

THE BUGLE

BALTDEFCOL NEWSLETTER



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THE BUGLE
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Commandant's Foreword

Two months ago I was appointed as the Commandant and assumed responsibility for the Baltic Defence College (BALTDEFCOL) – a Professional Military Educational Institution that has proven to be a remarkable example of a successful cooperation amongst the Baltic States themselves, and between the Baltic States and nations participating in the Project.

We should all be really proud of this unique achievement. 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 of the world.

Therefore, I would like to stress that when reflecting today upon the success of the BALTDEFCOL we should be grateful to our predecessors – the early participants and supporters of this multi-national Project, including our host nation Estonia, the previous Commandants, and their students and faculty members. That is why one of the primary duties for me, as the newly appointed Commandant, is to preserve the achievements and best practices established.

However, new challenges face our institution. Our world is not static – it is ever-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. This effort will incorporate our guiding documents, directives and my vision to solidify the College's reputation as a **future-oriented, progressive, modern, attractive and competitive** military educational institution.

I have no doubts we can successfully achieve this together, working as a team, team which shares and promotes the same values, follows and analyses developments in the respective areas related

to our educational process here at the BALTDEFCOL. We must develop ourselves, build trust, relationships, show respect to each other, be transparent in all we do, constantly communicate, not only among ourselves, but also with the outside world and last but not least, be honest and feel responsible for everything we do here – individually and collectively.

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** – specifically those, whom we will educate here at the BALTDEFCOL.

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 **full 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 become more comfortable in dealing with uncertainty.

That is why my intent, as the newly appointed Commandant, is to ensure that BALTDEFCOL is able to provide relevant, high quality military education and training for the Officers and Civil Servants of the Baltic States, Allies and Partner Nations. Our College has become a very important link in the overall professional military education system in the Baltic defense establish-

ments. We have spearheaded the harmonization of PME of the Baltic military and development of the Civil Servant education for personnel who work inside defense and security sector. We must continue these efforts through the **constant adaptation** of the institution to the developments in the regional and global security and defense environments.

Additionally, we should better balance the education and research pillars of the College by providing more opportunities for the students and faculty members and connecting our intellectual potential to the appropriate institutions and centers in the region.

Our research efforts should not only be concentrated at the support of BALTDEFCOL educational process and development of the faculty, but also reflect real needs of the Baltic defense and security establishments.

Finally, 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. Echoing NATO Secretary General Anders Fogh Rasmussen, I believe that maintaining close ties in our studies will help us effectively respond together in times of crises.

In conclusion, the BALTDEFCOL is and will be the place where future leaders learn to operate, cooperate, and fight together. By building on the very unity of purpose that founded this unique institution, we will ensure that the College remains a **future-oriented, progressive, modern, attractive and competitive** military educational institution well into the future.

I have every confidence that together...we will succeed.

Major General Vitalijus VAIKŠNORAS
Commandant

Exercise Collaborative Effort 2013

By LtCol Andrew Torrance, Wg Cdr (Ret) Geoff Yapp, LtCol Ugis Romanovs

For the 3 weeks between Mon 4 March and Fri 22 the whole Baltic Defence College community gathered together for the annual capstone exercise that pulls together all of the military operational training conducted during the 11 month Joint Command and General Staff Course. With staff from across the College acting as subject matter experts, providing CIS and other support, as well as others playing roles as higher headquarters and subordinate formations, it was a chance for everybody to forget their day jobs for a while and focus on the planning and conduct of combat operation in a fictional expeditionary setting.

During a previous phase of the course, held in late January and early February 2013, the course was introduced to the NATO Operational Planning Process, and became familiar with the complex and confusing scenario where NATO forces are sent, under a United Nations mandate, to provide humanitarian assistance to a region troubled by insurgents supported by the strong authoritarian Regional Power. On Monday 4 March the course reassembled as the operational staff of this fictional NATO force and inevitably the situation deter-



and communications with the NATO nations and HQ, and on remaining loyal to the original mission to aid the civil community despite the demands of fighting a strong and determined enemy.

The second phase led from the Cease Fire at the end of the war fighting and demanded a logical, sequenced planning process that took a deliberately complicated and ill-defined set of UN and NATO missions and led through an understanding of the situation, definition of the mission and resulting tasks to an operational design which would form the basis of a series of detailed operational plans. In both phases the students were placed out of their "comfort zones" in roles which they will never have the chance to act, for example as naval and air commanders or as logisticians or intelligence officers. While challenging, this gave them the chance to see the battlefield from an unusual perspective and should prove useful for their future careers in joint or combined staffs.

