



BALTIC DEFENCE COLLEGE



White Book 2013

Executive Summary

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

BALTDEFCOL conducted the following courses during 2013:

- Joint Command and General Staff Course (JCGSC) 2012/2013; 13 August 2012 – 19 June 2013 with 49 students;
- Joint Command and General Staff Course (JCGSC) 2013/2014; 21 August 2013 – 18 June 2014 with 49 students;
- Higher Command Studies Course (HCSC) 2013; 12 August – 17 December 2013 with 15 students;
- Civil Servant Course (CSC) 2013, 7 January – 19 June 2013 with 5 students.

For the most part, JCGSC 2012/2013 resembled preceding JCGSCs. However, the ratio of plenary 'lecture-style' teaching to Syndicate-based learning activities was re-balanced.

JCGSC 2013/2014 implemented two primary refinements that differentiated it from previous JCGSC. Firstly, Academic Blocks were extended, and secondly, an Electives Program was launched giving the Officers and Civil Servants an opportunity to study topics in greater depth through a range of electives which would better prepare them for future assignments.

The CSC 2013 mirrored the preceding year in the sense that the CSC was integrated into the JCGSC. Additionally, the three Baltic States did an exceptional job in selecting excellent candidates for the CSC 2013.

The HCSC 2013 educated 15 officers and civil servants from 9 nations. The ratio of different countries and military – civilian mix was very good and created a fruitful environment for discussions and thinking on strategic level. College renewed agendas for the most of Team Research Projects and many more activities were implemented during this course.

Year 2013 was successful for BALTDEFCOL in regard of manning. The number of Directing Staff members has increased and has achieved acceptable levels; for the first time in College´s history we have SME in Land, Sea, Air and SF operations who understand the nature of JOINT operations, however a shortage of critical subject matter experts in areas like joint intelligence and some areas of leadership remains.

The BALTDEFCOL serves as a center for academic research and thinking in defence and security studies for the Baltic Region. Through a wide range of regional and international academic and research activities of the College faculty the BALTDEFCOL has become well-known as a serious and high quality academic institution. The BALTDEFCOL conferences and workshops are well-attended and have drawn internationally known scholars.

As a PME institution BALTDEFCOL can look forward with optimism. We are almost fully manned, conduct fruitful international cooperation, we are able to attract students from several nations and we can constantly developing our courses. Our contribution makes a genuine difference to the armed forces and organisations whose students we educate and with whom we cooperate.

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Foreword



The BALTDEFCOL White Book is a summary of the BALTDEFCOL activities during 2013 and a summary of achievements within the given resources. The purpose of the book is to share our experience and lessons learned designing and delivering courses on the Joint and Strategic level inside of the development of a Professional Military Education (PME) for the three Baltic States.

At the same time we wish to make our development visible to similar institutions in EU/NATO/PfP countries in order to create best possible conditions for future cooperation. We also describe the development of a research and study programme which provides a foundation and prerequisite for maintaining the academic environment at the College.

During 2013, 12 nations have been represented within the Directing Staff and 21 nations in the student body of the BALTDEFCOL.

Baltic Defence College has during 2013 been able to provide relevant, high quality military education and training for the Officers and Civil Servants of the Baltic States, Allies and Partner Nations. Together, we created high-quality staff courses; established a functional work environment which integrated Western values, multi-nationality, and NATO doctrines, procedures, and standards; and made our institution very attractive to military and civilian personnel from different regions.

Graduates of the courses acquired the fundamental skills to serve in joint/ministerial positions both at the national level and in multinational

commands/HQ and they possess a broad understanding of comprehensive approach to multinational operations. They also have a solid understanding of the security and defence environment in the Baltic Sea region and Europe. However, they still need further practical experience to be gained on the job to become truly qualified as joint operational planners.

The mix of officers and civil servants in the same course is a combination that has drawn attention from our partner nations and has been identified as a progressive and potential role-model for a comprehensive education system. It is a potential what should be turned into strength of College and of our respective countries as well. This type of military/civilian cooperation is a foundation of contemporary security policy of our respective countries and a manifest of the comprehensive approach. The College has proposed a future-oriented development of the civil servant education in order to increase the mutual understanding of crisis and prepare for the transition to meet new threats.

The manning of the College has made it possible to mitigate the challenge for the College given the land force-centric nature of the Baltic military forces and the availability of qualified directing staff. For the first time we have SMEs in Land, Sea, Air and SF operations who understand the nature of JOINT operations. At the same time we have been able to create a system where most of the student education is done in small group syndicates, a method that is characteristic in Western advanced education. This has in a positive way affected the quality of the education the student receives.

Our world is not static – it is changing and advancing very rapidly. To remain relevant we have to advance with it as well. That is why a key aspect of our endeavor will be not only to maintain the impressive aforementioned achievements, but also to better position the BALTDEFCOL to address the security challenges of the future.

When looking to the future, we will never be able to accurately predict the exact threat in the security environment we will face next. Our adversaries have consistently demonstrated an ability to evolve quickly – both in their minds and actions. Therefore, the difference between success and failure in the future will be the **quality of our future leaders**. The College must enable success by equipping these future leaders with a comprehensive education and a capacity for innovative thinking. Our efforts and educational processes should be concentrated on helping them to be prepared to deal with the operational challenges they will face and to lead the necessary transformations of their respective defense systems.

We must provide our future leaders with the appropriate knowledge, skills, and confidence to deal with the **spectrum of possible contingencies**, whether in the planning and execution of high intensity conflict, peace support operations, or some new, unforeseen type of contingency. More than ever before our rapidly changing world will require from us to introduce more mental agility and critical thinking into the process of preparation of the future leaders. As such, these requirements must be better reflected in the proper distribution of our educational efforts. In short, we have to help tomorrow's Officers and Civil Servants to become more comfortable in dealing with uncertainty.

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

These are:

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

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

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

BALTDEFCOL is often mentioned as an excellent example of "Smart Defence", where different nations are successfully pooling and sharing not only material but intellectual capital as well. In the near future, particularly after 2014, Allied and Partner nations will have fewer opportunities to interact. Yet, interoperability will remain an imperative and the need to keep **forces connected** will be heightened and more visible.

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

As a PME institution we can look forward with optimism. We are almost fully manned, have good international cooperation, we are able to attract students from several nations and constantly developing our courses. Our contribution makes a genuine difference to the armed forces and organisations whose students we educate. The feedback from former

students, who often serve in joint operational positions, shows that our education is relevant and accurate.

Finally, I would like to thank everyone who serves at the BALTDEFCOL, either as a permanent member of the staff, or as a guest lecturer. Without your spirit, effort and willingness to do a little extra the 2013 would not have been such a banner year for us.



VITALIUS VAIKŠNORAS
Major General (LTU Army)
Commandant

1 Baltic Defence College Staff

1.1 Mission, organisation and manning

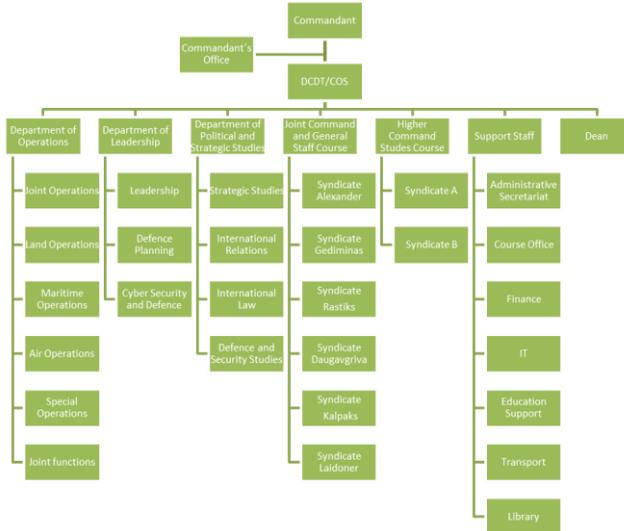
The vision of the BALTDEFCOL is to remain a modern, multinational and English based Defence College with Euro-Atlantic and a regional scope. BALTDEFCOL educates and sustains the professional development of officers and civil servants through high quality courses with a core focus on joint, interagency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

The mission of the College is to:

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

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

The BALTDEFCOL structure:



The manning plan comprises 69 positions – 47 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 Leadership (DOL), and Department of Political and Strategic Studies (DPS).

