



# **BAL TIC DEFENCE COLLEGE**



## **White Book 2007**

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*Brigadier General Algis Vaičeliūnas, LTU Army  
2<sup>nd</sup> Commandant of the Baltic Defence College*

## **Foreword**

Baltic Defence College (BALTDFFCOL) was established in 1998/99 when it started to conduct the first Senior Staff Course. During the take-over ceremony of the BALTDFFCOL command in 2004, I already inherited several highly developed courses and very competent Directing and Support Staff. While setting the goals for the future of the BALTDFFCOL in the Development Plan 2005-2012, together with

my Staff, I identified the need to clearly define the role and place of the College in the professional development of officers of Estonia, Latvia and Lithuania. Despite of the fact, that the BALTDEF COL had been on the landscape of military education since 1999, there was still no common understanding of military education in the Baltic states, serving as a point of reference in designing courses at various levels.

With this in mind, the first task was to develop and establish a unified framework of military education in Estonia, Latvia and Lithuania, with the courses of the BALTDEF COL and the national military academies being closely integrated into a coherent system. Thus, Common Baltic Officers Professional Development System as well as Combined Officer Professional Development Programme for Estonia, Latvia and Lithuania were drafted and agreed upon, defining the underlying vision, philosophy, principles, requirements and structure of military education in all three countries, with the role of the BALTDEF COL well defined in it.

This, in turn, led to the first effort ever to coordinate courses across all levels of military education, with the newly created Curriculum Co-ordination Group acting as a platform for this effort. Enhanced transparency of and knowledge about the educational activities, which resulted from the Group's work, also allowed greater cooperation in the delivery of those activities. Baltic Defence College's Directing Staff have become regular contributors to the junior staff officers courses as well as the naval and air force intermediate staff officers courses, conducted in Estonia, Latvia and Lithuania.

Once the elements of a common system have been put together, it became clear that the BALTDEF COL courses also had to be adjusted

and changed, in order to be better aligned with the requirements of the Combined Officer Professional Development Programme and to serve the needs of the Baltic states' armed forces more effectively. In particular, the College sought to expand and deepen its teaching of brigade tactics for army officers as well as of joint operations for all three services. This led to the creation of a separate 5-month Army Intermediate Command and Staff Course (AICSC) for a brigade level instruction, the first of which was conducted in Spring 2007, and to a revised 11-month Joint Command and General Staff Course (JCGSC), which now focuses entirely on the joint operational level.

Constantly changing security environment and new emerging types of operations created a demand to revise the Civil Servants Course (CSC). Comprehensive approach in contemporary operations calls for the involvement of all elements of national and allied power, with a particular emphasis on the civilian capabilities. This created the need for the civil servants from national security organisations to understand better the role which the civilian component plays in planning and conducting peace support, crisis response and counterinsurgency operations and to enhance their ability to contribute to these operations. The revised CSC, which will commence in January 2008, addresses these issues thoroughly.

Development of the Higher Command Studies Course (HCSC) was also one of the priorities, in order for it to meet all demands of war college level education. The aim of the HCSC was set to prepare military and civilian defence officials at NATO OF-4/5 level or equivalent, to be ready to initiate, lead and implement transformation. HCSC students additionally needed analytical tools that could be used to implement

transformation programmes. With this aim, elements that covered strategy formulation, change management and force planning exercise were introduced. The latter provided with “hands-on” experience how to conduct force planning. The results of this endeavour are usually presented to the Baltic top military leaders.

A great emphasis was also put on the war college learning methodology - active learning, full participation and contribution of all students by sharing their knowledge, experience and learning from within. It also introduced the concept of Visiting Senior Mentors, who are widely recognized authorities in their fields of expertise. This concept was later extended to the JCGSC as well. The year of 2007 brought along new developments for the HCSC - in recognition of the significance and relevance in training leaders for transformation, the HCSC received partial accreditation by the NATO’s Allied Command Transformation as a NATO course.

Successful and significant development of the organisation is always attended by further challenges. I would like to use the opportunity to underline some of those which, in my vision, the BALTDEFCOL will be facing in the nearest future.

The key element of the *baltification* process is the appointment of highly experienced and capable officers from the Baltic states to fill the positions of instructors. However, for objective reasons it is obvious that the BALTDEFCOL still needs to maintain the presence of instructors from so-called “old” NATO nations, particularly in the field of joint operations (NATO Land/Joint Ops, NATO Air/Joint Ops, NATO Maritime/Joint Ops, NATO Log/Joint Ops). This is essential since the

Baltic states' armed forces still lack competence and experience as well as a chance to develop their skills at the joint operational level. Therefore, the most important task for the College will be maintaining the non-Baltic officers at the BALTDEFCOL in order to ensure the quality of the courses and to sustain its' multi-national character.

Diversity, being one of the most important competitive advantages of the BALTDEFCOL courses and a very important ingredient of its educational environment, was also stressed in the policy paper by the Ministerial Committee in January 2007. All in all, sustaining the multi-national environment and military expertise at the BALTDEFCOL as well as selecting well educated and experienced officers within three Baltic states as faculty members at the BALTDEFCOL can be regarded as one of the main future challenges.

