

THE BUGLE

NEWSLETTER OF THE BALTIC DEFENCE COLLEGE



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Commandant's Overview

The year 2018 is a significant and special one. The "owner nations" of the Baltic Defence College – Estonia, Latvia and Lithuania, are celebrating their 100th anniversary of independence and our College is entering its 20th year of excellence in providing quality education for militaries and civilians. In fact, "*de jure*" the College will become 20 years young already in June, as the Agreement between the Baltic states establishing BALTDEFCOL, and a Memorandum of Understanding with supporting states (Denmark, Finland, Germany, Netherlands, Norway, Poland, Sweden and United Kingdom) concerning support to and initial administration and operation of the College, were signed in Brussels on 12th of June in 1998. Thus, the Academic Year (AY) 2018/2019 will be saturated with various activities dedicated to displaying the progress made by the College and its way of thinking forward starting from special academic events, appreciating people who have contributed to the creation and development of the College to ceremonial events specifically dedicated to the celebration.

BALTDEFCOL keeps on concentrating on the Baltic Sea Region and at the same time preserving the Euro-Atlantic outlook, following the operational planning process according to NATO procedures and focusing on the latest developments and challenges caused by Russia's assertive behaviour and addressing the issues related to the projection of stability in the world. To grasp the full picture of the security situation and its many aspects we are paying attention to a large spectrum of topics from homeland defence, NATO crises response operations, hybrid, cyber, energy security and strategic communication to defence capabilities, technology innovations and project management and acquisition process. By doing so, we are in parallel quickly adopting to developments, as we must be and we are up-to-date.

The sign of our commitment and continued improvement has been recognized by Ministers of Defence who endorsed the College's efforts to gain NATO quality assurance and institutional accreditation via course certification. We are on our way there. The Energy Security elective has been forwarded as the first for the course certification, and more, like Strategic Communication, International Law and Cyber Courses, are to follow. With a complete



support of the highest NATO authorities, we hope to achieve this in due time.

Recently I have attended the 47th NATO Defense College (NDC) Conference of Commandants, which took place at the Croatian Defence Academy "Dr Franjo Tuđan" in Zagreb, and it proved that we (BALTDEFCOL) are well recognized by my colleagues within the Alliance and its partners as a world-class Professional Military Educational institution in the region, who prepares highly valued professionals for national and international positions and offers an attractive educational environment for learning and self-development. I have been asked to provide and share our experiences in regards to regional cooperation and educational achievements and the way we handle the business, as well as to collaborate and benchmark academic programmes. I felt proud and we all should be proud of that! It demonstrates and highlights once again that we are on the track to be a modern, future oriented, competitive and attractive institution!

Therefore the innovations we introduced during the last academic year need to be sustained and developed further. Let me touch a bit on this.

Firstly, our Faculty Development programme provides an excellent opportunity and increases quality of leadership, education, research and teamwork for faculty and staff. We are one! This should be a part of our values and code of conduct.

Secondly, it took a while, but we succeeded to develop the new exercises scenario and to replace the peace-keeping/peace-enforcement exercises by the ones dedicated to the Homeland Defence and NATO Article 5 scenario. It has been approved by our political and military leadership and we will develop it further in cooperation with our allies.

AROUND THE ACADEME

I delight in our faculty for this significant work, achievement and quality. Also, I am thankful to external subject matter experts for their invaluable support and knowledge provided. This regional approach has been supported by staff rides, like "Baltic Challenge 2018" to Suwalki area, where students and faculty got familiar with the situation and units located there, but more importantly explored the strategic and operational challenges and implications this narrow corridor provides for the defensibility of the Baltic countries.

Thirdly, starting with AY 2017/2018 we have introduced the oral exam system for Joint Command and General Staff Course (JCGSC). It helps to ensure as objective evaluation of students as possible, and lets participants present their knowledge to the full extent. This method of evaluation was recognised and confirmed by students as an outstanding opportunity to present their view in a thoughtful, solid and concise manner, which is not so easy as exams are carried out in English, which is a foreign language for majority of them.

Next, the education process in BALTDEFCOL is supported and strengthened by academic and research aspects. We continue organizing roundtable seminars, workshops, publishing our own publications by faculty and students and contributing with articles to other reports and reviews related to security and defence issues. The integration process of the Conference on Russia into the curricula of JCGSC and Higher Command Studies Course (HCSC) have been a genuine success and, in the same way, we are looking forward to the Baltic Military History Conference this September.

Also, while closely cooperating with NATO, we keep on exchanging experience with the NATO Enhanced Forward Presence (eFP) and NFIUs in the region and facilitating the representation of eFP countries in BALTDEFCOL, whereas our most vivid example of the cooperation with the European Union (EU) is the partnership with the European Defence and Security College (EDSC) in organizing modules for the High Level Course (HLC). We are strengthening these ties, as we are looking forward to organizing ESDC HLC in Tartu in the near future. Surely, apart from other EU related subjects, the Permanent Structures Cooperation (PESCO) is being reflected in our curricula.

Additionally, we continue improving our learning management systems for students and staff and starting from this summer our staff will start using the SharePoint document handling system. Currently these IT technology platforms assist us with preserving and exchanging information and knowledge, but we are on our way of exploring also the Advance Distributed Learning (ADL) opportunities and possibly will be able to present courses through ADL in future.

The Ministers of Defence and Chiefs of Defence of Estonia, Latvia and Lithuania have tasked us to broaden our possibilities and in addition to JCGSC, HCSC, Civil Servants Course (CSC) and Senior Leaders Course (SLC) to establish Command Senior Enlisted Leaders (CSEL) Course during AY 2019/2020.

Our authorities have also approved the new BALTDEFCOL flag and its inauguration is planned during the 20th anniversary events in June 2019. Generously, the Tartu city has volunteered to donate the flag to the College, which by itself is a distinguish sign of long and genuine partnership and cooperation.

According to the Development Plan 2017-2025 and guidance of the Ministerial and Military Committee in order to improve and rationalize the organization and work of the College we will soon step into the transition to the new management structure. The BALTDEFCOL's governance system will be improved, too. With the improved structure and mobile functionality, our professional military institution will become more mature as ever.

One thing we will have to reflect on in the future is values of the Baltic Defence College. We have a Code of Conduct outlining them, but some are more like principles of the College. As an adult organization, we may notice that the time might have come for amending and updating them. The core value should be "we are one" as I have mentioned it earlier, emphasizing the importance of the teamwork of leadership, faculty, support staff and visiting academics and professionals while educating and developing our students and course participants. Having said that it brings me to another value - "students", and it is the most important one. Dear students, you are the reason we are all here and we are working our best to set the best condition for your education in the College, but you also know what Einstein said: "Education is not received but achieved", therefore everything needs to be worked out by you. Realizing the importance of why we are all in the College and how we reach our aims together, this could really be our opportunity to underline the significance of these values.