The successful manning of the College has made it possible to mitigate the challenge for the College given the land force-centric nature of the Baltic military forces and the availability of qualified Directing Staff. For the first time we have SMEs in Land, Sea, Air and SF operations who understand the nature of JOINT operations. At the same time we have been able to create a system where most of the student education is done in small group syndicates, a method that is characteristic in Western advanced education. This has in a positive way affected the quality of the education the student receives.

The number of Directing Staff members has increased and has achieved acceptable levels; however there is a shortage of critical SMEs in areas like joint intelligence and some areas of leadership remains.

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

1.2 Cooperation with other defence colleges

BALTDEFCOL faculty support the education programs of the three Baltic States national defence academies and other officer courses held in the Baltic States. BALTDEFCOL faculty members presented lectures in all the Baltic national military academy courses in 2013 with the Operations Department especially active in providing specialized instruction to the intermediate naval officers' course in Latvia and the intermediate air force officers' course in Lithuania.

College faculty was very active in presenting lectures and participating in conferences of other NATO and Western staff colleges to include lectures at the Finnish National Defence University, Danish National Defence Academy, the German Fuehrungsakademie, the Belgian Royal Military Academy and the Austrian National Defence Academy—to name just a few.

1.3 Cooperation with universities

BALTDEFCOL professors lectured at the Tartu University and the University of Latvia in 2013 and presented several lectures in Polish civilian universities. College faculty was especially active in local workshops and seminars held at the Tartu University.

The Department of Politics and Strategy participated in a major research project on strategic decision making led by the Swedish National Defence University and wrote part of the final report. In short, the trend at the BALTDEFCOL is towards ever closer partnership and joint research with other defence and civilian academic institutions.

1.4 Summary of Baltic Defence College events in 2013

- 07.01 Civil Servants Course 2013 opened with five civil servants representing the security institutions of each of the Baltic States.

- 21.01- JCGSC 2013/2014 conducted Operational Level Planning
15.02 Tutorial.

- 14.02 Roundtable Seminar on 'Security and Co-operation in the "Wider Baltic Region"' led by Mr Eerik Marmeij, the Director of Division of the Political Department of the Estonian Ministry of Foreign Affairs, was held.

- 20-21.02 BALTDEFCOL hosted its 1st Cyber Conference 'Cyber Strategy Formulation and Leadership'.

- 26-27.02 BALTDEFCOL Commandant MG Vitalijus Vaikšnoras

accompanied by Head of Commandant's Office LTC Aare Tuvike visited Polish National Defence University and Polish Air Force Academy.

- 05.03 Roundtable Seminar on 'Lithuania and the "Wider Baltic"' was held with the lead by Dr Vaidotas Urbelis, the Director of Department of Euro-Atlantic Cooperation of Lithuanian Ministry of National Defence.
- 04-22.03 The Joint Command and General Staff Course and the Civil Servant Course conducted Exercise Collaborative Effort 13.
- 14.03 BALTDEFCOL Commandant MG Vitalijus Vaikšnoras visited the Finnish National Defence University in Helsinki and had a meeting with the Rector of University Commodore Veijo Taipalus.
- 25.03 BALTDEFCOL hosted visit by the delegation of the National General Staff Course of Führungsakademie Hamburg.
- 02-11.04 BALTDEFCOL Commandant MG Vitalijus Vaikšnoras, accompanied by members of College Management Group, visited several military commands and institutions in the US such as National Defense University, the Pentagon, Marine Corps University, Allied Command Transformation, Army War College, Pennsylvania National Guard and Maryland Air National Guard.
- 08.04 BALTDEFCOL hosted Roundtable Seminar on 'Sweden and the "Wider Baltic"'. The speaker was Ambassador Michael Sahlin, former Swedish Ambassador to Norway, Turkey and Azerbaijan.

- 15-19.04 Third Module of the European Security and Defence College's High Level Course was co-hosted by BALTDEFCOL and the British Joint Services Command and Staff College in Tartu.
- 16-26.04 The Joint Command and General Staff Course and Civil Servants Course participated in the Combined Joint Staff Exercise (CJSE) 2013 in Sweden.
- 19-25.04 Three JCGSC Officers and two Directing Staff members took part in computer assisted exercise Exercise Crystal Eagle 13 in Wildflecken, Germany.
- 19.04 BALTDEFCOL delegation headed by Commandant MG Vitalijus Vaikšnoras visited the Swedish National Defence University.
- 08.05 BALTDEFCOL was visited by Mr Lars Salquist, the Head of Department for NATO and EU Policy of Danish Ministry of Defence, who delivered a lecture on 'Danish Security and Defence Policy' to the Joint Command and General Staff Course and the Civil Servants Course.
- 19-23.05 Joint Command and General Staff Course and Civil Servant Course conducted the Baltic Defence Study Tour to Lithuania, Latvia and Estonia.
- 20.05 BALTDEFCOL hosted visit from the Royal College of Defence Studies (RCDS) of the UK.
- 20-24.05 Syndicate Guiding Officers conducted their formal training session with the objective to "integrate future SGOs and set conditions for academic year 2013/2014 Syndicate Guiding Officers to perform their duties at the highest level".

- 27-29.05 BALDEFCOL Commandant MG Vitalijus Vaikšnoras attended the 42nd Conference of Commandants entitled 'The Role of Education in the Post-Afghanistan Era' held in Oslo, Norway.
- 02-07.06 Joint Command and General Staff Course and Civil Servant Course accompanied by Directing Staff members conducted International Study Tour to Western Europe and Turkey-Azerbaijan.
- 11-12.06 BALDEFCOL hosted an international Conference on European and Baltic Security issues.
- 19.06 BALDEFCOL graduated 49 students from the Joint Command and General Staff Course 2012/2013 and 5 students from Civil Servants Course 2013.
- 12.08 BALDEFCOL started academic year 2013/2014 with the opening ceremony of the Higher Command Studies Course 2013.
- 20.08 The core activity of the BALDEFCOL, the Joint Command and General Staff Course 2013/2014, comprised of a diverse mix of 50 Officers from 18 different countries, was officially opened.
- 22.08 BALDEFCOL delegation headed by Commandant MG Vitalijus Vaikšnoras conducted visit to the German Defence Academy, Führungsakademie (FUEAK) in Hamburg.
- 04.09 Former Director General of NATO's International Military Staff, LTG (Ret) Jürgen Bornemann, addressed the Joint Command and General Staff Course and the Higher Command Studies Course series of lectures on 'NATO 2020 - Milestones post

Chicago' and also led Roundtable Seminar on 'Germany and the Atlantic Alliance'.

- 10.09 BALTDEFCOL delegation participated in the Energy Security conference 'Training landscape development conference in the area of energy security' organized by NATO Energy Security Center of Excellence in Vilnius.
- 12.09 BALTDEFCOL Commandant MG Vitalijus Vaikšnoras visited the Belgian Royal Military Academy (RMA) in Bruxelles.
- 13.09 BALTDEFCOL hosted visit by more than 20 Defence Attachés accredited to Estonia as part of their annual tour to South-Estonia.
- 24.09 BALTDEFCOL had a cooperation meeting with the leadership of Tartu University Leadership and International Cooperation Department.
- 26-27.09 BALTDEFCOL hosted the annual Nordic-Baltic Conference of Commandants in Jurmala, Latvia.
- 03-04.10 BALTDEFCOL successfully hosted its 5th annual Baltic Military History conference.
- 07-09.10 Joint Command General Staff Course visited Saaremaa and Muhumaa and conducted Case Study on Operation Albion, the German amphibious landing in October 1917.
- 07-11.10 Higher Command Studies Course 2013 conducted Exercise Stable Reactor 2013.

- 15.10 BALTDEFCOL was honoured by the visit of MG Norbert Sinn, the Commandant of the Theresan Military Academy (TMA) of Austria.
- 16.10 BALTDEFCOL organised a workshop on cyber capability development for Estonian National Authorities.
- 30.10 BALTDEFCOL was visited by LTG Frederick B. Hodges, Commander of Allied Land Command, North Atlantic Treaty Organization in Izmir, Turkey, who delivered lecture to the Joint Command and General Staff Course concerning Land Command's roles and missions and NATO joint operations.
- 23-30.10 Higher Command Studies Course conducted its annual Field Study Trip to Central Europe.
- 04-06.11 BALTDEFCOL Commandant MG Vitalijus Vaikšnoras visited the Defence Academy of the UK.
- 08.11 BALTDEFCOL was honoured by the visit of US Deputy Chief of Mission Ms Chever Voltmer.
- 19-20.11 BALTDEFCOL Commandant MG Vitalijus Vaikšnoras visited the NATO Defence College.
- 28.11 BALTDEFCOL was visited by NATO Assistant Secretary General for Emerging Security Challenges H.E. Mr Sorin Ducaru.
- 03-04.12 BALTDEFCOL co-organised with the International Centre for Defence Studies and the Baltic Ministries of Defence the Baltic Defence Innovation Conference 2013 in Tallinn.

