# THE BUGLE



NEWSLETTER OF THE BALTIC DEFENCE COLLEGE

**JUNE 2019 | Issue 29** 

# Commandant's Overview

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Building

We have had a truly exceptional Academic Year – full of condensed and fruitful educational and research content, reflections, substantial plans for future and celebrations.

In light of the 20th birthday of the Defence Baltic College (BALTDEFCOL), the 70<sup>th</sup> anniversary of NATO and 15th years since the Baltic countries joined it, we have remembered, learned about and stressed the milestones of our college, as well as countries and people who have contributed to its creation and development. anniversary let us underline the contribution of the first Commandant, the "Godfather" of college Brigadier General Michael Clemmesen. These special occasions have also reminded us of benefits our college brings to the Baltic states, to the regional security, to our partners and NATO and the EU as a whole.

On the 20th of June we have witnessed the inauguration ceremony of the new flag, approved leadership and heraldic committees of the Baltic states, and generously donated by the Mayor and inhabitants of our welcoming host city Tartu. The event was followed by a Joint Graduation Ceremony of JCGSC, CSC and HCSC. We were honoured by the presence and participation of the

highest military leadership of the Baltic states, including Presidents and Supreme Commanders or their representatives. Thus, this culmination point of the 20<sup>th</sup> anniversary closed the college's initial development chapter. In fact, we have already firmly stepped into the maturity of our Professional Military Education (PME) institution, as we keep on educating, engaging and enhancing missions.

This year has encouraged us to be even more productive as firstly, we have had the Operational Level Energy Security Course certified as NATO selected allowing us to send the formal application for the NATO institutional accreditation. Next and electives. like courses Operational Planning Process and STRATCOM, are considered for the NATO course certification in near future. Secondly, we have very successfully organized in cooperation with the Polish War Studies University the first off-site Article 5 scenario oriented military exercise "Joint Resolve", which no doubt is the Centre of Gravity of our **ICGSC!** Planning. set-up conduct of the exercise has clearly showed that WE CAN! I am proud of the college's faculty and their ability and professionalism!

What is more, we are ready to add one more programme - Command

Senior Enlisted Leaders Course - to our list this autumn. The framework nations and NATO has entrusted us with preparing the most senior Non-Commissioned Officers and Command Senior Enlisted Leaders to effectively advise, support and enhance strategic leaderships' decision making to meet anticipated political and security challenges within the dynamic and complex Baltic Sea regional environment. We cannot fail. Together we will make it.

Lastly, apart from ongoing developments and changes in the educational process, governance and management, we have also significantly strengthened ties with our partner organizations and done a marvellous job in research area by having published several books, including the one dedicated to the history of the college. During the Joint Graduation day we also launched a special security-related edition. Of course, our flagship academic event - Conference on Russia - was a true success, appreciated by its participants and especially by students, since it offered a possibility not only to observe the conference, but to actively take part by organizing the students' panel.

Indeed, we have shown ourselves as a credible and visible PME providing highquality education to our framework nations, allies, PfP and partners and contributing to security and defence policy in the Baltic Sea region. Building upon that experience, the National Defence University of Ukraine has asked the College to provide assistance to develop their courses and contribute to reforms of their professional education system. This is acknowledged also by NATO and will be carried out under Defence Enhancement Programme (DEEP). We are being truly appreciated, as many organizations and PMEs are looking forward to benchmark our programmes and on top of it, the NATO Defense College has requested us to partner and co-host the 49th edition Conference of NATO Commandants, which we will carry out in cooperation with the National Defence Academy of Latvia in Riga next May.

Making it all work and holding this pace is possible only thanks to efficient and selfless dedication of diligent and competent students and staff. Thank you all for serving and working for the cause of the college! I am proud to lead so professional and committed team!

Wishing you a nice summer and good rest I am looking forward to welcoming you back next Academic Year full of bursting energy and brilliant ideas!