In AY 2017/2018 we foresee the graduation of 21 students from HCSC and 53 students from JCGSC. Within this year, the College also was graduated by 7 CSC students who, by the way, after the graduation also managed to participate with enthusiasm in our in-house "Joint Resolve" exercise, and our strategic-political level SLC at the end of the last year in Riga was attended by 20 executive level officials and flag/general officers.

All this tremendous work could not have been performed without the knowledgeable faculty and staff. Ensuring the education process, organizing events and simultaneously planning them and facilitating developments truly is a challenge. Therefore, I would like to thank all our personnel for selfless dedication to the cause of our College and a special thank you to leaving personnel. I am sure that you have gained invaluable experience here and I wish you the best of success in your future endeavours! Thank you also to our dear family members, who are always there to support us!

Wishing a great summer break for renewing energy for the new AY 2018/2019 to staying personnel and the smooth integration into our College life for the newcomers.



Commandant of Baltic Defence College

Chief of Staff Corner

By Col Jean Trudel, Deputy Commandant and Chief of Staff

Greetings to all,

As we close another academic year, I am reminded of a quote by economist Richard Thaler who once wrote: “Academia does not provide many opportunities for immediate gratification. You work for two years on a project, it takes two more years to get it published, and then you start hoping someone might read it”.

Although there might be some merit to this statement if one focusses exclusively on research, I fundamentally disagree with Richard when academics (and we all are academics) are involved with teaching. In my book, there is no greater gratification than spending time with students and be entrusted with imparting the simple desire to learn. I would argue that the best job at the College is that of Syndicate Guiding Officer, where one receives gratification and feedback on one's work on a daily basis. There is no higher calling at the College and I personally congratulate and envy those who are embarking on that boat in August.

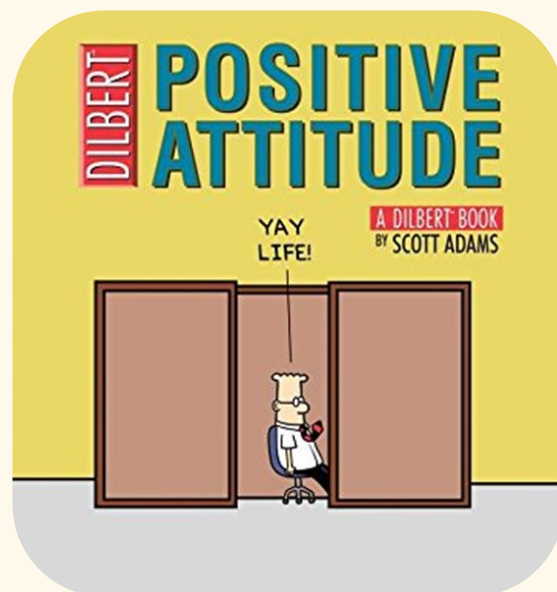
During the last academic year, the College has undertaken important developmental projects. Institutionally, we have progressed towards NATO Course Certification and it appears that the Energy Security topic might very well be the first course that Allied Command Transformation will certify, thus bringing institutional accreditation credentials. We have also streamlined our budgets to bring greater transparency, accountability and responsibility, focussing on spending toward education as a matter of priority. We proposed a system of governance for the three Baltic states to optimise strategic direction issued to the College and that will enhance coordination between us and the capitals. We collectively analysed the way we were delivering at a faculty retreat in January and the outcomes have fed directly into many work strands regarding course development. An important outcome of the Retreat was the realization that our current structure might not best enable us to deliver education at the level we need to.

Thus, we are reviewing our structure to best reflect the three priorities: Education, Research and Support. In October, we will submit recommendations for the College Structure and best support quality of education.

To those who are leaving us, farewell and thank you for your contribution. To those joining us, welcome and we are looking forward to fresh ideas.

In closing, I offer the following top tips for enjoying work at the College:

- Achieve work-life balance;
- Communicate....when you think you have communicated enough... communicate some more;
- Have a sense of humour;
- Solve problems at the lowest level possible and, directors, allow your staff to make mistakes and accept their decisions, even if these decisions might not have been the ones you would have taken;
- Live our values: Respect, Openness, Responsibility, Have Fun.





Higher Command Studies Course 2017

By Col Albertas Dapkus, Course Director SLC/HCSC

As we are getting close to the graduation of another Higher Command Studies Course 2018 (HCSC 2018) from the Baltic Defence College (BALTDEFCOL), I am proud to point out that it was another successful year in the remarkable history of the College.



This year, 21 students coming from Czech Republic, Estonia, Finland, Georgia, Germany, Hungary, Latvia, Lithuania, Moldova, Poland, Slovakia, Slovenia and Ukraine joined the course at the beginning of January 2018. One student from Belgium joined HCSC 2018 for Module 2 later on. During the course, each military and civilian student of HCSC 2018 has been equipped with the best possible baggage of knowledge and been prepared to serve their respective countries and NATO community as 'Tomorrow's Leaders'. The class of HCSC 2018 is ready to graduate along with our JCGSC on 21st of June 2018.

The structure of the HCSC followed an integrated and modular curriculum. It started with a wide strategic focus, higher command and then narrowed down to issues relating to strategic resource management and long-term defence planning. There were a number of modules, which were built on one another in a cumulative fashion, allowing students to expand and deepen their knowledge on the strategic level. The HCSC is highly engaging and students are required to conduct individual research, and to participate in a range of collective research projects, discussions and practical exercises. Each of the HCSC's modules terminates with an individual or group based assignment. The main assignment is the 'Research Paper in Strategic Studies' that allows students to undertake a longer research project, looking at security and defence issues over the coming two decades.

NATO Allied Command Transformation accredited the HCSC in 2008. NATO ACT certified the HCSC as 'Listed' course and included it in the Education and Opportunities

Catalogue in 2015. The HCSC curriculum follows Bologna process and fully complies with ECTS requirements.

Modules of HCSC 2018:

- M1** Framing Strategic Leadership
- M2** International Security and the Russia Challenge
- M3** Dealing with the Future Security Environment
- M4** Generating National Security
- M5** Strategic Resource Management
- M6** Enhancing Deterrence through Cooperation

The HCSC included two Study Trips that complemented classroom activities. First Study Trip was conducted as a part of Generating National Security module and it explored defence developments in Germany, France, Belgium and within NATO and the EU. During the second Study Trip, the course visited three Baltic states (Estonia, Latvia, Lithuania) and Poland, where the students received necessary knowledge on threat perception and on future development of respective armed forces and defence related institutions. This Trip was linked to a major exercise of the HCSC known as 'COOPERATIVE DETERRER'.

This year, Commodore (ret) Hans Helseth was contracted by BALTDEFCOL as Senior Mentor. His valuable experience and comments significantly underpinned students' understanding about strategic level decision-making. Senior Mentor was extremely helpful during HCSC 2018 exercises Strategic Leader and Strategic Warrior. His involvement in HCSC was very beneficial for enhancing education and achieving the learning objectives.