- 09.12 BALTDEFCOL conducted Roundtable Seminar on 'The state of European military power: current challenges, future possibilities' led by Dr Sven Biscop, the Director of the 'Europe in the World' programme at Egmont-Royal Institute for International Relations.
- 10-12.12 BALTDEFCOL delegation participated in the Energy Security Training Requirements Analysis Workshop in Vilnius.
- 13.12 BALTDEFCOL was visited by MG Per Ludvigsen, Commander of the Army Operational Command, Denmark who delivered lecture on 'Defence Transformation in Denmark' to the Higher Command Studies Course 2013.
- 19.12 BALTDEFCOL graduated 15 students of the Higher Command Studies Course 2013 representing Estonia, Latvia, Lithuania, Austria, Georgia, Moldova, Poland, Slovakia and Ukraine.

2 Faculty

2.1 Operations Department

The main focus of the Operations Department (OPD) in 2013 was on providing quality teaching for all BALTDEFCOL courses. The main effort was related to the core course, the Joint Command and General Staff Course (JCGSC) within Learning Area 1 (LA-1). To achieve desired objectives of the course, OPD teaching continuously relies on directing and mentoring student to facilitate decisions founded on critical thinking and analyses rather than presentation of inflexible concepts based on coping past simplified solutions. In order to achieve this, the OPD utilized the experiences of the international, military - civilian composition of the

Directing Staff and experiences of other military educational institutions being partners of the BALTDEFCOL, especially the Canadian Forces College in Toronto.

Learning Area 1 (LA-1) was refined to improve the quality of the education and to better prepare officers for future joint and service assignments by introducing contemporary concepts of military theory and operations. LA-1 is evolving to reflect the requirements of modern operations, and to incorporate OPD staff members' experiences. It also developed throughout the year in response to student feedback to ensure that subsequent modules are meeting expectations of the training audience by including its recommendations into follow-on curriculums. The OPD teaching was facilitated by the revision of teaching modules to strengthen their cohesion and to better facilitate small group learning and adult learning while ensuring the students were ready to face the full spectrum of possible future contingencies. Emphasis of LA-1 is related to the major concepts connected with modern combined, joint operations in complex engagement space and improving the quality of future leaders. At the same time, the OPD has been continuously involved in the personal and professional development of students, by providing Syndicate Guiding Officers (SGOs).

OPD conducted an innovative approach to the International Study Tour by splitting the JCGSC/CSC into two tours to separate destinations, namely the Western Europe and Turkey-Azerbaijan. The two tours allowed broadening of understanding of the dynamics of the selected regions, sharing knowledge and it was appreciated by students and will become standard practice with greater emphasis on feedback and sharing experiences.

The department also assumed enhanced responsibilities for the teaching of students attending the Higher Command Studies Course 2013 (HCSC). OPD delivered lectures on NATO's organizational structures, including the transformation of NATO Command Structure, strategic and operational

level operations planning, Crisis Response Operations and STRATCOM. This foundation created the necessary preconditions for the strategic level planning exercise - Exercise STABLE REACTOR 2013, which was fully prepared and delivered to the HCSC by the OPD. Exercise STABLE REACTOR was appreciated by the HCSC students and the feedback will influence improving the Curriculum on next course.

OPD also contributed to the Civil Servants Course 2013 (CSC) by teaching them military theory, the services, and the concept of contemporary joint operations within NATO's comprehensive approach to crises and operations. This education was critical for merging CSC 2013 into JCGSC 2012/2013 for further LA-1 teaching including exercises. The collective education of both courses, largely provided by the OPD, was an important factor in the development of civil servants coming from Baltic Ministries of Defense.

To support quality of education, at the beginning of 2013, the Director of OPD (DOPD) activated the process of revision of the "Handbook for Operational Parameters (HOP)" to make it a more useful tool to support teaching. The HOP has been used during the teaching, and it has been appreciated by the students as a relevant supportive material. Moreover, the DOPD initiated an internal program in October 2013 to updated teaching in accordance with the NATO Comprehensive Operations Planning Directive (COPD) Interim Version 2.0. This was a complex, but critical task, to adjust OPD teaching and exercises for the JCGSC and CSC, especially as operational planning teaching was compacted focusing on conceptual approach. At the same time, it was related to overall endeavor to improve the teaching skills related to ongoing developments in the area of operational planning. Recognizing the growing requirement for quality teaching and following the Commandant's guidance, the DOPD facilitated better cohesion of education within all courses regarding all Learning Areas. This cohesion and coordination between OPD, DPS and DOL is ongoing and provides a better educational product.

The shift from central lectures into small group learning embodied in the syndicate based proactive approach which promotes creative, constructive and critical thinking without reliance on "school solutions" continues. To enhance small group learning within LA-1 OPD Directing Staff (OPD DS) members were made responsible for external coordination of OPD teaching and quality control. This was accomplished despite OPD's limited manpower in view of the scope of its tasks. The OPD approach to quality control has now been adopted as standard by the entire BALTDEFCOL. OPD also supported the development of the BALTDEFCOL's future vision at the request of the Baltic States' Chiefs of Staff.

The Individual Faculty Development of the OPD DS was enhanced and it was required by the rotation of officers and the need to heighten the competences of OPD staffing their area of expertise and in relation to academic proficiencies. Faculty development also allowed a reduction in the use of external Subject Mater Experts by increasing the available in-house expertise. It was achieved by participation in the BALDEFCOL Faculty Development Courses and intensive internal OPD activities to further develop quality and consistency of instructional delivery including formulation of internal Department guidance in that field. The quality improvement program was complemented by a review of module and sub-module content and their structure to improve their cohesion and ensure a conceptual approach. This resulted in purposeful reshaping of some module areas to better reflect BALTDEFCOL courses requirements.

Individual Faculty Development also included OPD personnel attending courses at the NATO School Course, the "Comprehensive Operations Planning Course" organized in Sweden, and the JOPG Comprehensive Operations Planning Course in Oberammergau. Other OPD DS completed ADL courses offered by the NATO Headquarters Supreme Allied Command Transformation.

Participation in military exercises was a major form of individual faculty development and also provides an excellent way to form and maintain contact with academic institutions and operational level headquarters. OPD DS took part in "Steadfast Pyramid 2013" in Riga organized by the Allied Command Transformation (ACT) and "Warrior Lance 2013" in Toronto organized by the Canadian Forces College. In addition to exercises OPD DS conducted Professional Development Trips including the NATO Allied Maritime Command in Northwood both for personal development and preserving links with NATO HQ to follow current developments and operations of the Alliance. In addition, the entire OPD DS, along with military and civilian students, participated in the Combined Joint Staff Exercise (CJSE) SWEDEX 2013 in Enköping, Sweden organized and conducted by the Swedish Armed Forces and the Folke Bernadotte Academy including representatives from 25 nations. For that exercise, OPD provided support in revision of the exercise documents indicating a deep appreciation of their abilities and knowledge. The participation in external exercises was important to improve expertise of DS and to reduce knowledge gaps.

OPD appreciates the changing nature of the security and global environment. Members of the OPD therefore attended the annual NATO Crisis Management Centre of Excellence conference held in Sofia to better understand the role of military and civilian organizations in disaster response operations. Recognizing the complexity of security domain, OPD was also major facilitator of BALTFDEFCOL cooperation with the NATO Energy Security Centre of Excellence in Vilnius by participating in the conferences and workshop organized by the Centre in cooperation with ACT. It is supported by contribution to CEFME Annual Meeting in Slovakia and the European Air Group SERE School Leaders Group in Altenstadt. The proactive approach for personal and staff development was important facilitator in the development of educational and academic abilities of OPD staff members to provide strategic and operational level teaching.