Aside from the composition of the BALTDEFCOL Staff, the selection of students is also vital. The tendency of the JCGSC to be land-heavy raises a challenge of selecting officers from all three components in order to enhance the joint character of the Course. Another important issue is the selection of senior officers and civil servants for the HCSC who have to possess huge professional experience to fit into the "teach-each-other" methodology as one of the corner-stones of the entire Course.

I am convinced that the BALTDEFCOL has been a very valuable project and is making tremendous progress. It has contributed greatly to promoting international visibility of the Baltic states and their profile within NATO and the EU. It has also been instrumental to the defence diplomacy of the Baltic states, seeking to advance Euro-Atlantic

integration of their PfP partners such as Ukraine, Moldova, South Caucasus countries or Western Balkans nations. It also leads to increased cost effectiveness of military education and ensures interoperability of minds through common education and reliance upon NATO planning procedures. It is also a vital channel for drawing expertise from outside the Baltic states and directing it into the armed forces of Estonia, Latvia and Lithuania.



*"Hand over ceremony"*  
*BGen Gundars Ābols and BGen Algis Vaičeliūnas*

I am confident that the BALTDEFCOL will continue its successful path, since the next designated Commandant, Brigadier General Gundars Ābols, carries precious knowledge as the former Chief of the Latvian National Armed Forces Staff as well as the Senior Military Representative to NATO and by virtue of his extensive working experience in the Supreme Allied Command Transformation. I hereby wish him and the whole College every kind of success for the future. Last, but not the least I would personally like to thank the Staff and all the supporting states of the BALTDEFCOL that have shown their utmost dedication during my service as the Commandant.



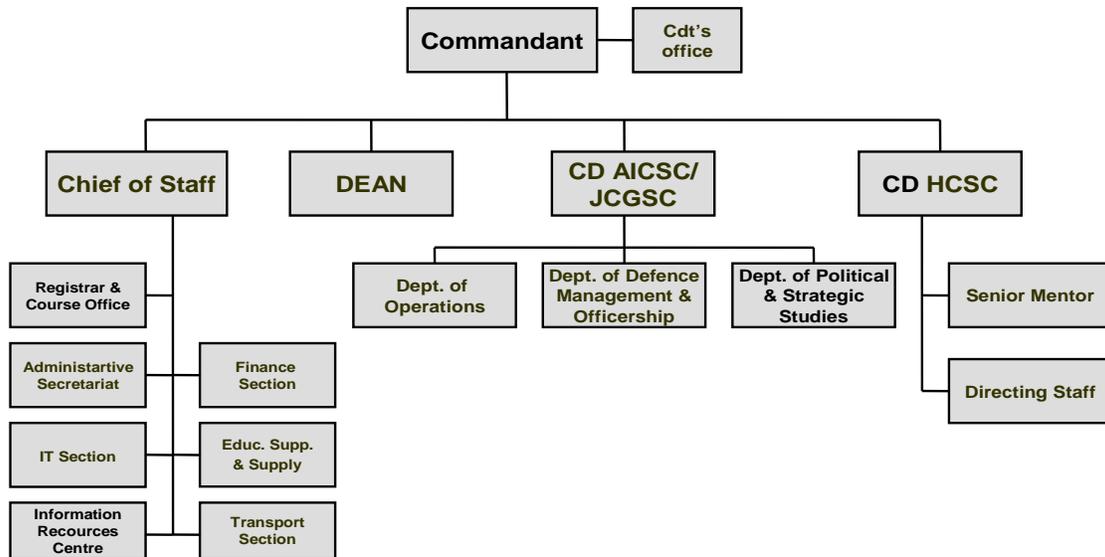
ALGIS VAIČELIŪNAS

Brigadier General (LTU A)

Commandant

# 1 Baltic Defence College Staff

## 1.1 Organization and manning



From 1 August 2007, the BALTDEFCOL new structure (above) was implemented. The main change was the partition of Department of the Political Studies and Officership into two: Department of Political and Strategic Studies (DPS) and Department of Defence Management and Officership (DMO). Furthermore, the Library has been transformed into an Information Resources Centre and the Course Office has been reinforced to cope with the increased number of courses and students.

During 2007, seven new Directing staff members were welcomed to the College, three to Operations Department (including the new Head of Department) and four to the newly created Department for Political and Strategic Studies (including the Acting Head of Department). For the first time since the College was established, Canada is participating

with an instructor, which brings the number of nationalities represented at the College to 14. Three new Support Staff members arrived during 2007.

