty was active in presenting conference papers and actively participating in international academic activities.

Dr. James S. Corum participated in conferences in Sweden, the Netherlands and UK and delivered papers on: "Training Allied COIN Air forces: Old Lessons and New Environments' (Airborne Counter Insurgency London, November 2010) and "Air Power and Small Wars, Current and Future Operations" (Aerospace Conference Sweden, Linköping, June 2010) "Review of the current literature on counterinsurgency" (International Commission for Military History conference, Netherlands, August 2010)

Dr. Eric A. Sibul presented a conference paper on: "Nikolai Reek as Chief of Staff on Saaremaa in 1917 and at Cesis in 1919" at the Baltic Regional Military History Workshop" October 2010.

Dr. Augustine Meaher presented papers in the US, Australia and Canada: "Australia and Britain in the Indian Ocean in World War II," Society of Military History Conference, Lexington, May 2010; "'We have lost many an opportunity': Australia and Europe in the 1930s" at the 2010 Australia New Zealand Scholars Association of North America Conference,

Washington DC; "We err if we regard the Americans as our blood cousins": Interwar American-Australian Relations' American Historical Association Conference, San Diego, January 2010; "A Conflicting or a Complementary Course" conference at the Royal Military College of Canada, June 2010., St. Jean Quebec.

In addition to their academic activity, Baltic Defence College faculty members took part in educational activities outside the college. Mr. Didzis Nimants served on a team lead by the US national Defence University in crafting a curriculum and study program for the newly created Georgian Staff College.

3.2 Conferences, Seminars and Workshops at the College

The Baltic Defence College has a policy of having 3-4 workshops or conferences every year in which a small group of 20-30 academics, officers and defence officials meet and present papers and hold academic discussions on themes dealing with regional security. The Baltic Defence College invites members of the universities in the region, defence ministry personnel and military personnel to the conferences and workshops.

This is part of an ongoing initiative to establish the Baltic Defence College as an important academic centre for security studies and scholarship in the Baltic Region. Most of the time we try to include part of the workshop presentations as part of the BDCOL courses so the students might participate.

In 2010 the Baltic Defence College hosted four workshops that attracted many academics and officials from Western Europe (Germany, Poland, Belgium, UK), the US, and the Nordic nations. In February the Baltic Defence College hosted a workshop on NATO's new strategic concept and Baltic regional concerns. In March a workshop on the experience of the



Baltic Military History Workshop

Baltic States in deploying forces abroad took place. In October there were two workshops, one on Baltic Region Military history that attracted academics from the Baltic States, Finland, Sweden, the US and UK and a second workshop on small states and strategy that took place as part of the Joint Course programme.

3.2.1 International Academic Research Cooperation

The Baltic Defence College is a member of several Western nation international groups committed to furthering higher military education. The Baltic Defence College is a member of the International Society of Military Sciences (ISMS), a group of eight Western staff colleges and national military universities that promotes cooperation in academic research on all aspects of security policy. In the ISMS the Baltic Defence College is joined with the Royal Military College of Canada, the Norwegian Staff College, the Danish National Defence Academy, the Swedish National

Defence Academy, the Finnish National Defence University, the Netherlands National Defence Academy, and the Austrian National Defence Academy. The Baltic Defence College faculty leads one of the academic working groups for the ISMS. In November 2010 the Baltic Defence College Dean assumed the presidency of the ISMS and the Baltic Defence College will host the annual conference of the ISMS in Tartu in November 2011.

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



PfP ADL Seminar held at BDCOL

The Baltic Defence College also contributes significantly to the academic and research programmes of EU and NATO military institutions. In November 2010 the Baltic Defence College hosted a high level course of the European Security and Defence College (ESDC). In the Fall of 2010 the Baltic Defence College hosted a week-long seminar on Advanced Distance

Learning for the Partnership for Peace consortium. Both events were regarded as highly successful international events.

3.3 Publications

The main publication of the Baltic Defence College is the Baltic Security and Defence Review. This is a professional academic peer reviewed journal that is published biannually. It has an editorial board with an outstanding and internationally-known group of scholars to ensure content quality.

The journal has been improved and expanded without requiring a larger budget. The quality of the journal has improved and the main means of dissemination is via electronic copies.

The Baltic Defence College also publishes occasional special studies such as a staff ride guide to the Blue Hills and Narva battles. We hope to publish more special studies of this type in the future.

In 2010 the Baltic Defence College concluded agreements with the US Army Foreign Military Studies office and the US National Defense University to allow those organizations to reprint and publish articles and studies produced by Baltic Defence College students and faculty. These agreements ensure that Baltic Defence College research and publications can now reach a large international readership.

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

The library suffered from some budget cuts in 2010. However, with some donations and a careful programme of acquisitions, the BDCOL 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.

Currently a key initiative of the Library is establish partnerships with other NATO nation staff college libraries to gain access to major research databases at a low cost. By its partnerships and cooperation programs the library continues to a high quality institution that effectively meets the needs of the Baltic Defence College students and faculty. The library personnel are highly experienced and at the end of year student reviews give glowing marks to the library.

4 Baltic Defence College Development

Proposed changes to the BALTDEFCOL structure approved in the BALTDEFCOL development Plan 2010 – 2016.