OPD continued its support of the Baltic Naval Intermediate Command and Staff Course in Riga by preparing required lectures based on the course requirements. For the first time OPD DS taught at the Polish Air Force Academy in Deblin following the cooperation agreement between academies. The recognition of the OPD staff expertise has also been acknowledged in relation to operational planning by inviting OPD to lecture during courses in NATO School in Oberammergau and in the Multi-National Corps North-East in Szczecin. Likewise, OPD gave lectures during the NATO Joint Logistics Support Group Course organized by the Multinational Logistics Coordination Centre in Slovakia. Such the teaching support and delivery of lectures out of the BALTDEFCOL provides furthermore an opportunity to incorporate good practices of other academic institutions into the College education and to ensure that the wider community is aware of the College, its role and activities.

OPD was also active in the research domain by involvement, as tutors and censors, in Individual Study Papers. Selected OPD members supported the Latvian National Defence Academy's MA program by acting as instructors, tutors and assessors. OPD members are also undertaking masters and doctoral studies which enhances the academic standards and knowledge of OPD. Other members of OPD have published academic articles, presented their research at academic conferences, and lead conference discussant panels That activity involves additional resources but was supported by the DOPD and recognized as important contribution to reflect requirements of the Baltic region defense and security establishments.

OPD financial plan for the year 2013 was adequately planned and executed including necessary adjustments within available budget allowing all teaching activities to be successfully accomplished. The close supervision of resources management enabled OPD to meet all established objectives. It also created opportunities to fully involve the students of the CSC 2013 in exercises and in the International Study Tour.

2.2 Department of Leadership

The mission of the Department of Leadership (DOL) has been to support transferring experienced tactical officer-warriors to operational level planners and future strategic level leaders without losing the spirit and the lessons of the past. The DOL has the responsibility of developing, organizing and delivering teaching in the Learning Area 3 Defence Planning and in Learning Area 4 Professionalism (Leadership). Education within both Learning Areas continued along the lines established the previous two years. With its increased manpower and competences the DOL has become actively involved in conducting College level activities and developing new initiatives and potential courses and other activities.

The position of Senior Instructor Leadership was filled for the first time in autumn 2013. As also a new position of Senior Expert Cyber Defence was created and filled the DOL became better able to focus on the development of curricula, Learning Areas as well as a cyber conference and workshops. The latter have provided valuable insights and forwarded potential cooperation with other Professional Military Education and research institutions.

DOL continued to assign two Syndicate Guiding Officers (SGOs) of JGSC to support small group learning. In addition the DOL personnel has supported other departments and learning areas in strategic studies, information and cyber operations, maritime operations and operational planning. The DOL has also assisted Navy Intermediate Command and Staff Course in Riga in its fields of expertise. This support will continue in 2014. Professional development, due to the lack of relevant courses and issues of timing, was not conducted to the planned extent; particularly challenging is to find courses and time that suit the year-long engagement of the SGOs.

2.3 Department of Political and Strategic Studies

The Year 2013 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 BALTDEFCOL while remaining within its budget. In the first half of 2013 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. DPS personnel also supervised the CSC students Individual Study Papers and helped to guide them through the staff exercises at the College and in Sweden.

DPS Support for the Joint Command and General Staff Course (JCGSC) in the first half of 2013 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.

DPS personnel also supported the JCGSC in the first half of 2013 by attending SWEDEX 2013, in the role of political and legal advisers. In addition, support to DMO and OPD was provided by teaching various sub-modules.

Several members of DPS were actively involved in the MA programme in 2013 by teaching courses and supervising thesis.

In the second half of 2013, DPS focused on implementing Learning Area 2, International Security and Strategy, and Learning Area 5, Academic Writing, of the Joint Command and General Staff Course. DPS presented the students with the analytical tools of international relations and

demonstrated how to apply them at the strategic level and assessed their analytical skills through syndicate assignments culminating in a two day country study competition. International Law module was delivered for the JCGSC in November and contributed to the students' overall understanding of the Learning Area 2.

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

Members of the DPS oversaw 80% of the academic modules of the Higher Command Studies Course (HCSC). As such they were responsible, under the supervision of HCSC Course Director, for the development, planning and execution of the course. This included development of the HCSC curriculum and Course Plan, identifying of Guest Lecturers and Visiting Senior Mentors for the course, supervising teamwork, tutoring students and other academic functions.

The year 2013 saw increased and improved relations with the other departments as DPS and OPD sought to synchronise their teaching of the COPD. This approach was fully validated by the students' positive feedback and the students' performance in their first exercise of the academic year.

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

Throughout 2013 the BALTDEFCOL continued its presence on European Security and Defence College (ESDC) Executive Academic Board (EAB). The BALTDEFCOL hosted a module of the High Level Course in April 2013 with the UK Defence Academy in Tartu. This module was the highest rated of the four modules in 2012/2013 and the BALTDEFCOL's module handbook was subsequently adapted by the ESDC as best practice. A representative of BALTDEFCOL attended the ESDC EAB meetings contributed to the development of the ESDC curriculum, pedagogical improvement, and cooperation with partners. DPS faculty served as ESDC Faculty members at the ESDC High Level Course. A member of DPS was also invited by the European Union Institute for Security Studies to co-ordinate (lead) a new Task Force – commissioned by the European Union Military Committee – to investigate future European defence co-operation possibilities for the European Council on Security and Defence in December 2013.

The opportunity for research and faculty development in DPS is limited by its small size and commitment to the HCSC, 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.

2.4 Faculty Development

The policy of the BALTDEFCOL is to ensure that the officers, staff members and civilian faculty assigned to teach and serve at the College have the opportunity for advanced professional education so they can be better instructors and also increase their professional knowledge so that they can advance in their careers after leaving the College. An important goal of the College is to ensure that when instructors return to their national forces they are true experts in joint operations. The College models its faculty development programme on the best practices of the major Western staff colleges.

The BALTDEFCOL has a programme of exchange of Directing Staff members to participate in large scale exercises outside the Baltic States. In 2013 College instructors participated in major exercises in Poland, Germany and Norway. Directing staff members regularly visit other staff colleges and military institutions to see how their subjects are taught elsewhere. While at the Baltic Defence College Directing Staff members have the opportunity to attend NATO schools and national courses to improve their professional knowledge. Every year Directing Staff members are sent by the College to take specialist courses at the NATO School at Oberammergau Germany. Faculty members have the opportunity to obtain a MA in security studies from the Latvian National Defence Academy where all the academic work is done at the College. Currently three officers are participating in that programme. Many members of the Directing Staff take Estonian language courses arranged by the College.

The College has a regular faculty training programme in teaching techniques and every year the key teaching personnel, the Syndicate Guiding Officers, have a special course in adult teaching techniques taught by education professionals. Departments have a regular programme of workshops and special seminars to educate the faculty members in current defence issues and operational and planning systems.

3 Courses at the Baltic Defence College 2013

3.1 Joint Command and General Staff Course

The Joint Command and General Staff Course (JCGSC) continues as the core activity at the BALTDEFCOL and serves as a key pillar in the Professional Military Education systems of the three Baltic States, allies and partners.

In congruence with its mandate, the JCGSC educates Officers in joint, multi-national, and inter-agency operational-level planning. The comprehensive approach is emphasized in every aspect of the JCGSC, and Officers walk away with an enhanced understanding of the positive implications of whole-of-government solutions to address future security challenges. The comprehensive approach is facilitated also by joining the JCGSC and Civil Servants Course (CSC), thereby enabling both Officers and Civil Servants to gain a deeper awareness of civil-military relations. Additionally, the diverse, multi-national learning environment provides a rich atmosphere for the professional exchange of ideas, operational experiences, and best practices. Officers consistently mention their foreign course mates as key facets of the JCGSC, and the forging of multinational relationships will certainly pay security dividends well into the future. Finally, the conduct of the Course in the English language effectively prepares officers for future international assignments. In an increasingly inter-twined and globalized world, strong language skills are an imperative in tomorrow's security constructs.

The combination of these aforementioned strengths means JCGSC graduates are fully prepared to serve in the defence institutions of their own states, NATO, and European Union in the context of current and future military operations.

Joint Command and General Staff Course 2012/2013

JCGSC 2012/2013	
Course duration: 13 Aug 2012 – 19 Jun 2013	Number of students: 49
Nation	Total
Estonia	10
Latvia	10
Lithuania	13
Sponsored	9
Other nations	7
Total	49

For the most part, this academic year resembled preceding JCGSCs. However, during the JCGSC 2012/2013, the College Management Group made the decision to deliver the JCGSC curriculum using an 'adult learning model'. Specifically, this meant a renewed emphasis on active learning in small group contexts to achieve the intended learning objectives. This, in turn, required a re-balance of the ratio of plenary 'lecture-style' teaching to Syndicate-based learning activities.