Last but not least, I would like to thank the College Faculty for their dedicated work in educating our Leaders of Tomorrow.

AWARDS

Best HCSC 2018 Student Award -
LtCol Arūnas Dzidzevičius

Academic Writing Award -
LtCol Aleksander Andric.





Joint Command and General Staff Course 2017/2018

By Col Mark Hollis, Director of JCGSC

We are almost at the end of JCGSC 2017/2018. On 21st of June fifty-three students from eleven nations will line up to receive their diploma and graduation badge from the Commandant. I hope that before you all leave from Tartu, you will take time to acknowledge and celebrate everything you have accomplished throughout your studies here – both professionally and personally. I also trust that the professional network of relations you have built during the course will be lifelong.



I would like to share some reflections on the events of the past semester. As 1st semester was more focused on developing students' academical knowledge, the 2nd semester's focal point was applying theory in practise. Heavy emphasis was placed on Planning and Execution of Operations which ended with an in-house exercise that provided a realistic and stimulating environment for our students. In-house exercise was followed by a 2-week multinational Exercise VIKING 18 conducted by the Swedish Armed Forces in co-operation with the Folke Bernadotte Academy that included 2 500 participants from 50 countries and 35 organizations.

VIKING 18 was just a beginning of JCGSC's extensive learning period. From 6th to 9th of May students took part in the "Baltic Challenge Staff Ride 2018" to Lithuanian and Polish border. Over the days, the students enhanced their understanding of the geographical and joint military environment of the "Suwalki Corridor", ongoing military initiatives, logistical challenges, and command and control structures of the eFP battle groups.

From 13th to 19th of May the International Study Trip took students to different countries (Ukraine-Netherlands; Italy-Georgia) in order to gain access to decision-makers and receive briefings from the national defence and security institutions and NATO and EU HQs.

The year was not without challenges. In between the exercises/trips students also had to work hard to finalise their Argumentative Essays and prepare for the Oral Exam. Overall, I am very pleased with students' progress. A number of activities such as exercises, study trips and in-house lectures and roundtables have definitely served their purpose.

Last but not least, as my three years as a Course Director concludes, I would like to thank all of you for your excellent support and constant feedback throughout these years. I am grateful for your dedication to our College and students.

When I first became a Course Director in August 2015, one of my goals was to gain more knowledge about the Baltics and to learn. Believe me, I have learned a lot. Every experience gained here at the Baltic Defence College has been enriching and will stay in my memories. I will follow the College's future progress with great interest in the years to come. This is a unique institution and it has been my utmost pleasure to be part of it. I am sure that with COL Ilmar Tamm as my successor, the Course will achieve new heights of success.

Special thanks goes to the class leader MAJ Anneli Kajamaa and those who assisted her. The class leader's job is largely a thankless one, full of headaches and very few rewards. Both her experience and dedication to her task helped bring everyone through in the best way possible.

I wish you an enjoyable, restful summer break. I hope you will stay engaged and in touch as you move back to your respective countries.

AWARDS

Commandant's Award — Maj Michael D. Hoffman

Joint Operations Award — Maj Adam Solowiej, Maj Pavelas Jelkinas

Academic Writing Award — Maj Jeffrey Allen

Class Leader Recognition —

MAJ Anneli Kajamaa

Best Course Mate Award —

Maj Parnaoz Svanidze



Distinguished Visitors and Visits during Second Part of Academic Year

By Ms Liis Vahe, Information Manager



8 JAN
Mr Robertas Šapronas, Defence
Policy Director of Ministry of
National Defence of Lithuania



12 JAN
Brigadier General Martin Herem,
Chief of Staff of Estonian Defence
Forces Headquarters

JANUARY



18 JAN
General Riho Terras, Chief of
Defence of Estonia; and Vice
Admiral Duncan Potts CB,
Director General Joint Force
Development and Defence
Academy



26 JAN
Delegation of NATO Enhance
Forward Presence Estonia

29 JAN
Colonel Gintaras Bagdonas,
Director of NATO Energy
Security Centre of Excellence



FEBRUARY

21 FEB
Colonel Robert Bala, Director
of NATO Counter Intelligence
Centre of Excellence



23 FEB
Colonel Jens Sund,
Chief of Danish
Home Guard School



MARCH

9 MAR
Delegation of National
Defence University of Ukraine



12 MAR
Delegation of French
Centre des Hautes
Etudes Militaires



6 MAR
Lieutenant
General
Martin
Schelleis,
Chief of
German Joint
Support
Service
Command



AROUND THE ACADEME

20 MAR

Mr Jüri Ratas, Prime Minister of Estonia



22 MAR

Delegation of National Defence College of the Sultanate of Oman



27 MAR

Mr Jānis Sārts, Director of NATO STRATCOM COE



APRIL

4 APR

Lieutenant General Pål Straete, Head of NATO/EU Department of the Swedish Armed Forces International Centre



12 APR

Delegation of Natolin Campus of College of Europe



9 APR

H.E. Mr Giedrius Apuokas, Ambassador of Lithuania to Estonia



24 APR

General Riho Terras, Chief of Defence of Estonia, Lieutenant General Leonīds Kalniņš, Chief of Defence of Latvia, and Lieutenant General Jonas Vytautas Žukas, Chief of National Defence of Lithuania



MAY

17 MAY

Representatives of the Multinational Corps Northeast



12 APR

Mr Viesturs Silenieks, Parliamentary Secretary of Ministry of Defence of Latvia



25 MAY

H.E. Mr Grzegorz Kozłowski, Ambassador of Poland to Estonia



30 MAY

Delegation of the Higher NCO Course of Latvian NCO School



JUNE

20 JUN

Visit by Spanish Joint Staff College



Academic Activities, Roundtables and Seminars

By Col (ret) Dr Zdzislaw Sliwa, Dean & Dr Asta Maskaliūnaite, Director of Department of Political and Strategic Studies

BALTDEFCOL is continuing the program of academic activities focused on familiarization with topical and current issues related to European security and beyond. This is an element of supporting the education aimed to expand the knowledge of faculty and students. Such a proactive approach to education includes cooperation with other organizations and it is supported by experts coming from politics, NATO and EU entities and academia.

An important academic event was an international conference „*Evaluation of Zapad exercises in context of weapons capability of Republic of Poland*” co-organized on 15th of February by the Polish Naval Academy in Gdynia and the Baltic Defence College. The conference was the outcome of cooperation between the two organizations and an opportunity to bringing together experts from various professional military education institutions, think-tanks, military professionals and students. During the conference, Major General Andis Dilāns provided a lecture “*Challenges for Security of the Baltic Region*” facilitating better understanding of security challenges of the Baltic region as a result of Russian policy with special focus on ‘hybrid warfare’ concept.