	<b>Officers</b>	<b>NCOs</b>	<b>Academics</b>	<b>Admin/supp</b>	<b>Total</b>
Management	5		1	1	<b>7</b>
OPD	17				<b>17</b>
DPS			5	2	<b>7</b>
DMO	5				<b>5</b>
HCSC	3		2		<b>5</b>
Support Staff		4		16	<b>20</b>
<b>Total</b>	<b>30</b>	<b>4</b>	<b>8</b>	<b>19</b>	<b>61</b>

*Manning of departments and the different organizational units as of December 2007*



*Baltic Defence College seen from an Estonian An-2, autumn 2007*

	<b>Officers</b>	<b>NCOs</b>	<b>Academics</b>	<b>Admin/Supp</b>	<b>Total</b>
Estonia	5	4	2	19	<b>30</b>
Latvia	5		1		<b>6</b>
Lithuania	7		2		<b>9</b>
Canada	1				<b>1</b>
Denmark	1		1		<b>2</b>
Finland	1				<b>1</b>
France	1				<b>1</b>
Germany	3				<b>3</b>
Norway	2				<b>2</b>
Poland	1				<b>1</b>
Romania	1				<b>1</b>
Sweden	1				<b>1</b>
UK			1		<b>1</b>
US	1		1		<b>2</b>
<b>Total</b>	<b>30</b>	<b>4</b>	<b>8</b>	<b>19</b>	<b>61</b>

*Manning of BALTDEFCOL as of December 2007*

## **1.2 Cooperation with other defence colleges**

### **1.2.1 *NATO Conference of Commandants***

The 36th Conference of Commandants was held in Pula, Croatia in April 2007, under the chairmanship of the NATO Defence College Commandant, Lieutenant General Marc Vankeirsbilck. The conference was attended by 102 participants - 48 Commandants or Delegated Officers - representing 37 nations and a total of 54 institutions/colleges.

A number of discussions and "Thinking platforms" were used to address the different subjects during the meeting. The main topic, "Requirements to develop individual skills' sets for senior officers to

meet contemporary needs of a world in constant change”, was followed by a series of other important subjects: Blended learning; Course registry and database; Multi-national and multi-agency common training and education; Research registry and networking.

The preparations for next years conference in Toledo in Spain was the main topic during the Action Officers Meeting in Madrid in October 2007, where BALTDEFCOL participated.

### **1.2.2 *Nordic Commandants Conference 2007***

The Nordic Commandants Conference 2007 was hosted by the Baltic Defence College on the 23<sup>rd</sup> – 24<sup>th</sup> of October 2007, where the Defence Colleges/Universities of Denmark, Norway, Sweden and Finland were represented together with the Baltic Defence College.

The Conference started with a seminar where each College/University gave their view on the topic “Leadership within the combined environment”. The presentations gave the foundation to a fruitful panel discussion at the end of the day, where the many challenges of today’s operational environment were discussed.

The seminar was followed by the Commandants Meeting where Colonel Tony Deane from Joint Multinational Readiness Centre gave a briefing “Joint and inter-agency training and education in the context of contemporary strategic and operational trends”. The briefing was, among other things, based on Colonel Deane’s own experiences from operations in Iraq and gave a very good picture of the training

requirements needed before we send our officers and soldiers on today's operations.



*Nordic Conference of Commandants in Estonia, October 2007*

The Commandants Meeting itself focused on how the cooperation between the five institutions can be developed even more. During the meeting the Common Curriculum Working Group presented the conclusions on the work until now. The work will continue and will be concluded in the beginning of 2008. The overall conclusion of the Commandants Meeting was that the cooperation and knowledge sharing between the five institutions will continue and be increased in the years to come. The issue of creating a common exercise was discussed, but all the institutions are already involved in exercise

cooperation's with other colleges and found it difficult to be a part of a new cooperation.

Baltic Defence College will take part in the next Nordic Commandants Conference in October 2008 which will be hosted by the Royal Danish Defence College. The main topic of the conference will have focus on Lessons Learned in International Operations from a perspective of a small state.

### **1.2.3      *Other activities***

A number of other external activities, in order to deepen cooperation with other colleges and defence universities, have been conducted during 2007. The Commandant has visited the Polish National Defence University in Warsaw and Führungsakademie der Bundeswehr in Hamburg, Germany.

BALTDEFCOL staff has participated in the Central European Forum on Military Education in Brno, Czech Republic, as well as the Nordic Defence Colleges Conference on Curricula in Denmark and Finland. BALTDEFCOL has furthermore supported other courses with lecturers, for example the Naval Junior Staff Officers Course in Riga, Latvia.

Three Baltic students from the Joint Command and General Staff Course have participated in a meeting with the Association of Students Councils of Nordic Defence Colleges in Copenhagen, Denmark.



*Visit by the Estonian President, 12 November 2007*

### **1.3 Cooperation with the universities**

Baltic Defence College has actively pursued cooperation with the universities as a part of its strategy to create academic atmosphere necessary for the intellectual development of the students as well as professional development of the faculty. This entails exchange of the lecturers, research cooperation as well as possibility for the university students to participate in certain educational activities of the Baltic Defence College.

One of the key elements of this cooperation is, following the spirit and the principles of the Bologna process, facilitating the transfer of academic merit of the College's graduates into the academic degree programmes of the universities. Baltic Defence College seeks to

establish relationships with the selected universities in order to allow more effective recognition of the studies at the BALTDEFCOL in relation to the specific academic degree programmes of those universities.