Andis Anghi

Commandant of Baltic Defence College

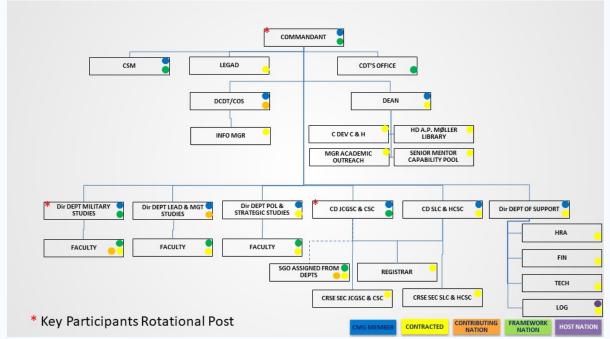
## Chief of Staff Corner

By COL Jean Trudel, Deputy Commandant and Chief of Staff

At time of writing, the Joint Graduation and Flag Inauguration events are behind us. We can now breathe and take stock of what this past academic year has brought to us, from my perspective as your Chief of Staff.

First and foremost, my belief that the Baltic Defence College punches above its weight has been confirmed many times over. The Commandant, in his article, spoke about some of the key initiatives we have been pursuing.

I would add others such as the Development Plan 2019-2027, which was endorsed by the Framework Nations Ministers of Defence while they met here on 19 and 20 June. What this edition does is update and modernize many of its prescription to us while retaining the strategic pillars upon which our activities are based. More importantly, it includes our new structure, which is in effect from August 1<sup>st</sup>.



Some of the key features of this structure include:

- Adopting a leaner management structure;
- Assuming more risk in management and re-investing human resources in faculty support, where it counts most (Academic Assistant for DPS);
- Establishing a formal educational and research support capability centred on the Dean (Curriculum Developer and Manager Academic Outreach Activities);
- Transforming the post of CD HCSC/SLC from deployed to contracted in an effort to bring stability in strategic level and continuing education from 2020 onwards;
- Transferring the directorship of the Civil Servants' Course to CD JCGSC so that Curriculum Developer can focus on education development and quality management; and
- Elevating of the post of College Sergeant Major as a command team partner and entrusting the incumbent by acting as Course Director for the CSELC, as and when agreed by the Framework Nations.

The ministers also agreed to our budget request for 2020 that is set at 2.486M EUR. In net terms, this is a reduction but it also provides an opportunity to look at our practices. For instance from summer 2020, we will by design not fill the post of lecturer in leadership and military ethics, a position that reverts to contracted status when CDR Tirzmalis leaves, for at least one academic year. Instead, we will give Director DLMS a budget of 10.000 EUR to deliver this education package using alternate means. The 2020 Budget is sufficient to deliver our educational mandate but we will need to make realistic assumptions and assume calculated risk.

We also uncovered the College had neglected to pay taxes on contractors hired temporarily. We fixed the matter and we have had to curtail our reliance on external support. This does not mean that we have to stop all guest lecturers, but we need to do so with parsimony.

Another area where we achieved significant progress is the Memorandum of Understanding between Estonia, Latvia and Lithuania on College activities. After three years of limited progress, the Framework Nations and the College under the able hands of the Legal Advisor renewed energy in 2018 and 2019 leading to a product that, by all accounts, will be ready for ministerial approval in the Fall of 2019.

No successes the College has achieved could have been possible without the superb commitment of you all. There is always a risk of forgetting someone when we name people but I will try anyway to single out a few individuals who made this past academic year extra special.