JCGSC 2012/2013 and CSC 2013

BALTDEFCOL tapped the six Syndicate Guiding Officers (SGOs) to play an increased role within the JCGSC in facilitating the educational and professional development of assigned Officers toward the achievement of JCGSC learning objectives. The over-arching intent was for SGOs to augment the efforts of Project Officers in the delivery of the JCGSC curriculum. Ultimately, the desired end state was to develop an enhanced partnership between SGOs and Project Officers – working in concert with each other – to deliver the curriculum in a more effective manner.

At the outset of the Academic Year, the College invested both time and financial resources to bring in Swedish experts who conducted intensive instruction on team-building, group dynamics, and conflict resolution. In sum, the transition to an SGO-facilitated adult learning model within the JCGSC forged a strong foundation to potentially build upon in subsequent iterations.

Joint Command and General Staff Course 2013/2014

JCGSC 2013/2014	
Course duration: 21 Aug 2013 – 18 Jun 2014	Number of students: 49
Nation	Total
Estonia	11
Latvia	9
Lithuania	13
Sponsored	9
Other nations	7
Total	49

JCGSC 2013/2014 implemented two primary refinements that differentiated it from previous JCGSC. The first refinement focused on the

daily battle rhythm of the JCGSC. The Academic Blocks were extended to consist of fifty minute sessions while concluding the formal delivery of curriculum earlier in the academic day. This modification was done for a number of reasons. First, based on College-internal feedback mechanisms, it became clear that Officers were given inadequate time to fulfill the academic expectations imposed upon them by the rigorous JCGSC curriculum. Second, because the Directing Staff – particularly the SGOs – was engaged with the JCGSC Officers for the majority of the day, the Staff's ability to properly prepare for the delivery of the curriculum was insufficient. Finally, inclusion of extra-curricular activities, such as Roundtable Seminars, English Language Seminars, Master's Seminars, and Electives, would come at the time expense of the JCGSC curriculum or the Officers' preparation time. After one semester of implementation, it appears that the revised timeline has achieved the desired effects and the College faculty has adjusted to the new schedule.

The second refinement to the JCGSC was implementation of an Electives Program. Since its inception, the JCGSC has provided one standard of education to all Officers, regardless of their respective professional needs in the future. Consequently, an Officer slated to serve the remainder of his career as a Finance Officer within the Ministry of Defence could expect to receive the same curriculum as a Maritime Officer slated for service at NATO Headquarters. This shortcoming within the existing JCGSC curriculum became even more evident as the College Management Group began to visit neighboring PME institutions.

As part of BALTDEFCOL's commitment to academic excellence, future JCGSC Officers will have the opportunity to study select topics in greater depth through a range of electives. The intent is to give Officers an opportunity to take a 'deeper dive' into subject matter of professional interest, broaden their development, or explore topics that would better prepare them for future assignments. During the academic year, there will

be two periods of electives – both in the second semester. Each Officer will select one elective for each period from the College offerings. An elective equates to approximately 28 academic hours and awards one ECTS credit.

3.2 Higher Command Studies Course

Higher Command Studies Course 2013

HCSC 2013		
Course Duration: 12 Aug 2013 – 17 Dec 2013		Number of Students: 15
Nation	Total	Remarks
Estonia	2	1 mil and 1 civ students
Latvia	2	1 mil and 1 civ students
Lithuania	4	2 mil and 2 civ students
NATO / EU countries	1	Austria
Central Eastern Europe	2	Poland and Slovakia
Outreach (Georgia, Moldova, Ukraine)	4	Sponsored by DNK, EST, LTU
Total	15	

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

HCSC 2013 Course duration was 12 Aug 2013 – 17 Dec 2013, a total of 19.5 weeks, comprising 1 week of preparation and 18.5 weeks for the residential part itself. During that course 15 officers and civil servants from 9 nations were participating. The ratio of different countries and military – civilian mix was very good and created a fruitful environment for discussions and thinking on strategic level.

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

This course used Visiting Senior Mentors (VSM) and an active learning methodology, commonly found in war colleges. Although the VSM approach was a costly one, but 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 could teach each other in addition to the new knowledge delivered by the VSM. Because of the strategic nature of the course - and the requirement to deliver the curriculum at an appropriate level of expertise, knowledge and credibility, the HCSC invited a range of distinguished guest lecturers to the College to conduct most of the classroom teaching. During the residential part of the course four senior mentors and more than sixty speakers visited the College to provide teaching for the HCSC 2013. The extensive use of external speakers should be continued, as we should maintain our focus on enlarging and enhancing the network of potential contributors.

The course was highly participative and students were required to conduct individual research, and to participate in a range of collective research projects and discussions. There were also several practical exercises, including a major Long Term Defence Planning Exercise towards the end of the course. Three field study trips complemented the classroom activities. Course sustained field study trips comprising regional trips to a partner states (Finland, Germany and Belgium), NATO and the EU command structures in Belgium, and trip to the capitals of three Baltic States.

Because of the strategic nature of the course, and the intention to deliver the curriculum at an appropriate level of expertise, the main source material for the HCSC is an extensive program of lectures from a range of distinguished guest lecturers. The course also has a very high requirement

for individual preparatory reading and studies. The students are required to write two essays and one Individual Research Paper. The modular approach to building the curriculum should be continued, with adjustments made as necessary and based on lessons identified and feedback received from the staff and graduates.

Through a highly participative programme of studies HCSC students had received new challenges having a new student appraisal system. This year we continued with the same system as in 2011 and 2012. In general, it proved to be an effective tool to motivate and mobilise our students towards better performance. It also helped to provide our students with a better understanding of their specific academic strengths and weaknesses.

The students had displayed their ability to learn rapidly and adapt quickly to changing situations through participation in a broadened Field Study Trips program and different kinds of exercises at strategic level to support the theoretical teaching of the course curriculum. College renewed agendas for the most of Team Research Projects and many more activities implemented during this course.



HCSC 2013

A three week renewed Long Term Defence Planning Exercise was also conducted. The aim was to provide the students with an opportunity to use long term defence planning tools and techniques. For the second year in the row this exercise was supported by Swedish Defence Research Agency (Swedish FOI) based on the agreement signed in 2012. Our students obtained extended knowledge of what is necessary in order to perform long term defence planning as well as understanding of why such planning is conducted. During the exercise, the students evaluated existing security and defence policies of the three Baltic States and applied new planning tools and techniques in order to recommend improvements to the force structures of the three Baltic States. It would be helpful to remind the Baltic States of the importance we attach to this exercise and of the need for support from national experts and decision makers.

3.3 Civil Servants Course

In the contemporary operating environment, Civil Servants are serving in harm's way, playing key roles – from war-fighting to statesmanship to project management. Moreover, Civil Servants are making significant contributions to the expertise, support, and sustainment of operations necessary to successfully execute military operations. In an era of down-sizing within military formations, nations will increasingly look to Civil Servants to shoulder even more responsibilities in the defence and security institutions. The development of competent and confident civilian leaders to serve national needs is a common imperative. To this end, the Civil Servants Course (CSC) serves as a key component of the BALTDEFCOL's academic triad.

Since its inception, the Course has served to improve Civil Servants' capacity to serve as policy advisors and to deepen their understanding of their role within the defence and security communities. The future operating environment requires a model which better aligns uniformed and

civilian leader development. This civil-military integration is what the BALTDEFCOL seeks to achieve with its CSC.

Civil Servants Course 2013

CSC 2013	
Course duration: 7 Jan 2013 – 19 Jun 2013	Number of students: 5
Nation	Total
Estonia	2
Latvia	1
Lithuania	2
Total	5

The CSC 2013 mirrored the preceding year in that the CSC was integrated into the JCGSC. Once the CSC was approved by the Baltic States as an annual course, deliberate planning efforts were immediately undertaken at BALTDEFCOL to better address the requirements of educating Civil Servants. A key internal decision to conjoin the JCGSC and CSC under a single Course Director also facilitated the synchronization of efforts within the DISTAFF. As a result, the integration of the JCGSC and CSC was significantly enhanced in 2013.