The vision of the BALTDEFCOL is to remain a modern, multinational and English language based Defence College with a Euro-Atlantic scope and a regional focus.

In short, BALTDEFCOL educates and sustains the professional development of officers and civil servants through high quality courses with a general focus on joint, interagency and multinational general staff education. Such an international multinational staff and student body of the BALTDEFCOL makes it a unique institution within NATO.

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

- Ensure that the BALTDEFCOL is a multinational high-standard military education institution according to NATO standards and the needs of the Baltic States.
- Continuously enhance the quality of the courses;
- Sustain a wide multi-national character with regard to the teaching staff and students. Promote participation of other NATO, the EU and NATO / PFP students at the BALTDEFCOL courses;
- Promote the harmonization of the Estonian, Latvian and Lithuanian systems of military training in order to ensure the equivalent qualifications of the students studying at the BALTDEFCOL;
- Promote continuous exchange of instructors and students between the Baltic States and other NATO and/or the EU nations, in order to support the BALTDEFCOL with necessary expertise;
- Promote exchange of serving Directing Staff members of the BALTDEFCOL with other colleges as well as multinational HQs and research institutions to the benefit of the individual officers and academics, the BALTDEFCOL and its exchange partners;
- Promote international collaboration in research;
- Develop the network of cooperation with military academies and colleges and civilian universities, both in the Baltic States and partner countries;
- After receiving a corresponding mandate from the BCG, look into creating the necessary preconditions and mechanisms for the transfer of merit of the BALTDEFCOL graduates to the post-graduate degree (Master's) programs at the civilian universities;
- Promote innovation in teaching, learning and appraisal systems and enhance effectiveness of their management through the use of web-based solutions and other information technologies;
- Enhance the library resources and networks;

- Ensure that the BALTDEFCOL participates in the activities of the High-Level Course of the European Security and Defence College;

4.1 Courses 2011-2016

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

4.2 Joint Command and General Staff Course JCGSC 2010/2011

The student service background (Army, Navy, Air Force) to be decided by the Baltic States prior to invitation. A minimum of 6 Navy and 6 Air Force students are required to create a real joint environment within the six syndicates. The total number of students ought to be at minimum 50 in order to organize the course into two planning groups during Learning Area 1, Joint Combined Operations. Officers attending the course from more experienced services, those with combat experience, and well as those from those other nations in the region add considerable value to the Joint Command and General Staff Course.

JCGSC 2010/2011		
Course duration: 9 Aug 2010 – 17 Jun 2011		Number of students: 52
Nation	Total	Remarks
Estonia	10	2 Air Force officers
Latvia	14	1 Navy and 1 Air Force officers
Lithuania	12	2 Navy and 1 Air Force officers
Sponsored	9	Sponsored by EST (2), LTU (2), DNK (4), NLD(1)
Other nations	7	2 Navy Officers, 1 Air Force
Total	52	

4.3 Higher Command Studies Course HCSC

The HCSC has developed a robust Course evaluation and assessment system. In January 2011, the HCSC Directing Staff formally assessed the feedback from the students, the guest lecturers and the staff in order to develop lessons identified and recommendations for the future development of the course.

HCSC 2010 experience shows once again that the course focus on the leadership of transformation and the targeting of medium and small Eastern European states is relevant. This approach was praised not only by the students, but also by a number of visiting lecturers and mentors.

Student appraisal system aims to be comprehensive and honest. Appraisal is a continuous process that starts when the student arrives at the College and is intended to support the student's progress throughout the course. Formal appraisal conducted both through dialogues with CD HCSC and through a written Final Appraisal Report. CD HCSC and the DS monitor the students' progress and performance throughout the course and also

provide them with informal feedback whenever appropriate, for example following a Team or Individual Research Project. Both informal and formal appraisals made during the course are private and confidential between the student and the CD of HCSC. Students were appraised against a range of criteria but not ranked against their peers.

For the success and sustained quality of the course, the right balance of high-quality students and participating nations is important. The possibly best representation of nations should be 30% for the Baltic States, 25% for the Central European states, 25% for the Western nations and 20% for outreach countries. It would make 6 Baltic-, 5 Central European-, 5 Western- and 4 outreach students in a class of 20. Presence of civil students has great significance and the ideal proportion of civil servants should be 1/4 out of the total number.

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

4.4 Civil Servants Course CSC

While the Phases 1, 2 and 4 are each as such considered essential with only minor adjustments to the conduct of education, Phase 3, Advanced Distance Learning proved to be problematic. Because of their everyday tasks and duties the students do not have the time needed for their studies. Instead of proper learning the students are forced to produce fast answers to the given tasks. The six weeks long break from the College also unnecessarily separates the CSC and the JCGSC and slows down the wanted civil-military integration and co-studying. It also prevents the CSC from participating in perhaps most important Learning Area 1 (Joint

Combined Operations) modules and exercises. Suitable ADL courses can complement teaching within LA 1 – 4 if learning is supported by other forms of education and if the students have enough time for these studies.

5. Summary

The White Book of the Baltic Defence College continues to be an open source document in order to provide an annual update about one of the most successful Baltic States' cooperation projects on security and defence. All information included in the White Book refers to the directing and support staff members of the College. The Baltic Defence College strives to be a dynamic and adaptable learning institution to produce leaders to meet the security and defence challenges for Baltic countries in an uncertain future.

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