- First our Dean, Dr Sliwa, who has embraced the changes with dynamism, giving a sense of purpose to our transformational efforts;
- He is joined in his new team but two superbly qualified members of the faculty. Ms Kristine Atmante has worked tirelessly to bring about the best in students from the Civil Servants' Course and bring this programme to new heights, blazed the educational requirements seminar trail and remained the driving force of our efforts in achieving course certification and institutional accreditation by NATO. In the future, Kristine will continue to be the locomotive of curriculum development and harmonization.
- Ms Triinu Soomere is also joining the Dean and will work in institutional networking and faculty development. Triinu is eminently qualified and her credentials in critical thinking, research and pedagogical skills will be invaluable in nurturing a culture of continuous improvement in faculty development.
- SGM Peeter Einbaum, who has gone many extra kilometres (literally as well as figuratively) to ensure the conditions for success for the new flag Joint Graduation were well set and established. He, along SGM Koger are also credited with the development of the CSELC. They both worked with minimal guidance and I have full confidence the course will be a success.
- COL Tarmo Ränisoo and his team of merry men (we don't have women yet but I hope this will change) who delivered an exercise in Poland that exceeded all expectations in terms of learning outcomes, a feat given the difficulties and challenges brought about by organizing a pilot course in a different country. If JCGSC is the College's Centre of Gravity, DMS is its critical capability to be protected.



- Dr Viljar Veebel who, with his colleagues from DPS and DoS, delivered a Conference on Russia that was referred to by many in general and one senior participant in particular as the best in a long time.
- Ms Liis Vahe, whose can-do attitude throughout the year was infectious and her drive to help in every way she could confirmed her status as a strong team player. She has brought knowledge management and public affairs to a new level.
- Of course, we always talk about the unsung heroes of DoS under Capt (Ret'd) Roze's leadership.
  As your COS, I deal routinely with the section heads on a day-to-day basis. To Ms Kadri Nestra,
  Mr Raul Koni, SFC Ivo Kardmaa, MSGT Eero Naudi, you have been key pillars throughout the
  year. Thank you.

All 69 of us delivered on all these initiatives and, more importantly, delivered over 100 graduates to our nations to enhance our collective security. This is not a small thing and we should indeed be proud.

But with all these successes, we should not be afraid to also reflect on our failures, and we had a few. It is the sign of a healthy organization to introspect itself, learn and improve. I was underwhelmed by our ability to attract the staff we needed to fill all of our positions. Although manning has improved, we are still struggling with some of contracted positions whose skills are in high demand but there is a low offer on the market. We need to figure out how to head-hunt better. Passive advertisement is not sufficient in many cases. Although it is in general better to go short than go wrong and invariably supported personnel selection committees, we perhaps need to think about taking calculated risks with applicants who display potential to grow.

We have also had instances of friction in personnel, faculty, staff and students. With an organization as diverse as ours is, cultural differences will undoubtedly lead to friction, which if kept unaddressed will eventually undermine our mission and *raison d'être*. Within faculty, we are evenly distributed between civilians and military. I am not convinced that we have unity of thought, purpose and action between us and this is something we perhaps should reflect on. With our small size, we cannot afford to have functional enclaves. We perhaps do not have all the tools in place to mitigate the risk and this is something I want to look into next fall in terms of personnel policies.

All in all, we had another good year. This past academic year was better than the previous year. I am proud to work alongside all of you and am looking forward to another challenging year.

And remember, take what you do seriously, do not take yourself too seriously.





# **Higher Command Studies Course 2019**

By COL Albertas Dapkus, Course Director SLC/HCSC

"Tell me and I forget, teach me and I may remember, involve me and I learn."

Benjamin Franklin



The Higher Command Studies Course's (HCSC) educational framework is based on combined educational approach, including lectures, seminars, small group/syndicate activities and exercises. The HCSC is an adult learning environment organized by the Baltic Defence College.

I am very proud to emphasize that HCSC 2019 was another success story in the history of the College. During this academic year, 21-students from Estonia, Latvia, Lithuania, Germany, Georgia, Greece, Italy, Poland, Romania, Slovakia, Slovenia and Ukraine attended the course.

During those 24 weeks, the students were introduced to the theoretical aspects of security environment, actors, challenges, risks and opportunities. Every participant was equipped with best practices and lightened with the most relevant knowledge, which will help them to be an initial force for good in their respective countries and NATO communities as 'the leaders of tomorrow'.