Recognizing complexity of the tense situation in Asia, on 5th of February, Professor Matthias Maass from Yonsei University's Graduate School of International Studies in Seoul, Korea was invited for a seminar related to multifaceted nature of geopolitical situation on the Korean Peninsula. The overall theme of the seminar was “*Impact of Korean Peninsula Tensions on Regional Security and Beyond*” and it was attended by students and faculty from the BALTDEFCOL and the University of Tartu. The discussion focused on the implications of the developments in the North Korea on Asia, Europe with indirect impact on the Baltic Sea area. Additionally, Professor Maass offered insights into the outcome of his recent research and presented the book “*Small States in World Politics: The story of*

Small state survival, 1648-2016” published by the Manchester University Press.

On 12th of April, a delegation of staff and students of the Natolin Campus of the College of Europe visited BALTDEFCOL in the framework of their study trip themed “*After Hybridity: Rhetoric and Reality Baltic and European Defence and Security.*” The visit included College as a hub of knowledge on hard security issues in the region and the discussion with the students thus focused on the military security challenges and the vicissitudes of the Baltic regional defence cooperation.



During the visit, the students showed interest in the College itself as the most successful Baltic cooperation project that was introduced by dr. Asta Maskaliūnaite, Director Department of Political and Strategic Studies. The students further engaged in the discussion with the BALTDEFCOL academics Dr Viljar Veebel, Dr Matus Halas and LTC (ret) Ugis Romanovs, each covering some aspects of the Baltic security dilemmas and opportunities for the Baltic countries to overcome these by engaging in a closer cooperation.

The interest of the students during this event was palpable, they had numerous questions, some of which had to be left unanswered due to the pressures of the tight schedule of the visitors. We can hope that they will remember the College as a place where expertise on the regional hard security lies and will bring this knowledge with them to their home countries. As the student body of the College of Europe is truly diverse, this visit provided an opportunity for the BALTDEFCOL academics to converse with these young researchers and to spread their knowledge wider. Such exchanges are of mutual importance and interest and it could only be hoped that they will continue in the future.



In-house Exercise “Joint Resolve 18”

By LtCol Maris Gavrilko, Lecturer NATO Joint Operations

From 12th to 16th of March, the Baltic Defence College (BALTDEFCOL) conducted an in-house exercise „Joint Resolve-18“ (JR-18).

The exercise was a culmination event of the Joint Command and General Staff Course’s (JCGSC) Module 7 ‘Planning and Execution of Operations’ that started at the beginning of February. It linked-up several weeks of planning and preparation process. The aim of the JR-18 was to confirm students’ ability to execute operations and to formulate solutions to complex operational problems within the NATO Article-5 operations. The exercise can be considered as one of the most important academic events at the College.



Standard NATO operational planning procedures were used during the exercise. The students followed exercise scenario adopted and developed by the BALTDEFCOL's faculty. The training audience consisted of students of the Joint Command and General Staff Course augmented by the former graduates of the BALTDEFCOL's Civil Servants' Course 2017 from Ministries of Defence of the three Baltic states and the Ministry of Interior of Latvia, students of Estonian NCO school and representatives from the Polish Naval Academy. Altogether, JR-18 had up to 140 participants from 15 countries. Besides the BALTDEFCOL's Faculty and Staff members, more than 30 external Subject Matter Experts, observers, trainers and mentors from Estonian Defence Forces, Estonian Defence League, Latvian National Armed Forces, NATO Joint Warfare Centre, NATO Force Integration Unit in Estonia, NATO Strategic Communications Centre of Excellence, NATO Cyber Centre of Excellence, Polish Naval Academy and Royal Danish Defence College.

The Module was designed to build upon the education provided in the previous JCGSC modules and to further develop students' abilities to plan and execute operations. The knowledge gained underpinned the following modules especially the 'Crisis Response Operations' and the 'Combined Joint Staff Exercise VIKING 18' conducted in April 2018 in Sweden. All in all, the exercise was a success. The high level of cooperation and collaboration of all participating Allies and Partners helped to ensure that the set training objectives were met. JR-18 also offered many valuable insights for the future improvement.



The Baltic Defence College would like to express our sincerest gratitude to all the organisations and institutions for their support.

‘Russia in 2018: Challenges and Responses?’

By Ms Jaana Reinek, Academic Assistant

Conferences can be curious creatures. They start a year before they begin and end months after everyone has left. Conferences can have a mind of their own and can take you to unexpected journeys. What I try to establish here is that Conferences develop a character and I choose to say ours has tradition, pleasant atmosphere and a personality.

Next to content quality, the soft aspects of a conference matter for the participants. How welcome the panellists felt, was there enough space to move, was there enough fruit and snacks on the coffee table or did they leave the conference overtly tired – people are picky with how they choose to spend their time. Think of a conference like that as an investment opportunity. It is not quite venture capital, for it usually has guaranteed payout and you can analyse the suitability of your investment through the initial programme, but you are still not in control of the investment and you have to trust your time to a strangers hands.

However, it is very difficult to control or influence people’s perception of an event. It is only marginally dependent on the organisational matters. If there is a feeling of general disarray, people will be unhappy; but as with 2018, if everything runs smoothly and there is an ample support, even then you can’t really guarantee that everyone is happy. There are service industry tricks and general pleasantries that make people more comfortable and please panellists and participants alike; but how to reach all of the 300+ people and make sure that they feel their time has been spent well? It is impossible. Even the largest teams are unable to reach everyone.

What if you could convince participants to do half of that job for you? And this is why networking and socialising activities are so vital. Through networking activities people feel attended to, are subject to conversations and care. The Night-Owl session is a brilliant quirk of the Conference on Russia that served as a talking point throughout the next day! The coffee breaks, dinner and Night-Owl all serve multiple purposes. I stand to my claim that conferences are curious creatures, but our curious creature is a well-rounded one with wings.



What: BALTDEFCOL’s Annual Conference on Russia bringing together military officers, academics and analysts from the Baltic states, Nordic countries and other Euro-Atlantic countries to study main threats related to Russian political and military ambitions and to analyse best available responses.

When: 8th–9th of March 2018

Where: Dorpat Conference Centre, Tartu

32 speakers and over 300 participants

Keynote speakers:

Professor
Mark Galeotti

LtGen(ret)
Benjamin Hodges



11 panel sessions

Topics covered:

- ◆ Transatlantic deterrence towards Russia;
- ◆ Military exercise ‘Zapad 2017’ and Russia’s upcoming exercises;
- ◆ Experiences from Russia’s actions and activities in Syria and East-Ukraine;
- ◆ Future threats coming from Russia’s military modernization;
- ◆ Lessons from hybrid conflict activities;
- ◆ Changes and improvements needed for successful deterrence against Russia in upcoming years.

Higher Command Studies Course IST #1

By LtCol Aleksander Andric & LtCol Rolandas Greibus, students of HCSC 2018

From 15th to 21st of April, the Higher Command Studies Course (HCSC) 2018 of the Baltic Defence College (BALTDEFCOL) conducted their first International Study Trip (IST).