In 2007, the College concluded three cooperation agreements, providing necessary framework for the transfer of merit and recognition – with the Lithuanian Military Academy, the International University Audentes in Tallinn and with the Institute of International Relations and Political Science of the University of Vilnius. Further effort is being now shifted on securing similar agreements with the University of Tartu and the University of Latvia.



*Signing of the cooperation agreement with the International University Audentes, October 2007, Tallinn*

Agreement with the Lithuanian Military Academy established the role of the Baltic Defence College in its Master's in Military Diplomacy programme. Students of the programme who are sent by the Lithuanian authorities to the BALTDEFCOL courses are able to continue working towards their degree, since various modules of the Army Intermediate Command and Staff Course (AICSC) and Joint Command and General Staff Course (JCGSC) are acknowledged as courses of the MA in Military Diplomacy programme. Ten Lithuanian graduates of the AICSC 2007 benefited from the scheme by transferring the completed AICSC subjects (20 ECTS points) into their degree programme. Four Lithuanian students on the JCGSC continue combining their studies at the BALTDEFCOL with their progress towards the Master's degree.

#### **1.4 Faculty development and external activities**

A range of internal and external activities have been conducted in order to develop and enhance the competence of the Colleges' staff members.

Introduction seminars to new staff members as well as seminars to prepare Directing Staff members as Syndicate Guiding Officers are examples of internal faculty development activities.

An internal three-day workshop addressing the NATO Operational Planning Process was organized to prepare for the Combined Joint Teaching for the Joint Command and General Staff Course.



*Lecture on Cyber terrorism to the BALTDEFCOL staff and students by the Estonian Minister of Defence, Dr Jaak Aaviksoo*

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

- Participation in the Operational Planning Course, NATO School, Oberammergau, Germany
- Facilitator, Operational Planning Course, Mobile Educational Training Team, NATO School, Oberammergau, Germany
- Support to Naval Junior Staff Officers' Course, Riga, Latvia
- Participation in the Joint Operational Planning Course, Permanent Joint Headquarters, Northwood, England
- EU Networking Conference on „Training in ESDP in a Changing European Security Environment“ in Germany
- SMI's 6<sup>th</sup> Annual Conference on Nordic and Baltic Defence Transformation in Sweden

- Round Table Discussion on “Lessons learned from EU enlargement: the case of Kaliningrad” in UK
- 2007 Army Historians Conference on Irregular warfare in USA
- Interdisciplinary Net Conference “War, Virtual War and Human Security” in Hungary
- ASEN annual conference in UK
- Participation in Senior Course on Crisis Management and Civil Emergency Planning in Sweden
- Visit to National Crisis Management Centers in Tallinn, Riga and Vilnius
- Visit to German Bundesakademie in Mannheim
- Participation in R&OM Simulation Workshop in Munich, Germany
- Participation in 4<sup>th</sup> Research Workshop, Military Leadership and Civil- Military Relations, in Sofia, Bulgaria.

## 2 Courses at the Baltic Defence College 2007

### 2.1 Army Intermediate Command and Staff Course 2007



*AICSC 2007 graduation*

#### **2.1.1 Teaching of the AICSC**

The AICSC 2007 started on 29 January and ended successfully on 9 June 2007. The course programme had an emphasis on developing the skills and knowledge required for planning and conducting formation level combined arms operations on brigade level. The majority of the teaching, approximately 70 %, was dedicated to this Learning Area. This was supported by teaching in the three other Learning Areas:

Small States National Security, Project Management as well as Leadership and Military Ethics.

In order to equalize the students' professional knowledge level, the course started with teaching in tactics fundamentals after usual in-processing and teambuilding activities. During the second half of February and beginning of March, the course was divided in two parts, one group studying the Brigade estimate process and the other group Small States National Security and Leadership. After two weeks the groups were changed. A successful module on Tactical Air Operations delivered by guest lecturers from the Air to Ground Combat School from the Netherlands was followed by the first exercise "Planning for offensive operations at Brigade level". The exercise was successfully conducted in Latvia using the facilities of the Latvian National Armed Forces NCO School in Cesis.

In the beginning of April, the students concentrated on Peace Support Operations and prepared for the deployment and participation in SWEDEX, a command post exercise which was conducted in Sweden during the two last weeks of April. The students manned two brigade staffs, together with students from the Swedish National Defence College, under a Land Component Commander as well as two exercise response cells.

The last exercise with the course, "Planning and preparation for defensive operations on formation level", was conducted in Nemencine in Lithuania. A module on Project Management and on Counterinsurgency and Operations in Special Environments concluded the teaching.



*AICSC students during a planning exercise*

### **2.1.2 Feedback of the AICSC**

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

- Very good course, appropriate level
- Excellent planning, almost no changes to curriculum
- Very well resourced and administrated
- Excellent atmosphere in multinational environment
- Excellent working conditions and equipment
- Good methodology and pedagogical skills of lecturers, very good specialists.