On 15 April the course embarks for Sweden for their final exercise where they will join 1,400 international officers in a large Headquarters exercise where the range of skills and knowledge gained in both Cooperative Effort 2013 and the preceding modules will all come together in another fictional peace support operation. The intention is that by the time the students leave Tartu in June they will have had several opportunities to apply their new staff skills and analytical abilities in a range of settings, and be ready for advanced staff duties in their home nations or international Headquarters.



orated quickly into a full scale shooting war. Using the staff skills learned so far during the course, and applying principles of Joint Operations using a variety of Army, Navy, Air Force and Special Forces capabilities our brave students were able to turn the situation around and win the war in time for happy hour on Friday. Throughout the fighting there was strong emphasis on the importance of complying with international law, of winning the information battle through the media

STRATCOM Week at the BALTDEFCOL

By Mr Robert Sperling

Joint studies and operational planning are the cornerstone elements of the Baltic Defence College's Joint Command and General Staff Course. In order to continually service the North Atlantic Treaty Organization, and the nations who send their best and brightest field grade officers, the curriculum must adapt to the ever-changing face of modern warfare.

The curriculum at the Baltic Defence College, Command and General Staff College, is based on real world directives and changes based on current contingency experiences. During last year's course, students overwhelmingly recommended an increase in the strategic communications elements of the course. Their comments at the end of course feedback let the directing staff know that there was a need to enhance and expand the strategic communications module based on their individual experiences in various conflict zones including Iraq and Afghanistan.

This year, 2013, experts from the German Navy, the British Army, the United States Pennsylvania Air National Guard, Lithuanian Army, and Estonian Army Strategic Communications, Public Affairs and Media specialties. This panel of subject matter experts provided the class of

55 officers and civil servants from more than 16 different countries with the insight into the various intricacies of strategic communications and operational planning capabilities and practices within NATO through real-world examples involving contingency and domestic operations, as well as private enterprise.

"The Strategic Communication module is very, very important to the overall course experience here at the Baltic Defence College," said Col Jan Erik Mikkelsen, Norwegian Air Force, Director of the Operations Department. "This year we have increased the module to a full week and doing so have emphasized the importance of this in planning, executing, and exercising our military activities. We understand that we all can get better at this and many of the students will go on directly from here to positions within NATO and also their own national command structure. Throughout this course module, we are not only educating the students, but the instructors and guest lecturers are gaining valuable insight into the vast world and opportunities that are presented through strategic communications."

The course, which offers students an opportunity to learn and experience life in the joint

operational environment, exposes and analyses doctrinal practices and operational techniques unique to militaries across the globe, especially regarding those situations unique to the Baltic States.

The Baltic Defence College is an international military educational institute focused on issues and doctrinal challenges facing regional and NATO forces engaged in contingency actions around the globe. Through a comprehensive and integrated approach to education, the college is providing the future leaders, both civil servant and military officers, with the skills, knowledge, and abilities to plan and execute complex operations in the multinational coalition environment.

Baltic Defence College Hosts its First Annual Cyber Conference

By LtCol Mika Kerttunen

The first BALTDEFCOL Cyber Defence Conference on February 20-21 managed to gather 60 experts from 13 countries to discuss about cyber security strategy. We had deliberately chosen a rather rarely debated and a conceptual theme but which is relevant since many countries, organizations and companies are preparing their cyber strategies.

The Conference got a flying start as after the Commandant's welcoming remarks we were privileged to listen to General Manager of the new NATO Communications and Information Agency Mr. Koen Gijsbers to highlight the essential elements in cyber security strategy. His detailed and highly professional account emphasising for example the need to share information and experiences as well as building expertise and enhancing capacities, was well received by the Conference.

To achieve our intellectual and educational goals, we had built the Conference Agenda on three main elements: a scenario, working groups and expert interventions. The scenario set mainly in the Gulf Region, was to create a com-

mon operating environment and mind-set. Fictional but realistic events were to forward and foster issues and questions relevant to cyber strategy. Group work that started immediately after the opening speeches was intended to deepen the thinking on the issues and questions raised by the scenario. Each group tackled particular aspects of strategy development and implementation. These



overlapping themes were *creating capabilities*, *organising implementation* and *balancing diverging and conflicting interests*. Finally, on the second day high-level experts presented societal, legal, private sector and military perspectives to cyber security strategy. In addition we heard a very interesting lecture on classical and modern Chinese strategic thinking as well as were introduced to the recently published Finnish cyber security strategy. These

interventions were to contextualize and contrast as well as to offer factual and intellectual insights to the themes discussed in the working groups.