The aim of the IST was to gain access to decision-makers and receive briefings from Germany, France, NATO, EU and Belgian civilian and military officials on defence planning and policy related topics. The students were divided into two groups: Team 1 visited Berlin (Germany) and Team 2 Paris (France). The teams were united for the last part of the IST that took place in Brussels (Belgium).

On 16th of April, Team 1 started their IST in Berlin by attending a meeting in the German Federal Foreign Office followed by a visit to the German Council on Foreign Relations. In the afternoon, the group was hosted by the German Federal Ministry of Defence. Throughout the day, the staff and students were presented the German view of the world situation, perception of the USA, Russia and China, and vision of NATO in the future.



Team 2 started their IST in Paris, France. The first day was assigned to the French Ministry of Armed Forces where they received a series of excellent briefings on French view of operations, future planning and NATO/EU matters. The students actively interacted with the briefers on interesting and actual topics and restored their strength during an excellent hosted lunch. Afterwards, the HCSC course and College staff were invited to the Embassy of Latvia where the Ambassador of the Republic of Latvia gave a speech followed by a discussion and an exceptional reception. The day was fantastic and the students enjoyed the night in Paris looking forward to another interesting day in the city.



On the second day of the IST, Team 1 visited the German Institute for International and Security Affairs. Afterwards, the group was welcomed to the German Bundestag where they met the



members of Defence and Foreign Affairs Committees. The



group received an overview of the current situation and future developments of the German Armed Forces. They were also briefed on the current security challenges and their possible solutions.

Team 2 started their day by visiting the Assemblée Nationale. After a beneficial discussion in the Defence Committee, the students visited the Ministry for Europe and Foreign Affairs. The topics under discussion included anti-terrorism and organised crime.



AROUND THE ACADEME

On 18th of April, the Teams were united again and the IST continued with a visit to the Belgian Defence Headquarter where the students were presented a view of the current global issues and future of the Armed Forces development. After a fruitful discussion the students moved to the Lithuanian Embassy in Belgium and had discussions with the Military Representatives of Estonia, Latvia and Lithuania to NATO. The day was completed by a panel discussion with the representatives of the NATO HQ International Staff.



However, an unpleasant surprise awaited the students on Friday evening at the Brussel's Airport as their flight to Tallinn was cancelled. Finally on Saturday, after enjoying an extra night in Brussels and without any other surprises, the HCSC students arrived safely in Tartu.

On 19th of April, the HCSC continued their study trip with a visit to SHAPE where they received a historical overview of SHAPE and update on their major current and future challenges. It was followed by a visit to the NATO SOF HQ where the students and staff got acquainted with their structure, work and plans. A hot day (26 degrees) ended with an excellent official dinner at the officers restaurant "Prins Albrecht".



The last day of the HCSC's International Study Trip started with a visit to the European Union Military Staff (EUMS) in Brussels. The students received insights and comprehensive briefings on the EU planning processes and issues the EU is facing. The study trip was finalised by visiting EGMONT – the Royal Institute for International Relations where hot discussions outstandingly finalized the week.



Higher Command Studies Course IST #2

By LtCol Aleksander Andric & LtCol Arunas Dzidzevicius, students of HCSC 2018

From 3rd to 8th of June, the students of the Higher Command Studies Course (HCSC) 2018 conducted their second International Study Trip (IST) to the capitals of the Baltic states — Tallinn, Riga, Vilnius; and to the capital of Poland, Warsaw.

The students were divided into 2 groups with each group visiting two capitals - Team 1 Tallinn and Warsaw; Team 2 Riga and Vilnius. The aim of the tour was to enable the students to understand the principles and procedures of political and defence related decision-making in the Baltic region with particular focus on the current measures to contribute to NATO's concept of the 'extended deterrent' on the Eastern flank.

TEAM 1 (Tallinn-Warsaw)

On the first day of the IST, Team 'Tallinn-Warsaw' was designated for visits to the Ministry of Defence (MoD) and the Parliament of Estonia. In the MoD, HCSC was welcomed by Undersecretary for Defence Policy Mr Kristjan Prikk who introduced students to security and defence related issues in country's foreign policy. Afterwards, the students received presentation on crisis management system and processes from the representatives of Defence Readiness Department. Morning session continued with Col Vahur Karus' presentation on national defence planning system and its relations to the NATO/EU defence planning processes. The session ended with insights on Russia and its policies toward the west provided by researcher of International Centre for Defence and Security Mr Kalev Stoicescu. The afternoon session started in the Parliament of Estonia. HCSC was honoured by the presence of Mr Hannes Hanso who elaborated on the topic of the role of National Defence Committee in planning and creating sustainable deterrence. The



its premises.

The second day of IST began in the Estonian Defence Forces (EDF) HQ. Students of HCSC and faculty members were welcomed by the Head of J5 Section Col Leon Meier. Col Meier delivered a comprehensive presentation on EDF capabilities, recent developments and challenges. The presentation was followed by a meeting with the

presentation was followed by numerous questions from the students and faculty. The first day of the IST ended with a guided tour to Riigikogu (Parliament) and

representatives from J3 branch. Students were introduced to current EDF missions and operations abroad. Afternoon session took place in the NATO Cooperative Cyber Defence Centre of Excellence (COE). Representatives of COE introduced the structure, functions and main activities of the center. The event ended with Q&A session on cyber security issues and challenges on national level and in NATO context.



Warsaw welcomed HCSC Team 1 on their 3rd day of IST not only with excellent weather, but also with very friendly atmosphere, good presentations and open discussions. During the morning session, the course and the faculty were greeted by Vice-Rector of the War Studies University (WSU) Col Majchrzak. Later, the faculty of WSU introduced students to the University and its ongoing exercise 'Common effort 18'. In the next briefings, representatives from the Ministry of Defence (MoD) of the Republic of Poland Mr Ekiert and Mr Leoniak presented topics on International security policy and National security strategy. The session continued with presentations by General Staff J5 on Polish Armed Forces capabilities' development and by Armed Forces Operational Command J3 on current missions and operations abroad

On the last day of the IST, Team 1 had a meeting with Ambassador Adam Hałaciński, Director of Security Policy Department at MFA. Ambassador delivered a very comprehensive presentation on Poland's security challenges, defence issues and expectations from Brussel summit 2018. After the meeting, HCSC visited National Security Bureau where they received briefing on functions and roles of the institution. Both presentations were followed by Q/A sessions.



AROUND THE ACADEME

TEAM 2 (Riga-Vilnius)

Team 2 started their IST in Riga where they met and had a discussion with Mr. Ainars Latkovski, Chairman of the Defence, Internal Affairs and Corruption Prevention Committee. It was followed by a stroll through the fascinating Parliament building. The trip continued in the NATO Strategic Communications Centre of Excellence where the group met Mr. Jānis Sārts, Director of the Centre. In the afternoon, the students were welcomed and briefed by the representatives of the Latvian National Armed Forces (NAF) Joint Headquarters (HQ). The first day of the IST was concluded with a delicious official dinner hosted by BrigGen Imants Ziedīņš, Deputy Head of Staff of the NAF Joint HQS and Support Matters.