Additionally, the three Baltic States did an exceptional job in selecting excellent candidates for the CSC 2013. The importance of this cannot be over-emphasized: too often in the past, entry-level Civil Servants were nominated by nations and sent to the Course to study alongside their military counterparts who averaged nearly 10-15 years of service. Obviously, this experiential gap had a qualitative effect upon the delivery of the curriculum.

Currently, sending nations are predominately sending representatives from the Ministries of Defence and Foreign Affairs. In the future, the College recommends a more diverse approach spanning the full spectrum of ministries and civilian entities, such as Civil Servants from the Ministry of Interior, police, media, medical, and other institutions. As previously stated, future security issues will require comprehensive, whole-of-government approaches which extend beyond just the military and diplomatic instruments of power. Developing effective civil-military cooperation in peacetime can pay significant dividends in future crisis.

4 Baltic Defence College Research in 2013

4.1 Research Activities

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

It is important for the faculty to carry out research and to publish on security issues. Several BALTDEFCOL faculty members are currently working on MA and PhD degrees with the support of the College. This policy also ensures that the faculty member can bring current knowledge gained from research into the courses and teaching and improve the academic content of the courses. The following is an overview of the major research activities/publications of the BALTDEFCOL faculty. The full list of publications, research, and conference papers presented by the BALTDEFCOL personnel is available upon request.

The Department of Leadership (DOL) was involved in several research projects and conferences on cyber, to include hosting a cyber conference at

the BALTDEFCOL in June that attracted 65 participants. The BALTDEFCOL conference attracted participants from all over the Baltic region. College faculty members also participated in cyber workshops at Tartu University and in Tallinn as well as presenting papers at cyber conferences in Rome and Helsinki. The emphasis that the DOL is placing on cyber research education is leading the College to develop close academic and research connections throughout the Baltic Region and Europe.

Through the wide range of regional and international academic and research activities of the College faculty the BALTDEFCOL has become well-known as a serious and high quality academic institution. The BALTDEFCOL conferences and workshops are well-attended and have drawn internationally known scholars. In several fields - to include strategic studies, regional studies, cyber and military history - the College faculty members are taking a leading role in research and publication.

4.2 Academic Articles and Publications of Faculty

The year 2013 was a very productive year for the BALTDEFCOL faculty in terms of academic publications and participation. Eleven of the College faculty members published monographs, book chapters or articles in major academic journals. The BALTDEFCOL faculty was very active in presenting conference papers at international academic conferences with more than 12 faculty members presenting lectures outside of Estonia. Baltic Defence College faculty members participated in conferences in Israel, France, Latvia, Denmark, Turkey, the UK, Hungary, Estonia, Finland and the USA. In addition, BALTDEFCOL faculty members presented special lectures to academic institutions in Germany, Poland, Latvia, Austria, Denmark and the USA.

In addition to their normal teaching activities, the BALTDEFCOL faculty members took part in many educational activities outside the College. The

research of BALTDEFCOL faculty supports Baltic Naval Intermediate Command and Staff Course, and was involved with the US National Defence University to support the study programme for the newly created Georgian Staff College.

The BALTDEFCOL faculty was very active in publishing and presenting scholarship in the fields of security studies, regional security, strategy and military history. The BALTDEFCOL faculty members saw the publication of three monographs in the last year and more than twenty major journal articles or academic book chapters. In 2013 the College faculty had major journal articles published in top academic journals in NATO organizations, Finland, Poland, Estonia and the UK, as well as publishing in the Baltic Security and Defence Review.

The BALTDEFCOL faculty members were active in presenting research at international academic conferences in Germany, Denmark, the United States, Poland, and the United Kingdom and in the Baltic countries. Academic papers presented by the BALTDEFCOL faculty included papers on higher military education, regional strategy, geopolitics in the wider north, Logistics, terrorism, counterinsurgency, and military history.

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

Dr James Corum, Dean

Conference papers:

Corum, James. Estonian Military Museum, *Inventing the National Defence 1990-2004*, Tallinn April 2013: "From a Totalitarian Army to a Democratic Army: Incorporating the East German National Volksarmee into the Bundeswehr, 1990- 1994".

Corum, James. Turkish Air Force War College, Istanbul, March 2013: "The Right Airpower Doctrine for Unconventional Wars".

Corum, James. Society for Military History, New Orleans, April 2013: "The Crusader Mentality and the Laws of War: Crusaders in Estonia and Livonia 1180 -1237".

Corum, James. Lecture Series Frankfurt: Frontstadt, Frankfurt a. M., Germany, October 2013: „Amerikanische Luftangriffe gegen Frankfurt a.M. 1943-1945“.

Monographs:

Corum, James. Published by the US Army War College Strategic Studies Institute: "*The Security Concerns of the Baltic States as NATO Allies*", August 2013.

"*Development of the Baltic Armed Forces in Light of Multinational Deployments*", August 2013.

Journal Articles:

Corum, James. "Counterinsurgency in Strategy, Operations and Tactics: Theoretical Foundations, Practical Execution," *The Three Swords* (Magazine of the Joint Warfare Centre), June 2013 Issue 24, 11-20.

Corum, James. "The Luftwaffe's Campaign in Poland and the West 1939-1940: A Case Study in Handling Innovation in Wartime," *Security and Defense Quarterly of the Polish National Defense University* (2013), Inaugural issue 2013/1.

Corum, James. "Some Key Principles of Multinational Military Education," in *Connections, the Quarterly Journal of the Partnership for Peace Consortium*, Fall 2012, 10-26.

Book Chapters:

Corum, James. "Die amerikanische Bombenoffensive gegen Frankfurt a.M. 1943-1944" in *Heimat/Front - Frankfurt am Main im Luftkrieg*, ed. Michael Fletner, (Frankfurt: Institut für Stadtgeschichte), 289-304.

Corum, James. "World War I Aviation: From reconnaissance to the modern air campaign," Chapter 4 in *The World War I Companion*, ed. Mathias Strohn (Oxford: Osprey Publishing, 2013).

Corum, James. "William H. Tunner: Master of Airlift" in *Air Commanders*, Ed. John Andreas Olsen. (Potomac Press; Washington DC, 2013),161-190.

Dr Augustine Meaher, DPS

Publications:

"Uncle Sam's Man Down Under: Nelson Trusler Johnson" in *Diplomats at War: The American Experience*, by Republic of Letters, 2013.

"It's our this land": Imagined invaders before the Great War," *Before the Anzac Dawn*, University of New South Wales Press, 2013.

Dr Asta Maskaliunaite, DPS

Conference papers:

"Origins of terror as a political concept and its reflections in today's political and academic discourse," September 4-7 Bordeaux, France.

"Discourse as a tool in examination and transformation of global and local terrorist challenges", July 4-7, Herzliya, Israel, ISPP annual conference.

"Origins of the concept of terrorism and their reflections in its contemporary use", June 27-28, London, UK, STR (Society for Terrorism research) Annual conference.

"Using Discourse to Locate the Impact of Terrorism. Implications for Theory and Practice of Strategic Communication", June 23-26, Heviz, Hungary Annual CICA conference towards understanding of conflicts, aggression, violence and peace.

"Strategic decision making in Lithuania", June 11, Tartu, Estonia Strategic decision making in the Baltic States seminar.

"Sharing the burden? Deciding to participate in an international operation in a small state. Case of Lithuania", 5-8 June, 2013, Tartu, Estonia EWIS (European Workshops in International Studies) .

Nationalist revolution? Lithuanian re-independence of 1990s as a revolution, 9-11 April, 2013 London, UK, ASEN Annual conference.

Articles:

'Leaders make history but they do not make it as they please' in Polish Quarterly of International Affairs. Special issue on occasion of NATO Advanced Research Workshop "The Perseverance of Terrorism: Focus on Leaders", Vol. 22, No.1, 2013.

Dr Eugenio Cusumano, DPS

Articles:

Cusumano, Eugenio and Vennesson, Pascal, "La Démocratie diminuée et le nouvel art Américain de la guerre," in *Gouvernement & Action publique*. 2013, 4, 2.

Mr James Rogers, DPS

Publications:

Missiroli, Antonio, Rogers, James and Gilli, Andrea. 2013. *Enabling the Future: European military capabilities 2013-2025: challenges and avenues*. Paris: European Union for Security Studies, 2013.

Rogers, James. 2013. European (British and French) geostrategy in the Indo-Pacific. *Journal of the Indian Ocean Region*. 2013, 9, 1.