The students were motivated and showed a very good spirit throughout the Course. The fact that too many students lacked Battalion level training, education and experience had a negative impact on the quality of some activities. Results from the course and lessons identified were summarized during the end-of-course seminar in June. Based on lessons identified and conclusions, the following recommendations regarding development of the next AICSC were given by the Directing Staff:

- AICSC curriculum in general was well balanced. Few changes were required to increase the quality and to achieve a more logic flow of the course.
- Learning outcomes and the existing balance between Learning Areas has to be maintained.
- Leadership teaching has to be better integrated into the other Learning Areas.
- The Tactics Fundamentals module has to be increased at the expense of module for Counter-insurgency and Operations in Special Environments.
- Keep current student evaluation system, but review and develop the quality of the tests.
- Plan and develop a BALTDEF COL-led Command Post Exercise within a Peace Support Operations scenario to substitute Command Post Exercise in Sweden.

The overall feedback together with detailed comments from the students and the Directing Staff has been used in the planning guidance for AICSC 2008.



*Exercise "Brigade in Defensive Operations" in Nemencine Training Centre in Lithuania*

### **2.1.3 Students of the AICSC**

61 students were in-processed on 29 January when the AICSC 2007 started. One student was sent home within the first week after having failed to reach the required level in English. 59 out of 60 students graduated successfully from the 1<sup>st</sup> AICSC on 9 June and received their diplomas and graduation badges. The grades were: Excellent – 1, Good – 43, Satisfactory – 15. Five students with a satisfactory grade were not recommended for further education. One student was graded non-satisfactory due to academic dishonesty on an academic essay.

All together, 11 different nations were represented in this course and the majority of the students had the rank of either Captain or Major:

<b>Rank</b>	<b>LtCol</b>	<b>Major</b>	<b>Captain</b>	<b>Total</b>
<b>Nationality</b>				
Estonia	-	4	9	13
Latvia	-	4	11	15
Lithuania	8	13	-	21
Armenia	-	1	-	1
Azerbaijan	-	-	2	2
Finland	-	-	1	1
FYROM	-	-	1	1
Georgia	-	-	1	1
Moldova	-	-	1	1
Poland	-	-	1	1
Ukraine	-	2	1	3
<b>Total</b>	<b>8</b>	<b>24</b>	<b>28</b>	<b>60</b>

*Nationalities and ranks in the AICSC 2007*

## **2.2 Joint Command and General Staff Course 2007/2008**

### **2.2.1 Teaching of the JCGSC**

The JCGSC 2007/2008 started in August 2007 and will graduate in June 2008. The new developed course, focusing on joint operations, comprises five phases.

The first phase, Foundation phase, was conducted during the first three months. After in-processing, teambuilding and the first modules in leadership and non-operational staff work, the main part of the teaching in International Security and Strategy was delivered, with Dr. Egdūnas Račius (Lithuania) and Dr. Kevin-Douglas Stringer (USA) serving as Visiting Senior Mentor. The students were introduced to Academic Writing and chose the topic for their Individual Research Project which will be handed in at the end of the course. Three weeks

were spent on Service Specific teaching, where the students studied their own service. The Air Force and Navy students conducted a field study trip to Finland, and the Army students had a reconnaissance trip to Narva. The whole course, together with the Directing Staff members, participated in the Baltic Component Study Tour in September, visiting military units in the three Baltic states.



*Teambuilding activities with the students of the JCGSC*

The second phase, Framework of Combined and Joint Operations, was conducted during November and comprised the fundamentals of Joint operations and elements of the Operational Planning Process focusing on operational design. General J Spiering (DEU A) as well as LtGen E Rosgaard (DNK AF) and LtGen J Scharling (DNK A) were invited as Visiting Senior Mentors (VSM) for this very important phase. LtGen Scharling continued as VSM for the first part of the third phase, Planning of Combined Joint Operations, which started in December with the first planning exercise.



*Seminar with some of the JCGSC Visiting Senior Mentors: Col Ljung, Col Appleton, LtGen Rosgaard, BGen Vaiceliunas, Gen Spiering, LtGen Scharling and Col Ekroll*

### **2.2.2 Feedback of the JCGSC**

The feedback system involves the students, Directing Staff as well as externals involved in the delivery of teaching. The students present feedback on a syndicate or individual basis at the end of each module. Together with observations and lessons identified from the deliverer of the teaching, this is compiled to a Learning Area feedback which will be used for the overall Course evaluation report at the end of the course. This report will be used for developing the next JCGSC. So far, there has been no serious negative feedback on the modules and the course as well as the teaching seems to be on an appropriate level.

### 2.2.3 *Students of the JCGSC*

Due to a late withdrawal from one student, the JCGSC 2007/2008 finally started with 64 students which were according to the planned number of study slots. The majority of the students, 41, were graduates from the AICSC 2007.