On the 2nd day, the group visited the Ministry of Foreign Affairs of the Republic of Latvia where they met with Mr Jānis Bēķeris, Head of NATO and European Security Policy Division. Mr Bēķeris familiarized students with security and defence related issues in country's foreign policy and had a discussion with students on several actual topics. Next meeting took place at the Ministry of Defence (MoD), where State Secretary Mr Jānis Garisons and Undersecretary of State – Policy Director Mr Jānis Karlsbergs addressed the students, presented their views and viewpoints on the current security and defence challenges and discussed actual defence, security, eFP and NATO/EU related topics with students. In the afternoon, the group traveled to Vilnius, Lithuania.



Team 2 started their 3rd day with a visit to the Ministry of National Defence Republic of Lithuania (MoND) where they were welcomed by Vice Minister Mr. Vytautas Umbrasas. The group received briefings on Lithuanian MoND's perception of the world and regional security situation, their main activities in defence domain and LAF structure, reorganization and future development plan. Afterwards, Mr Daivis Petraitis, Deputy Director of the International Relations and Operations Department delivered a briefing on "Zapad exercise 2018" with analysis of the events. The group had the second meeting in Lithuanian Seimas (Parliament) with Mr Vytautas Bakas, Chairman of the National Security and Defence Committee. Mr Bakas shared his viewpoint on the current political and security situation in the world and in the immediate neighbourhood followed by a debate with the students. The group concluded the day with an official dinner, hosted by LtCol Andrejus Grachauskas, TRADOC COS.



On the 4th day, Team 2 visited the NATO Energy Security Centre of Excellence (ENSEC COE) where they were welcomed by Col Gintaras Bagdonas, Director of NATO ENSEC COE and Dr Artūras Petkus, Head of Strategic Analysis Division. Col Bagdonas and Dr. Petkus talked about NATO's role in the Energy Security, their operation, research and recommendations on energy sustainability, as well as the most critical energy infrastructure in NATO countries. In the afternoon at the Ministry of Foreign Affairs of Lithuania, the group met with H.E. Mr Eitvydas Bajarūnas, Ambassador at Large for Hybrid Threats. Ambassador Bajarūnas introduced the students to his look at the role of diplomacy and foreign affairs building the resilience against hybrid threats. On 8th of June, the group will make their conclusions of the IST and return to its home town Tartu.

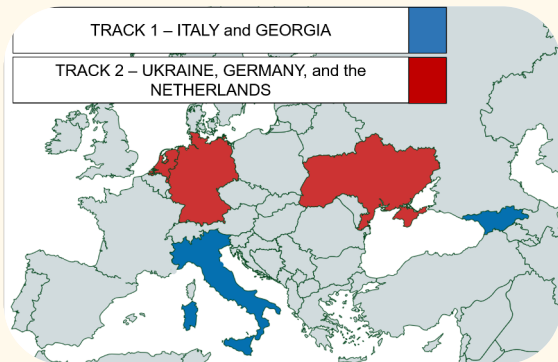
Joint Command and General Staff Course IST

By Maj Michael D. Hoffman, student of JCGSC 2017/2018

The Joint Command and General Staff Course (JCGSC) 2017/2018 of the Baltic Defence College (BALTDEFCOL) conducted the annual International Study Trip (IST) from 13th to 19th of May.

The IST exposed students to command structures at multiple levels within NATO, EU and the countries visited in order to enhance the students' understanding of the joint environment, the role of components, command and control structure and relationship between political/strategic/operational and component levels.

The students were divided into two groups ("tracks"), which went to different key locations around Europe related to the students' studies during the course. Track 1 visited locations in Italy and Georgia, and Track 2 visited locations in Ukraine, the Netherlands and Germany in order to gain access to decision-makers and receive briefings from the national defence and security institutions and NATO and EU HQs.



TRACK 1 (ITALY and GEORGIA)

The first location for TRACK 1 was NATO Joint Forces Command – Naples, where the students received briefings from members of the staff and the Commander JFC-Naples, US Navy Europe and US Navy Africa, Admiral James Foggo. The students spent the second part of the day at US Navy 6th Fleet Headquarters, where the briefings and discussions focused on the command structure of the 6th Fleet and the Baltic Sea military strategy from the perspective of the United States.

The group spent the next morning at the Italian Joint Operations Headquarters, receiving briefs on the mission and the current operations of the Italian military. The Chief of Staff of the European Union Naval Force Mediterranean (EUNAVFORMED) explained Operation Sophia (counter-smuggling) and led a discussion on operational level topics with the students. In the afternoon, the students had the opportunity to tour historical sites within the city of Rome before traveling to Tbilisi, Georgia the following day.

After a day of travel, Track 1 of JSCGS IST arrived in Tbilisi, Georgia. The students started their time in Tbilisi at the Ministry of Defence (MoD) and the Georgian National Defence Academy. In the morning, the students received briefings on the role of the MoD in preparing Georgia to reach NATO membership and cooperation with EU on security and defence. In the second half of the day, they visited the National Defence Academy to discuss security challenges in the South Caucasus region and future projects of the Georgian National Defence Academy. The day concluded with an official hosted dinner by the Georgian MoD.



During the last day of the trip, Track 1 visited three different organizations. The first stop was the NATO Liaison Office, where students participated in briefings on NATO engagement in Georgia and the Substantial NATO-Georgia Package (SNGP) program. The second stop was the Defence Institution Building School where the students discussed the Georgia-Russia 2008 war, the current security challenges in the South Caucasus region, and the role of Georgian Armed Forces in international missions. The last stop of the day was to the Military Technical Scientific Centre DELTA where students received a tour of the facilities, which produce armoured vehicles and other military weapon systems for Georgia.



AROUND THE ACADEME

TRACK 2 (UKRAINE, GERMANY, and the NETHERLANDS)

Track 2 students started the study trip in Kiev, Ukraine. First, they visited the Ukrainian National Defence University. The Chief of the University LtGen Anatoliy Surotenko and the Deputy Chief of the University MajGen Sergii Sulkustan welcomed the students and members of the university staff provided briefings on the Ukrainian military education system and how the conflict with Russian and on-going situation in Eastern Ukraine have influenced the education system. After the university, the students visited the Latvian Embassy in Ukraine.



The Latvian mbassador H.E Mr. Juris Poikāns personally provide the students a briefing and discussion on the current situation in Ukraine at the political level and the role of Latvia (and the other Baltic states) in assisting Ukraine. Following the discussion, the Latvian Embassy hosted a reception for the students, which included the opportunity to speak with representatives from the Latvian, Lithuanian, and Estonian Embassies.