Rogers, James. 2013. *Why do Europeans need armed forces? Policy Brief No. 168*. Madrid: FRIDE: A European Think Tank for Global Action, 2013.

Rogers, James. 2013. *Europeans and the 'Wider North'*. [eds.] Sven Biscop and Daniel Fiott. *The State of Defence in Europe: State of Emergency?* Brussels: Egmont – Royal Institute for International Relations, 2013.

COL (ret) Dr Zdzislaw Sliwa and COL (ret) Risto Gabrielsson, OPD

Publications:

Sliwa, Zdzislaw and Gabrielsson, Risto. "Logistiikkakeskusten rooli Kiinan talouskehityksessä" (*Logistics Centers' role in economic development in China*) in Huoltoupseeri (Logistics Officer), Journal Issue 1/2013, (Helsinki March 2013), Finish language.

Sliwa, Zdzislaw and Gabrielsson, Risto. "Baltic Region Energy Security—The Trouble with European Solidarity", *Baltic Security and Defence Review*, Volume 15, Issue 1, Tartu, 2013.

Sliwa, Zdzislaw and Gabrielsson, Risto. "Baltian Alueen Energiaturvallisuus—Euroopan Solidaarisuus Koetuksella" ("*Baltic Region Energy Security—The Hardship of European Solidarity*"), Huoltoupseeri (Logistics Officer), Journal Issue 2/2013 (Helsinki June 2013), Finish language.

Conference papers:

Sliwa, Zdzislaw and Gabrielsson, Risto. "Baltic Region Energy Security—The Hardship of European Solidarity", International conference "European and Baltic Security issues", Baltic Defence College, Tartu, 12 June 2013.

COL (ret) Dr Zdzislaw Sliwa, OPD

Publications:

Sliwa, Zdzislaw. "Baltian Alueen Energiaturvallisuus–Euroopan solidaarisuus koetuksella" ("Baltic Region Energy Security–the Hardship of European Solidarity"), Karjalan Kuvalehti (Karelian Pictorial), Issue 15, September 2013, (*reprint from Huoltoupseeri (Logistics Officer) Journal Issue 2/2013*).
Finish language.

Sliwa, Zdzislaw. "Zapad 2013: The Russian Armed Forces Flexes its Muscles, Operational Environment Watch", Foreign Military Studies Office (FMSO), Fort Leavenworth, 25 September 2013.

Śliwa, Zdzisław and Górnikiewicz, Marcin. "Security Cooperation between Poland and the Baltic Region", Baltic Security and Defence Review, Volume 15, Issue 2, Tartu, 2013.

Conference papers:

Sliwa, Zdzislaw and Górnikiewicz, Marcin. "The Geopolitical Importance of the Baltic Region from a Polish Perspective", International conference "European and Baltic Security issues", Baltic Defence College, Tartu, 12 June 2013.

Sliwa, Zdzislaw. "Hosting Energy Security module at the Baltic Defence College: opportunities and challenges", International conference "Training landscape development conference in the area of energy security" (TLD Conference), NATO Energy Security Center of Excellence in Vilnius with support of Allied Command Transformation, Traikai, 10-11 September 2013.

Dr Eric Sibul, OPD

Publications:

Sibul, Eric. "Napoleoni sõjaretke logistikast selle sõjaretke," [The Logistical aspects of Napoleon's Campaign," in *Eesti sõjaajaloo aastaraamat 3 (9)*
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200 aastat Napoleoni sõjakäigust Venemaale ja selle mõju Läänemere maadele [Estonian Military History Yearbook: 200 Years Since Napoleon's Campaign in Russia and the Baltic Region]. Tallinn: Tallinna Ülikooli Kirjastus, 2013.

Sibul, Eric and Baudet, Floribert. "Historical research in the military domain," in Joseph Soeters, Patricia M. Shields, & Sebastiaan Rietjens (ed) *Routledge Handbook of Research Methods in Military Studies*. London: Routledge. Forthcoming, May 2014.

Conference papers:

Sibul, Eric. "The Rise of Maneuver Warfare and the Estonian War of Independence 1918 – 1920," Paper Presented at the International Society of Military Studies Conference 2013, Copenhagen, 12 – 14 November 2013.

Sibul, Eric. "The 3rd Transportation during the Korean War 1950 – 1953," feature presentation US Army Transportation Corps Association 60 Years since the end of the Korean War commemoration. Fort Eustis, Virginia, 27 July 2013.

LTC Dr Mika Juha Kerttunen, DOL

Publications:

Kerttunen, Mika (2013). "Sotilasstrategia: Sotilasstrategian tutkimuksen perusteista" in Pekka Sivonen (ed.) *Suomalaisia näkökulmia strategian tutkimukseen*. Helsinki: Maanpuolustuskorkeakoulu, 39-58;

Kerttunen Mika (2013). *Organic Clausewitz*. Ft. Leavenfort: FMSO.

Kerttunen, Mika (2013). "Syvään kyberstrategiaan", *Kylkirauta* No. 1, 2013, 14-16.

Conference papers:

Kerttunen, Mika. "Cyber Defence", ITEC 2013 Conference, Rome, May 2013.

Kerttunen, Mika. "Cyber Cooperation", Building Innovative Nordic Cooperation, STETE Seminar, Helsinki, October 2013;

Kerttunen, Mika. "Capability Development", European Parliament Sub-Committee on Security and Defence, Tallinn, November 2013.

Kerttunen, Mika. Nordic-Baltic Cyber Experts Seminar, Tallinn, April 2013.

Dr Eneken Tikk-Ringas, DOL

Publications:

Tikk-Ringas, Eneken and Bronk, Christopher (2013). "*The Cyber Attack on Saudi Aramco*", Survival: Global Politics and Strategy, Volume 55, Issue 2, 2013; "*Legal Framework of Cyber Security*" in Martti Lehto (ed.) Cyber Security: Analytics, Implementation, Technology and Automation.

Conference papers:

Tikk-Ringas, Eneken. Legal Framework of Cyber Security, *Cyber Conference 2013*, BALTDEFCOL, Tartu, February 2013; EU and GCC Cooperation in Cyber Security, EU-GCC Regional Security Cooperation Conference, Doha, 28-29 October.

Tikk-Ringas, Eneken. Presentation on Strategic Cyber Security at Nordic-Baltic Cyber Experts Seminar, April 2013, Tallinn; Briefing on Cyber Capabilities at the BALTDEFCOL Cyber Security Workshop to Estonian Cyber Security Authorities, Tallinn, September 2013.

LTC Antek Kasemaa, DOL

Publications:

Kasemaa, Antek (2013). Small Unit Cohesion and Its Relation to the Performance. International Conference: Management Theory and Practice:

Synergy in Organisations, Tartu, 11-12 April, 2013. (Eds.) Sigrid Rajalo; Karin Patune; Maaja Vadi. Tartu: Tartu University, 2013, 224 - 239.

Conference papers:

Kasemaa, Antek. Small Unit Cohesion and Its Relation to the Performance. International Conference: Management Theory and Practice: Synergy in Organisations, Tartu, 11-12 April, 2013; The Relations between Subunit Cohesion, Transformational Leadership and Performance. The 55th International Military Testing Association Conference, Seoul Republic of Korea, 28.10 - 01.11 2013.

4.3 Conferences, Seminars and Workshops

The BALTDEFCOL hosts 3-4 major conferences every year in which academics, officers and defence officials meet and present papers and hold academic discussions on themes dealing with security. The College invites members of the universities in the region, defence ministry personnel and military personnel to the conferences as part BALTDEFCOL's role as an academic centre for security studies and scholarship in the Baltic Region. We include some conference presentations as part of the College courses so the students might participate and learn.

In 2013 the BALTDEFCOL hosted several conferences that attracted academics and officials from Western Europe, the US, the Nordic nations and the Baltic States. In June the College hosted a Workshop on European Security with academics and military officers from several NATO nations, including Poland, the US, Germany, Sweden and the Baltic States participating. The event was well attended by academics from around the Baltic as well as Tartu University graduate students.

In June the College also hosted a conference on cyber security that drew experts from around the Baltic region. In October the BALTDEFCOL hosted

its fifth annual conference on Baltic Region Military history with 26 scholarly papers presented that attracted dozens of academics from the Baltic States, Finland, Sweden, and Denmark. The conference was well attended by representatives from several major Baltic universities.