The structure of the HCSC followed an integrated curriculum. It started with a wide strategic focus on the current and future security environment and then narrowed down

to issues related to strategic resource management and long-term defence planning. Modules were built on one another in a cumulative fashion allowing students to expand and deepen their knowledge on the strategic level. The HCSC is a very intensive teaching and learning environment and students are required to participate actively, conduct individual research and participate in discussions research projects, and exercises. Each module concludes with individual or group assignment. The main assignment is the 'Research Paper in Strategic Studies', which allows students to undertake a research project, looking at the current and future security and defence issues.

The HCSC has established its position alongside other courses at a similar level and delivers added-value education to military and civilian students from the Baltic states, as well as their allies and partners. The HCSC is accredited by several NATO countries at the national level. The curriculum of the HCSC follows Bologna process and fully complies with the ECTS requirements.

#### **Modules of HCSC 2019:**

M1 Framing Strategic Leadership

**M2** Russia and the International Security System: Challenges and Players

M3 Future Security Environment

M4 Generating National Security

M5 Defence Management

M6 Enhancing Deterrence through

Cooperation

The HCSC curricula included two International Study Trips (IST). First Study Trip was conducted as part of Future Security Environment Module and explored defence developments in Norway, Belgium and within NATO and EU structures. During the second IST, the course visited Baltic states (Estonia, Lithuania and Latvia). In this case, students received comprehensive knowledge on threat perception, future development of armed forces and defence institutions.



At the end, I am pretty confident that the HCSC 2019 has fully achieved its aim and learning outcomes and that the students were effectively engaged and competently embraced with current and future developments and fully understood the learning process. However, they all should not forget that 'learning is a continuous process' (David Kolbe 1984). To do so, we must not forget what Admiral Stavridis, former head of SHAPE, said,

'we will succeed and defeat our enemies by outthinking them. To do that ... you need to read, think and write.'

Finally yet importantly, I would like to thank the College Faculty, Senior Mentor, Module Coordinators, Heads of Departments, Support Staff, Guest Speakers and Host Nation for their dedicated work in educating and shaping the Leaders of Tomorrow.



Best HCSC 2019 Student Award: RDMR Alberto Sodomaco Academic Writing Award: LTC Vytautas Sriubas





# Joint Command and General Staff Course 2018/2019

By COL Ilmar Tamm, Course Director JCGSC



The Joint Command and General Staff Course (JCGSC) 2018 – 2019 has reached its grand finale on 20<sup>th</sup> of June 2019 with 61 senior officers and 1 civil servant receiving their diplomas and course badges at joint graduation ceremony in the main hall of Vanemuine theatre. Congratulations to all of you, well done!

I wrote in previous Bugle edition about the learning being like a trip on curvy and hilly road, where the destination is not limited to a single and final stop, because the journey goes on lifetime. Having this notion in mind and looking back to the highlights of the 2<sup>nd</sup> semester I must admit that time has passed fast, perhaps too fast, yet lot of events were conducted and number of learning objectives were achieved. To list just a few of them, I would start with the joint New Year's event, a great initiative by students involving also the newcomers - civil servants to mingle into the family. Next significant events to remember were College 20th anniversary and International Night in the end of February. We were honoured by multiple high level authorities to recognize the 20 years of the establishment of the college, as well as the variety of the food and drinks together with cosy atmosphere made the evening a truly International Night. Your studies concentrating were from

Operational Law, Defence Planning and Management to series of electives, and to NATO Crisis Response mechanisms. The Conference on Russia offered many opportunities to hear and talk with recognized experts in the subject, as well selected students had to prepare and deliver the panel at the conference first time ever, which was worth of effort and well received. Before deploying to the first jointly conducted exercise in Poland, all of the students presented their Research Papers to the faculty and course members. This year's results hit higher scores than past years, a sign of serious commitment to the better quality of the papers.