Altogether, 19 different nations are represented in the course, and most of the students have the rank of either Captain or Major:

<b>Rank</b>	<b>LtCol/ Cdr(sg)</b>	<b>Major/ Cdr(jg)</b>	<b>Captain/ Lt(sg)</b>	<b>Total</b>
<b>Nationality</b>				
Estonia	-	7	6	13
Latvia	-	5	9	14
Lithuania	6	9	-	15
Armenia	-	1	-	1
Azerbaijan	-	-	2	2
BiH	-	2	1	3
Canada	1	-	-	1
Croatia	-	1	-	1
Denmark	-	-	2	2
Finland	-	-	1	1
FYROM	-	-	1	1
Georgia	-	1	-	1
Germany	-	1	-	1
Moldova	-	-	1	1
Norway	-	1	-	1
Poland	-	-	1	1
Serbia	-	-	1	1
Ukraine	-	3	-	3
USA	-	1	-	1
<b>Total</b>	<b>7</b>	<b>32</b>	<b>25</b>	<b>64</b>

*Nationalities and ranks in the JCGSC 2007/2008*



*JCGSC students during syndicate work*

One of the aims with the invitation to the course was to assure that a real joint environment would be created. A minimum number of 8 Air Force and 8 Navy students were foreseen in order to have all services represented within the eight syndicates. The actual service background is shown below:

<b>Service</b>	<b>Army</b>	<b>Navy</b>	<b>Air Force</b>	<b>Total</b>
<b>Nationality</b>				
Estonia	10	-	3	13
Latvia	12	1	1	14
Lithuania	13 <sup>1</sup>	-	2	15
Non-Baltic	18	-	5	22
<b>Total</b>	<b>52</b>	<b>1</b>	<b>11</b>	<b>64</b>

<sup>1</sup> One Navy student was transferred to the Army group because of lack of Navy competence even though he has a Navy rank

The lack of Navy students will have implications, especially during joint exercises when the different components have to be played. BALTDEFCOL has invited additional Navy competence from the three Baltic states and the Nordic countries for the exercises in order to fill these positions.

### **2.3 Higher Command Studies Course 2007**



*HCSC 2007 students and staff visiting SHAPE (Mons, Belgium) during the Field Study Trip*

#### **2.3.1 Teaching of the HCSC**

The HCSC 2007 was conducted between 6 August and 14 December as a pilot course for NATO accreditation. 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 in principle 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.

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 defence 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. 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 the HCSC is an extensive programme of lectures from a range of distinguished guest lecturers. To ensure freedom of discussion, unless otherwise stated, the College teaching takes place strictly 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.



*HCSC students in Admiral Cowan Hall*

During the residential part of the course 7 senior mentors (General Joachim Spiering, former NATO operational joint forces commander, General Sir John Deverell, former NATO operational joint forces commander, Mr. Tomas Jermalavicius, Dean, Baltic Defence College, Professor John F. Troxell from the US Army War College, Dr. Michael Dunn from Cranfield University, Colonel Stephen B. Appleton, Mr. Holger Pfeiffer, former NATO Deputy Assistant Secretary for Defence Policy and Planning) and up to 80 speakers visited the College to provide the teaching for the HCSC 2007. The course was able to attract many high-level external speakers to address the students, including Minister of Defence of Estonia, Lithuanian Permanent Representative on the North Atlantic Council, Danish Ambassador to Russia, Chief of Defence of Latvia, former Chief of Defence of Hungary

as well as a number of high level military experts and highly respected academics and civil servants. These included Mr. Desmond Bowen of the UK Ministry of Defence, Mr. Lauri Almann of the Estonian Ministry of Defence, Mr. Renatas Norkus of the Lithuanian Ministry of Defence, Mr. Batu Kutelia of the Georgian Ministry of Defence, Lieutenant General Karlheinz Viereck of the Bundeswehr, Rear Admiral Richard D. Jaskot, former Commandant of the National War College, Rear Admiral Ries Ward of the Royal Navy, Professor Christopher Dandeker of King's College, London.

A two week Force Planning Exercise was also conducted with the assistance and support of a team of the UK MoD 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.

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 head of the NATO Liaison Office Mr. Janus Greene and representatives from the Ukrainian Ministry of Defence and the 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 the three Baltic states' Military and Permanent Representatives to NATO and the EU. During the other trip to Riga, Vilnius and Tallinn, the students were addressed by representatives from the 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 the HCSC***

The HCSC developed a robust Course evaluation and assessment system. In January 2008, the HCSC Directing Staff will formally assess the feedback from students, guest lecturers and staff in order to develop lessons identified and 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 assessing the progress of the course, making online changes if needed and streamlining the management of the course according to the students' needs to the greatest extent possible. From this initial evaluation we conclude that:

- HCSC 2007 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.
- 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 utmost 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.

### **2.3.3 Students of the HCSC**

HCSC 2007 had 16 students from 12 nations, 12 officers and 4 civilians:

<b>Nationality \ Rank</b>	<b>Colonel</b>	<b>LtCol</b>	<b>Civilian</b>	<b>Total</b>
Armenia	-	1	-	1
Bulgaria	-	1	-	1
Croatia	-	1	-	1
Estonia	-	1	1	2
Finland	-	1	-	1
Georgia	-	-	1	1
Latvia	1	-	1	2
Lithuania	-	2	-	2
Poland	1	-	-	1
Sweden	-	1	-	1
Switzerland	-	1	-	1
Ukraine	-	1	1	2
<b>Total</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>16</b>

*Nationalities and ranks in the HCSC 2007*

### 3 Baltic Defence College Research in 2007



*Introduction speech during the Annual Baltic Conference on Defence*

During 2007, Baltic Defence College conducted or was involved in a number of research activities, both as a part of its own research plan and as a broader research cooperation or individual effort of College's academic staff.