4.4 International Academic Research Cooperation

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

The BALTDEFCOL is also a very active member in the Partnership for Peace (PfP) consortium and is very active in the PfP educational working groups. The College participates in the Central European forum for Military Education (CEFME) where a consortium of eight defence academies and colleges cooperate on furthering academic research and exchanges.

The BALTDEFCOL also contributes significantly to the academic and research programmes of EU and NATO military institutions. The College is active in supporting the European Security and Defence College (ESDC). The College very successfully hosted a course for the ESDC in 2013 and will do so again in 2015.

4.5 Publications of Baltic Defence College

The main publication of the BALTDEFCOL is the Baltic Security and Defence Review (BSDR). This is a professional academic peer reviewed journal that is published biannually. It has an editorial board with an outstanding and

internationally-known group of scholars from the Baltic Region to ensure the journal's quality. The journal has been improved and expanded in the last year. The College also publishes occasional special studies such as a staff ride guide to the Blue Hills and Narva battles and is planning to publish a series of special monographs on Baltic security and military issues in 2014. The academic publications of the BALTDEFCOL have gained the College international credibility as a high quality military education centre.

The BALTDEFCOL has agreements with the US Army Foreign Military Studies office and the US National Defence University to allow those organizations to reprint and publish articles and studies produced by the College students and faculty. This way the research published by faculty and students can reach an international readership. Several papers and articles were reprinted and circulated by the American institutions in 2013 and UK and US staff colleges use publications from the BALTDEFCOL in their courses.

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

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

5 Baltic Defence College Development

The BALTDEFCOL is celebrating its 15th birthday. It has delivered Joint courses, focusing on preparing officers for subsequent command and staff appointments within national and alliance headquarters, Higher Command courses preparing selected individuals for senior strategy appointments at home and abroad and courses specifically designed to meet the needs of civil servants in defence and other appointments who can expect to serve alongside their military counter-parts in operational and non-operational capacities.

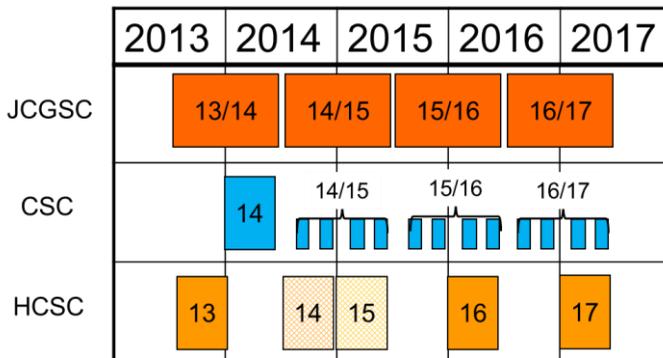
The College has learnt a great deal during this period but there is no time or place for complacency as we prepare to meet the opportunities and the challenges of the next 15 years. The world has moved on and its people have moved on; it is time to use the milestone in the life of the College to reappraise what we are required to do, on whose behalf we operate and the methods we should best use to achieve our missions and tasks. The future will require us to think differently. It will challenge the BALTDEFCOL to be radical, confident and forward-thinking; perhaps in ways which are initially uncomfortable.

BALTDEFCOL Vision 2020 and beyond is designed to precede a College level development agenda and detailed planning to direct and guide the College until the end of the decade. It is the first time that this approach has been employed at the BALTDEFCOL. It concentrates upon our core tasks and purpose and the areas which we must develop further if the College is to achieve the reputation and standing that the nations of the Baltic Region require. A successful analysis and understanding of these will provide us with the foundation for developing the capability, capacity and methodology which is required to steer the College towards completion of the first quarter of the 21st Century.

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

- Ensure that the BALTDEFCOL is a multinational high-standard military education institution according to NATO standards and the needs of the Baltic States;
- Continuously enhance the quality of the courses;
- Sustain a wide multi-national character with regard to the teaching staff and students. Promote participation of other NATO, the EU and NATO / PFP students at the BALTDEFCOL courses;
- Promote the harmonization of the Estonian, Latvian and Lithuanian systems of military education in order to ensure the equivalent qualifications of the students studying at the BALTDEFCOL;
- Promote continuous exchange of instructors and students between the Baltic States and other NATO and/or the EU nations, in order to support the BALTDEFCOL with necessary expertise;
- Promote exchange of serving Directing Staff members of the BALTDEFCOL with other colleges as well as multinational HQs and research institutions to the benefit of the individual officers and academics, the BALTDEFCOL and its exchange partners;
- Promote international collaboration in research;
- Develop the network of cooperation with military academies and colleges and civilian universities, both in the Baltic States and partner countries;
- Promote innovation in teaching, learning and appraisal systems and enhance effectiveness of their management through the use of web-based solutions and other information technologies;
- Enhance the library resources and networks;
- Ensure that the BALTDEFCOL participates in the activities of the High-Level Course of the European Security and Defence College.

5.1 Courses 2013-2017*



* Decision about HCSC 2014 or 2015 will be made during spring 2014

5.2 Future Development of Joint Command and General Staff Course

Looking to the future, the Baltic Defence College leadership is exploring a number of initiatives to enhance the JCGSC. Many of these ideas were generated by the Directing Staff, JCGSC officers, and College Management Group visits to neighboring Professional Military Education institutions. The most significant proposal in the near-term will be to refine the Joint Course aim. Currently, the aim reads:

The aim of the JCGSC is to prepare selected officers for tactical level command and key staff appointments within combined, multinational joint headquarters.

While this construct likely served its purpose in the past, the BALTDEFCOL believes the statement requires refinement. Instead, the College proposes:

The Joint Command and General Staff Course provides graduate-level education to develop critical thinkers, innovative problem solvers, and ethical leaders equipped to serve as commanders and general staff officers in service, joint, interagency, and multinational organizations confronting the complex security challenges of the 21st century from Baltic, European, and NATO perspectives.

This revised aim better serves to describe what the College will seek to achieve within the Joint Course in the future. Reforms, such as this one, will be captured and explained in detail in the forthcoming Vision 2020 of the BALTDEFCOL.

5.3 Future Development of Civil Servants Course

The Civil Servants Course's overarching objective is to harmonize civil-military relationships in the defence and security establishments of the three Baltic States and allied and partner nations. In CSC 2014, this will be achieved through three pillars:

- JCGSC-integrated education: CSC 2014 will predominately be integrated into the Joint Command and General Staff Course (JCGSC). In this capacity, the objectives are to achieve the CSC end state and to enhance the JCGSC Officers' ability to serve alongside their civilian counterparts.
- Civil Servant-specific education: Arguably, a key shortcoming in a conjoined JCGSC-CSC curriculum is that the existing programme is essentially designed for Officers, not Civil Servants. For CSC 2014, there will be opportunities to conduct focused studies on topics relevant to Civil Servants' professional development. The Course Director, working in concert with Departmental Directors, will identify these opportunities and incorporate the appropriate learning material into the Civil Servants

Course. Examples include a UK-sponsored civil-military module and instruction from Political Advisor experts.

- Individually-tailored education: Learning tailored to each Civil Servant will be exploited to the extent possible. Examples include BALTDEFCOL's elective program and roundtable seminars.

5.4 Future Development of Higher Command Studies Course

In 2014, the HCSC will continue to be the annual strategic-level course developed by BALTDEFCOL. It will retain its focus around the study of development in defence organisations and will use this framework as a vehicle for the study of other issues relevant to work at the strategic level, including the changing strategic environment, the character of contemporary conflict, capability development and strategic leadership and management.

The HCSC 2014 will include number of new initiatives:

- New modules aimed at enhancing students' critical thinking and academic research abilities will be introduced.
- Focus of the research papers will shift from historical case studies to the current and future developments in the fields of security and defence.
- Course readings will be updated ensuring cutting-edge sources and new topics, well in-line with overall shift from history to the future.
- New modules concentrating on the contemporary security threats, in-depth study of Russia and future armed conflict will become integrated part of the curriculum.
- Dynamic education process will emphasize on development of students' ability to learn and think critically and encourage active interaction among the students.

5.5 Development of Courses and Modules for external audiences

The DOL is to pilot a series of short courses and module for external audiences in leadership, defence management and cyber security and defence in autumn 2014. Development and implementation of such three to five day long modules will directly support the curriculum development of the in-house courses, deepen faculty expertise and strengthen BALTDEFCOL role and reputation as a lucrative cooperative and educational institution.

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