During the second day in Kiev, BALTDEFCOL students conducted a site visit to the NATO Liaison Office to Ukraine. They received information from the head of NATO representation to Ukraine on NATO's coordination and cooperation with the Ukrainian defence and security sector. The discussion included the NATO assessment of the current situation in Ukraine and possibilities of increasing ties between Ukraine and NATO.



In the afternoon, the students received a guided tour of the Kiev War Museum and had the opportunity to explore the open-air Great Patriotic War Museum. The War Museum contained exhibits and artefacts from the entire military history of Ukraine dating back to the earliest settlers. The students spent the majority of the tour in a special exhibit dedicated to the recent military history of Ukraine including the revolution (2014), the annexation of Crimea by Russia, and the on-going conflict in Donetsk and Luhansk.

The following day, the students relocated to historic German city of Aachen. From there, the students visited NATO Joint Forces Command (JFC) – Brunssum. The Commander, Gen Riccardo Marchio, welcomed the students and his staff provided briefings on the roles and responsibilities of the JFC, the current political challenges facing NATO, the NATO Operational Planning Process, and a summary of the Enhanced Forward Presence Battle Groups in Baltic states and Poland.

After the JFC visit, the students continued to a site visit of the NATO AWACS E3-A headquarters, which included a walk-through the AWACS aircraft. At the headquarters, the students learned about AWACS operations, capabilities, responsibilities, and its integration with other NATO missions.



On the last day of the Track 2 trip, the BALTDEFCOL students visited a museum dedicated to the WWII Battle of Hürtgenwald Forest (between forces from the United States and Nazi Germany). Following the museum, the students conducted a terrain walk of the battleground and studied a trench line and bunker system, which the Nazis used to defend against the US offensive.

The students truly enjoyed their International Study Trip and greatly appreciate the NATO, EU, and national institutions that hosted them during that week.

Combined Joint Staff Exercise “VIKING 18”

By Maj Michael D. Hoffman, student of JCGSC 2017/2018

The Joint Command and General Staff Course (JCGSC) 2017/2018 of the Baltic Defence College (BALTDEFCOL) participated in the Swedish military exercise - VIKING 2018.

The exercise occurred over a two-week period in April 2018 and included over 2,500 participants from 50 countries, 80 organisations, and 9 training sites. The Viking Exercise takes place biennially and is the world's largest exercise of its kind. The overall aim of VIKING 18 was to train and educate participants - civilian, military and police - to meet the challenges of current and future multidimensional crisis response and peace operations. For BALTDEFCOL students, it served as a culminating event, which brought together multiple aspects of the education they had received over the previous nine months.



The students participated in multiple locations in Sweden across different command levels and every staff section. The majority of the students were assigned to the Joint Headquarters or Land Component Headquarters at Enköping, but several students also supported the Air Component Command (Uppsala) and Maritime Component Command



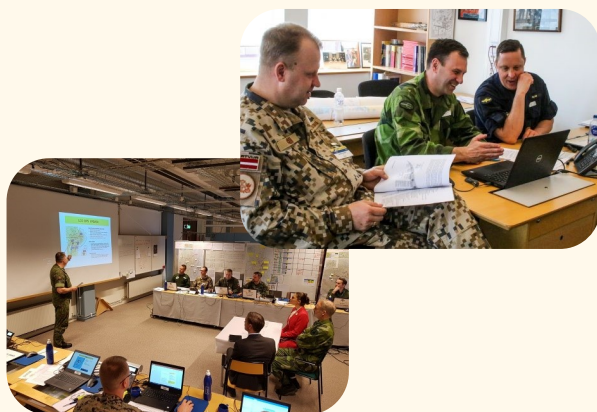
(Karlskrona).

In the VIKING 18 training scenario, military forces from the UN and the NATO are mobilized to provide crisis management and peacekeeping forces to a fictional country in the middle of civil war. While fictitious, the

scenario is realistic and continuously updated based on current conditions facing war-torn or unstable regions of the world. The exercise prepares its participants to facilitate the command and control of such a complex situation at the operational level, while placing specific emphasis on cooperation with non-military and non-governmental organizations.



The senior staff and leadership of the exercise Joint Task Force were active members of the Swedish and Finish Armed Forces, but military students from Sweden, Finland, and BALTDEFCOL comprised the majority of the staff officers. BALTDEFCOL students held significant positions and responsibilities including branch chiefs, briefers for the commander's daily update, and as members of the joint operations centre.



Overall, VIKING 18 provided the BALTDEFCOL students a dynamic, realistic, and international training environment, which allowed them to not only practice what they had learned during JCGSC, but also make connections with fellow military students, staff officers, and organizations from across the Baltic region.

Baltic Challenge Staff Ride 2018

By LtCol Linas Pakutka, Lecturer Joint Planning and Execution

For the first time in the College's history, the „Baltic Challenge Staff Ride 2018“ to Poland and Lithuania was conducted from 6th to 9th of May.

This has been a unique opportunity to explore the real life ongoing case study for the JCGSC students, BALDEFCOL's faculty and the representatives of National Defence Academy of Latvia. The purpose of the trip was to get familiar with the complexity of the terrain in the region and units located in the area of the „Suwalki corridor“. It also provided a wonderful opportunity to have interactive conversations with respective commanders of the units. The ride lasted for four days and ended up with students' briefings regarding their findings.

The very important part of the Staff Ride was a terrain walk. During the terrain walk students visited three recce points in Lithuania and one in Poland.



Under the guidance of the College Faculty, the syndicates discussed the physical boundaries of the „Suwalki corridor“ and their possible influence on solving an operational level military problem. Participants had an exclusive opportunity to examine the logistical challenges of both NATO and Lithuania in relation to the Land Lines of Communications. Grand Duke Vytenis Main Support Logistics (MSL) Battalion and Šeštokai railway hub were the main focus of the Ride on the Lithuanian part. Students received briefings from Lithuanian NFIU representative Maj Marius Geležiūnas and MSL Battalion Commander LtCol Julius Gaizauskas. The main focus of the briefings was on the available capabilities, host nation support concept, NFIU and MSL Battalion roles in case of and prior the crisis. The day ended with a visit to the Šeštokai railway hub. Students had a unique opportunity to listen to and ask questions from the

Lithuanian Railways' civilian company representative. The main discussion object was how the company operates Šeštokai hub in case of shipping heavy military equipment. In particular, the capacity, process and procedures of moving military equipment through were presented and discussed.



The last part of the Staff Ride was dedicated to Poland's portion. At the Wizajny heights, participants had an opportunity to see the terrain spot where the borders of Russia, Lithuania and Poland meet. Discussions led by the faculty members about mobility and counter mobility issues in the framework of defence of the „Suwalki corridor“ at operational level were brought up. The discussions continued at the Headquarters of the 15th Polish Mechanized Infantry Brigade (MIB) where charismatic and very open commander BG Jarosław Gromadziński introduced his own perspective on the importance of „Suwalki corridor“. In particular, the peace time, crisis and conflict frameworks were discussed with the students.