#### **3.1 Research projects**

In 2007, the College focused on pursuing several of the research directions, stipulated in the Research Plan 2006-2008. In particular, much attention has been devoted to new security issues and their implications to the armed forces, transformation of the armed forces as well as to the issues pertaining to the strategic cultures of the Baltic states.

The outcomes have been published in the Baltic Security and Defence Review as articles on defending democratic societies from terrorist threat (Asta Maskaliūnaitė), the nature of post-conflict reconstruction in Afghanistan (Col Gintautas Zenkevičius), cultural awareness factor in a post-conflict reconstruction operation (Dr. Egdūnas Račius), application of business concepts in the security sector (Dr. Kevin-Douglas Stringer) and Latvia's strategic culture (Airis Rikveilis).

In addition, the following projects were also conducted within the College or under its auspices:

- Asta Maskaliūnaitė defended her doctoral thesis at a Central European University (Budapest, Hungary) under the title "*A long-term terrorist campaign and political discourse: the role of ETA in Spanish politics*", thus becoming the first Directing Staff member of the Baltic Defence College holding PhD degree since the College's establishment.
- Eric A. Sibul has been collaborating with the US Army Center for Military History in compiling a monograph on contribution of coalition partners to Operation Iraqi Freedom and Operation Enduring Freedom.
- DPS and OPD experts and academics from the United States conducted field research in Klaipėda, Džūkste, Leipāja, Cēsis, and Sinimäed. This work is planned to be turned into Baltic Battle Studies Handbook providing basic knowledge on selected battles, operations, and campaigns in the Baltic region. The battle studies will provide material for background reading for lectures and field rides within the JCGSC and AICSC.

### 3.2 Conferences and Workshops

In 2007, Baltic Defence College hosted the 2<sup>nd</sup> Annual Baltic Conference on Defence, entitled "NATO in Afghanistan – Facing the shortfalls, measuring the success". This was a landmark event for the College as well as for the security and defence community of the Baltic states. Baltic Defence College contributed to the conference with the speakers on "best practice" of post-conflict reconstruction (Christa Meindersma, the Hague Centre for Strategic Studies) and on strategic and operational lessons from the PRT in Afghanistan (Col Almantas Leika, Course Director of the HCSC) as well as with a panel moderator on NATO-EU cooperation in Afghanistan (Prof Julian Lindley-French, Netherlands Defence Academy). Proceedings of the conference will be published in the beginning of 2008.



*Participants of the 2<sup>nd</sup> ABC-D Conference "NATO in Afghanistan – Facing the shortfalls, measuring the success"*

Furthermore, in 2007 the College organized these conferences and workshops:

- Seminar “Promoting Euro-Atlantic strategic values and interests: opportunities and limits of reforms and democratization in Russia, Ukraine and Belarus”, with contributions by the Lithuanian embassies in Ukraine, Belarus and the Russian Federation, NATO Liaison Office in Kiev and the University of Vilnius.
- Roundtable discussion on military history “Counterinsurgency Lessons Learned: Vietnam and Iraq in Comparison”. Discussants were Kadri Kukk from the Estonian National Television and a graduate of King’s College London, LtCol Brian W. Williams, DS NATO Joint/Land operations, and Maj Valerijus Šerelis, DS Special Operations Forces and Information Operations;
- Roundtable discussion on contemporary strategy “Operations in an Urban Environment: Past, Present, Future”. Discussants were Dr William S. Lind, one of the authors of the 4<sup>th</sup> Generation Warfare Concept, and Andrew De Gaudio of the US Marine Corps Infantry School.

Preparations have been well underway during 2007 for the seminar on the Effects-Based Approach to Operations, which will be held at the Baltic Defence College in March 2008.

### **3.3 Publications**

In 2007, Volume 9 of the *Baltic Security and Defence Review* was published. In addition to the results of research, mentioned above, the volume contained articles on the EU-Russia strategic partnership,

Georgia-Russia relations, Russia's information strategy, demilitarization of Kaliningrad and counterinsurgency lessons of Vietnam. Furthermore, the volume also included the best research paper of the JCGSC 2005/2006 by LtCol Mark Winther on the resolution of the Kosovo problem. Journal's distribution database has been substantially revised and expanded to add various libraries, academic and research institutions.