Without good partners we could not have managed to achieve our goals. Officers from Swedish National Defence College, U.S. Naval War College and NATO Joint Warfare Centre as well

as individual Estonian, French and Finnish experts worked well as team in designing the agenda, writing the scenario and running the group work. The Center for Asymmetric Threat Studies (SW NDC) sponsored together with the Estonian Defence Forces a delicious dinner for the participants. Naturally our Support Staff organized and executed the Conference flawlessly.



Was it worth the time, trouble and money spent? As the Commandant stated in his remarks Baltic Defence College wants to become an acknowledged and sought-after partner in cyber issues. We do not seek to manoeuvre in cyber space nor become masters of hardware or software. BALTDEFCOL as a development centre and a regional professional military education institution will maintain its focus on developing future leaders. Therefore in cyber education and research we shall focus on cyber for leaders and planners, that is cyber policy and strategy and cyber in military operations as well as developing content and methodology of cyber education. Organizing a conference is a good way to educate not only the targeted audience but also the staff. Our respective defence forces need this education, too. Organizing a high-level conference shows and communicates our intention and level of ambition and knowledge. Networking within NATO and among



like-minded countries and companies is essential. It is essential because particularly in cyber space one cannot cope alone. All cyber security strategies recognize this – and the need for cross-border, inter-agency and private-public cooperation was clearly emphasized by all participants.

Roundtable Seminars at the BALTDEFCOL

By James Rogers

During February and March, BALTDEFCOL hosted two further roundtable seminars, on Estonia's and Lithuania's perspectives on the 'Wider Baltic', respectively. In February, Mr. Eerik Marmei, the Director of Division of the Political Department of the Estonian Ministry of Foreign

Affairs, gave his perspective, followed in March by Dr. Vaidotas Urbelis, the Director of the Department for Euro-Atlantic Co-operation, of the Lithuanian Ministry of Defence.

Several students from both the Joint Command

and General Staff Course and Civil Servants' Course participated

in both seminars to ask questions for their research papers. They were joined by several members of academic and military staff. Both events were very insightful: participants engaged with both speakers for



Roundtable Seminar on Security and Co-operation in the Wider Baltic Region.

well over one and a half hours each to invoke their insights on their respective countries' interests in the Wider Baltic. To enhance BALTDEFCOL's research culture and to allow students and staff to gain additional insights from North European foreign and defence ministry officials, further roundtable seminars are planned in the future.



Roundtable Seminar on 'Lithuania and the "Wider Baltic"' (Photos by Oliver Toots)

JCGSC&CSC Start the New Year Fresh

It is 'crunch-time' for us, the students of the Joint Command and General Staff Course (JCGSC) and the Civil Servants Course (CSC). The end of the holiday season brought with it not only an additional five kilos of holiday glut, but a sobering return to the demands of an operational staff officer...not to mention a return to an independent study paper that does not seem to be writing itself.

The first semester of the JCSGS provided us with a solid appreciation of operational art attained through comprehensive instruction in military theory and joint component studies. Students, coming from varied backgrounds and diverse operational experiences, were challenged to demonstrate not what to think, but how to think. **Dainius Pašvenskas**, a JCSGS student from Lithuania said, '*(it forced us) to communicate with each other (in order) to gain information and experience*'. As a team, we successfully embarked

on a journey from the muddy boots of the battlefield, the roar of the flight-line, or the rolling deck of the ship to the often intangible and complex realities of the joint staff.



Certainly less critical judgement accompanies the latter. Yet, there is a metaphorical mountain that we must climb to ascend to the next level of military professionalism. In my view, it has been the genuine desire among all students to actively seek collaboration and multinational comradery which has encouraged the class not just to survive the journey, but thrive in the experience. No centre of gravity analysis can defeat us now!

The return from the holidays also brought with it the integration of five civil servants competitively selected from the Baltic Nations to participate in a truly innovative application of the comprehensive approach to traditional military education. **Ande Mende**, a civil servant from the Latvian Ministry of Foreign Affairs, stated, 'We tried to integrate within the Joint Course and also become familiar with the way of thinking of our military colleagues'. While no doubt a herculean task for them, the CSC students wasted no time in en-



While the podium at Von Sydow Hall is a long way from combat, there is little doubt that for many students braving the touchscreen nightmare is more daunting than an enemy ambush.



joint operations.