AROUND THE ACADEME

One of the deterrence measures being pointed out was U.S. led eFP (enhanced Forward Presence) Battle Group (BG) subordinated to the 15th Polish MIB. All participants had an opportunity to visit the U.S. eFP BG located in the area of Bemowo Piskie. By entering the base, static display met all the participants. The Staff Ride's members had an opportunity to observe the main platforms and weapon systems including BDE and DIV level enablers that eFP BG (U.S.) operates. Hospitality of the unit was culminated with an outstanding briefing by LtCol Adam Lackey. He focused on the military capabilities of his multinational unit, training cycle, interoperability challenges, C2 relations (national, Polish and NATO), and geography topic during his brief.

Special contribution of JCGSC students has to be brought out. Maj Adam Solowiej, Maj Pavelas Jelkinas and Maj Michael D. Hoffman were outstanding ambassadors of their nations. Throughout the ride, they distinguished themselves as professional officers by conducting exemplary terrain orientation briefings and contributing to the College's public relations.

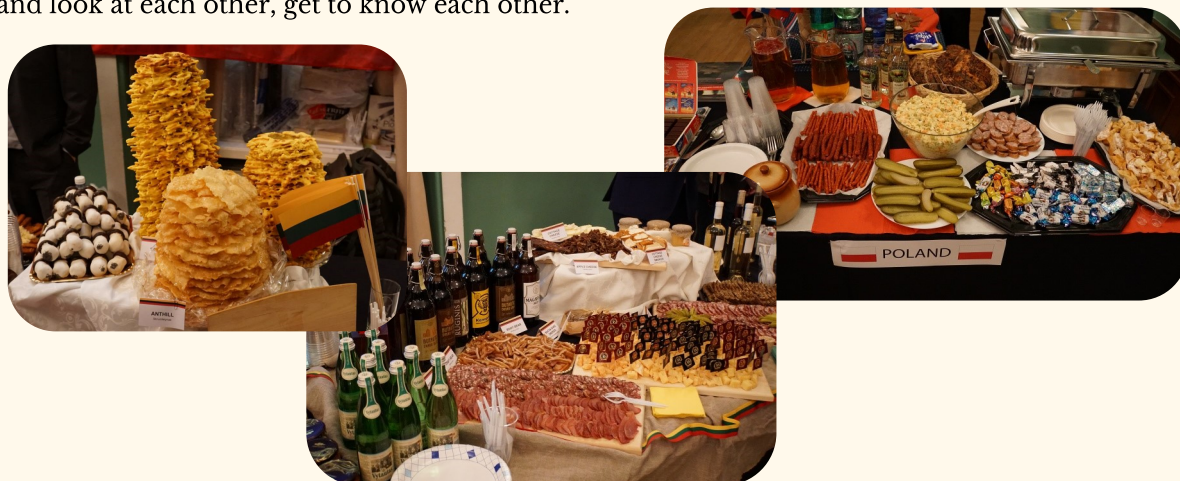


International Night

By Cdr Artis Tirzmalis, Lecturer Leadership and Military Ethics

On 9th of February, the Baltic Defence College hosted the International Night attended by all the students and staff, their spouses and children., as well as high level guests

For several hours, the Main Hall of Estonian National Defence College became a kind of Babylon, as the East Bazaar. And at the same time, a place where we wanted to show ourselves and look at each other, get to know each other.



This year's International Night was also a charity event where donations to the Association of Disabled Children, Youth and Their Parents were collected. Baltspouses sold lottery tickets well before and during the event. The main prize was a trip to Paris. However, other wins were also significant.



The preparation for International Night started already on the previous day - putting up the tables in such a way that everyone would have enough space. Flags, posters, necessary equipment and TV screens appeared. The day of February 9th was already more intense, with different dishes and drinks on the tables, representing our countries.





In the evening, when all the participants were present, BALTDEFCOL Commandant MajGen Andis Dilāns opened this year's International Night by giving a speech. After the address, Tartumaa Disabled Children's Ensemble gave a performance as appreciation of donation. During the evening, the audience was able to enjoy the performances of Latvian and Estonian dancers, as well as songs.



A lottery was announced by silencing the great rush. The main prize was given to Colonel Jean Trudel. This year, participation in charity lottery brought EUR 1650 to the children in need. Thanks to all who participated!

The children of students and staff had a play area where they enjoyed sweets, spent splendid time playing and watching cartoons.

Pistol Shooting Challenge

By Capt N (ret) Juris Roze

The loudest moment of the year.

Yes, the loudest in the literal sense. Shooting competition with a pistol. Like every year - the battle for primacy was unleashed passionate and exciting. Participants - the college's staff, civil and military, began with a simple shooting at the targets with almost no time limit. Winners in subgroups reached the next level.

As the number of participants decreased, the degree of complexity went up. Further - more difficult. To begin with, the allowed shooting time was reduced significantly. Someone's hand began to tremble with a high tempo. No wonder - you either shoot all the bullets as a machine gun, hardly touching the perimeter of the target, or carefully aim and remain with a full cartridge at the end...



And then - even more exciting - shooting at the "hostage-taking terrorist". Half of the target is closed, representing a terrorist hiding behind his victim. If you hit the scoundrel - you get a point, got into the "hostage" - a minus. If you completely miss the target - you remain with nothing. Time is at the minimum. Only to lighten the aim and then just squeeze the trigger and count seconds...

At last there are only two finalists. The rules are the same, but the shooting time is even shorter. It's almost none... Sounds "Open Fire!". Here comes roar of shots as one turn from a machine gun... Silence. The sound of falling shells. Clouds of powder smoke have not yet dissipated when the judge and participants are already at the targets. Yes, the bullets pretty much hit the "terrorist" and the "good guy" in both cases.



Finally, the winner in this duel and in the competition as a whole was determined! This year 'the best of the best' award went to Cdr Ivo Värk.

Congratulations!



Running Commemoration

Commemorating Defenders of the Freedom of Lithuania

By Maj Joana Polekauskienė & Maj Michael D. Hoffman, students of JCGSC 2017/2018

On 11th of January, the Lithuanian contingent at the Baltic Defence College (BALTDEFCOL) organised a commemorative run for those killed in the defence of Lithuanian freedom, and specifically defence of the Vilnius Television Tower (13th of January 1991). The memorial event took place in the vicinity of Tartu Anne Canal and was attended by more than forty Baltic Defence College students and faculty members.

The event started with an address by Col Dalius Polekauskas. After the speech, the participants run two laps around Anne Canal to pay tribute to the victims. For participating, the BALTDEFCOL runners received commemorative medals.



The local event is an extension of the official commemorative run taking place in Vilnius. For 27 years, the Lithuanian Runners Association, Lithuanian Armed Forces and Lithuanian Ministry of Defence have annually organised the event. In Vilnius, the participants run a symbolic distance of 9 km, which starts at the memorial burial grounds and ends at the Vilnius TV Tower. Similar commemorative runs take place also in Brussels, London and Washington.





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