Moreover, academics of the College conducted individual research and submitted the articles to various journals:

- Asta Maskaliūnaitė, 'Globalus terorizmas globaliame pasaulyje' ('Global terrorism in a global world') in Račius, Egdūnas, ed. *Tarptautinės Antiteroristinės kovos iššūkių Lietuvai analizė*. Vilnius;
- Asta Maskaliūnaitė 'Protecting democracy from terrorism: lesser evil and beyond' in *Baltic Security and Defence Review*, Vol.9, 2007;
- Asta Maskaliūnaitė 'Dirty War or how Democracies can lose in the fight against terrorism' in Van Baarda, ed. *Moral Dimension of Asymmetric Warfare* [forthcoming]
- Arūnas Molis, 'Crisis management in the EU. Strategic assessment' in the *Lithuanian Annual Strategic Review 2007*, Strategic Research Center, Vilnius. [forthcoming];
- Arūnas Molis, 'Baltic States between NATO and ESDP: Russian factor' in *Lithuanian Foreign Policy Review*, Foreign Policy Research Center, Vilnius. [forthcoming].
- Tomas Jermalavičius, 'The Global War on Terrorism: Rediscovering the Insurgency and Counterinsurgency Theory' in

*Lithuanian Annual Strategic Review 2006*, Strategic Research Centre, Vilnius.

- Eric A. Sibul, 'Book Review: Donald Stoker, Britain, France and the Baltic Naval Arms Trade 1919 – 1939: Grand Strategy and Failure,' *Baltic Security and Defence Review*. Vol. 9, 2007;
- Eric A. Sibul, "Irregular Engineers: The use of Indigenous Labor in the Rebuilding of Critical Infrastructure during the Korean War, 1950 – 1953," *CAH Proceedings 2007* [forthcoming]

### **3.4 A. P. Möller Defence Research Library**



Development of the Research Library has continued during 2007, with the collection expanding by 669 new items to the total of 10,400 books. As a part of assistance by the Netherlands to the Baltic Defence College, 249 books were procured using the Netherlands financial

donation. Another 164 new items were donations from other institutions or persons.

The Research Library continued providing high quality services to the students and staff of the Baltic Defence College as well as external users, which also included subscription to over 20 periodicals and 3 research databases. The unit is also being transformed into the BALTDEFCOL Information Resources Centre, capable of combining services to the internal and external users through the on-site holdings, College's public website as well as learning portals of the College's courses.

## 4 Baltic Defence College Development

	2008	2009	2010	2011	2012
<b>AICSC</b>	48	48	48	48	48
<b>JCGSC</b>	64	64	64	64	64
<b>CSC</b>	18		18		18
<b>HCSC</b>	20	20	20	20	20

*Courses and study slots 2008 - 2012*

### 4.1 Courses 2008 – 2012

BALTDEFCOL regular courses as well as the maximum number of course vacancies for each course during 2008 – 2012 are outlined above. Two courses are conducted on a yearly basis – the HCSC with maximum 20 students and the AICSC with 48 study slots, alternating spring and autumn each year. The CSC is planned parallel, and partly integrated with, the second part of the JCGSC, which is conducted every second year.

### 4.2 Army Intermediate Command and Staff Course 2008

Lessons from the AICSC 2007 have been learned and conclusions implemented in the Course plan for AICSC 2008. The new Course plan

for the AICSC 2008 was approved in November 2007. The main change from the previous course is the development of an own Command Post Exercise based upon a Peace Support Operations scenario to substitute a similar exercise in Sweden which will not be conducted during autumn 2008. The Counter-insurgency module has been reduced and more emphasis is put on the tactics fundamentals and division level teaching throughout the OPD modules.

### **4.3 Civil Servants Course 2008**

In January 2008, the Baltic Defence College is starting the 6<sup>th</sup> Civil Servants Course (CSC). The course is designed to improve military, defence and security related skills of civil servants who are working at the security institutions of their respective countries.

The course is aimed at addressing the needs of the national ministries and other governmental agencies, which are dealing with security issues, in preparing civil servants for the work in the international environment.

A particular emphasis is placed on building skills and knowledge necessary for contributing to the international operations, both at the strategic and operational levels.

The course lasts 5 months and covers a broad area of subjects reflecting the fundamental underlying philosophy of providing a broad, multi-disciplinary education and the analytical instruments necessary for the civil servants to deal with complexity and volatility of the contemporary environment.

The civil servants will have a seven week period between their residential periods in Tartu when they will return to their respective organizations for regular duties and will continue the learning process through individual research projects and web-based distance learning. During this period, the "outreach" students will go to the MODs of the Baltic states for on-the-job training in order to get practical experience in defence administration and management.

The mandate of CSC is to develop Civil Servants with:

- An understanding of the nature and character of contemporary military operations and of the latest operational trends
- An understanding of the role the civilian component plays in planning and conducting contemporary peace support, crisis response and counterinsurgency operations
- An understanding of how to contribute to the decision making process in the defence management process and in the decision-making on issues related to defence and security
- An understanding of NATO operational planning process and its application
- An ability to contribute to the planning and conduct of military and interagency operations
- Skills and knowledge in management of defence capabilities in contemporary security environment.

#### **4.4 Higher Command Studies Course 2008**

During the first half of 2008, the assessment of HCSC 2007 and planning for the HCSC 2008 will be conducted. If the HCSC 2007 as a pilot course for NATO accreditation proves successful, final HCSC

accreditation approval will be signed parallel with the HCSC 2008 Course Plan. The HCSC 2008 is planned to be conducted during the period of 04 August and 12 December 2008 with up to 20 students.

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