It was this torrent of intellectual energy, however, that signalled our arrival at the operational level. We are thinking like joint operational staff officers, balancing our passions with our intellect, to foster collaboration. Now, with the support of the exceptionally capable and professional directing staff, the students of JCGSC and CSC are prepared

hancing the classroom experience, and quickly made their invaluable contribution felt as we collectively fought through international law studies. The real test of our faith in the comprehensive approach was yet to come. Little did we realise that below of the levity of the syndicate rooms, in the recesses of the directing staff offices, **LtCol Ugis Romanovs** was waiting to pounce, armed only with the Comprehensive Operational Planning Directive (COPD) and an aggressive training schedule. The introduction to COPD seemed harmless enough to

us, the unsuspecting students, eager to demonstrate our command of the material. Then came Collaborative Effort 2013 (CE13), and despite the sage wisdom of the directing staff, intellectual warfare ensued among the students as we learned to plan and execute



to demonstrate the unique value of a joint, multinational, and comprehensive education at SWEDEX in April. While we entered this training as eager students, we will no doubt return to our fifteen nations as teachers, enabled by a Baltic Defence College education, and bolstered by life-long experiences.



Baltgirls News

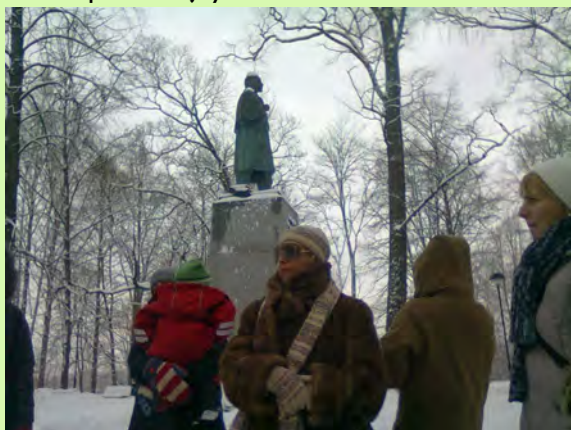
By Gemma Verret

February

5th. The Baltgirls got together for a coffee morning. It was the first meeting of the ladies for the new year. Some decisions were made about choices for upcoming events for the rest of the year.

14th. Misuk Jenkins organised a lunch for the ladies to meet Dorothy, a Baltgirl from last year who had returned to Tartu for a visit. We ate at the newly re-opened La Dolce Vita. To mark the date, which was St Valentines Day, all the ladies wore something red.

18th. The ladies took a guided tour of Tartu. It was a cold snowy day but 11 ladies and 1 little man named Henri braved the weather and enjoyed a nice walk around our current home town learning a lot about the place on the way. After the tour, some ladies went to Kapriis cafe to warm up and enjoy some coffee and dessert.



19th. The ladies got to show their crafty, talented side at a card making class hosted by Gemma Verret. The ladies made an array of Easter, birthday and greeting cards with some beautiful results.



March.

5th. We had our monthly coffee morning at the BALTDEFCOL. There was a sweet and savoury theme where everyone brought something either sweet or savoury to eat. With ladies from Canada, USA, Lithuania, Finland, South Korea, Georgia and Azerbaijan, there were some lovely foods to taste.

6th. The ladies ventured out into the Tartu area again for another tour. This time it was at the A Le

Coq brewery. We learned all about how beer is made, and also how the plastic bottles are made. After a visit to the museum we got to sample some beers, ciders and soft drinks for the children.



12th. The ladies were showing their crafting talents again. This time it was a decoupage class held by Lynn Lauer at her house. The ladies learned the art of decorating slate with napkins. The finished products were very beautiful.



The special thanks for:

- Gemma Verret for organising the Card making class, when we had possibility to make fantastic cards and for writing articles about our events,
- Lynn Lauer for inviting us for the Craft class and coffee morning in her lovely house, where we made amazing pictures,
- Rita Kertunen for starting the English class for the beginners,
- Fattan Lehmann for her energy, great ideas and the talent to make beauty and cosy mood around,
- Misuk Jenkins for organising the lunch on Valentine day in beautiful Italian restoran and for her very well organised participation in every our event,
- Monika Mertinaite for organising our Pilates sport,
- Marina Gabrielsson for her offers and ideas for travel possibilities, also for the helping Ladies with the advises about the local facilities,
- Ramila Eyvazova and Tsitsino Gulbani for their unforgettable national dishes they made for our Testy Tuesday morning.
- Kaja Arulepp for organising and helping us with our all events and meetings,
- All Ladies for participating and nice company.