Perhaps most challenging and at the same time exiting highlight of JCGSC was exercise "Joint Resolve 19", conducted together with War Studies University (WSU) in Poland at the WSU premises. Altogether, 21 days included operational planning and execution phases utilizing NATO Article 5 scenario by multinational teams provided learning environment not only to students, the staff and faculty gained tremendous amount of lessons identified how to improve the exercise for next year. No doubt that it was the Centre of Gravity of the JCGSC, and it will remain so in near future. Last highlight

of the 2<sup>nd</sup> semester were the International study trips to Sweden and Finland, which enlarged our understanding of security and defence matters of non-NATO members in Baltic Sea region. The cooperation and interoperability starts always at personal level, which was vividly demonstrated to us throughout the visit. I am pleased with the strong synergy of the course and professional attitude. Some of you were more visible and active than others, but what matters is that you all did graduate. Please keep judging yourself about the qualities and capabilities you may have hidden and do not be afraid to expose the potential, because most of the challenges and complex problems can and will be resolved with the team expertise and effort.

It was for me the first course to lead, and I am thankful to entire college leadership, faculty and staff, who have supported me to manage this task. My truthful thanks also to the Class Leader Major Bjarne Barslund and to the Class Academic Representative Jevgēnijs Rjaščenko. Both of you have been conduits of trust between the class and me, and it worked extremely well.

I wish all graduates success in your future careers. Keep the network live, because JCGSC was only one stop in the lifelong learning journey!



Commandant's Award: Commander Junior Grade Kjersti Kalstad Brenden

Joint Operations Award: Major Darius Milašius

Academic Writing Award: Commander Junior Grade Kjersti Kalstad Brenden

Class Leader Recognition: Major Bjarne Barslund

Best Course Mate Award: Major Oskars Lejnieks





# Civil Servants' Course 2019

By Ms Kristine Atmante, Course Director CSC/Curriculum Developer and Coordinator and Education Harmoniser



Civil Servants' Course (CSC) 2019 was conducted from 7th January until 12th April 2019 and was unique in many different ways. This course was conducted during the second semester of the JCGSC, which allowed CSC students to take part in several academic and social activities that were organized in this semester - Annual Conference on Russia, International Night and 20th Anniversary Ball. The curricula content was also different from the previous courses - this course included modules on Leadership and Command, Operational Law, Defence Planning and Management, Contemporary Information Environment and a new Module on NATO Crises Response. Additionally, CSC students could choose one of the elective topics and benefit from exploring their chosen topic in smaller groups together with the students of the HCSC and the JCGSC. At the end of course, as every year, CSC students presented results of their individual research projects. After the residential course, three students took part at the Combined Joint Staff Exercise in Poland where they performed the role of legal and political advisers during the execution phase of the exercise.

The variety of the backgrounds among the students was also impressive and the total number of students - 11 course participants, was one of the biggest in the history of the course since 2001. There were 4 students from Estonia, 3 students each from Latvia and Lithuania and 1 student from Germany. This rich and diverse professional background of students is extremely valuable in the education process at the College, and the College will continue inviting course participants from other Ministries and government agencies dealing with security and from outside three Baltic states.

The presence of the CSC at the College is for about three month of duration. All this time the CSC students are attending the same education activities as JCGSC, and they are solving tasks and having discussion in the smaller groups together with their military counter-parts. However, the impact of the CSC and their interaction with the faculty and students from the other courses is much longer lasting and it is an essential building block in the comprehensive or whole government approach to defence. It seems that also from the CSC students' point of from experience international environment, and interaction and learning together with the officers from different countries was the most valuable experience from the course.



I hope that joint graduation marking the College 20<sup>th</sup> Anniversary was another memorable event for CSC students – this was the first time all courses graduated at the same day and had this official celebration together.

Looking ahead, CSC 2020 will be conducted during the second semester of JCGSC and it will start on 13<sup>th</sup> January. However, it will start with a foundation week for the CSC to familiarize them with the fundamentals of the military terminology and military capabilities, and it will include introduction to critical thinking and effective communication skills. Another new addition will be the module on Allied Joint Functions. The CSC 2020 will end with Media Communications Module and the course closeout and graduation on 7<sup>th</sup> April 2020.



Best Student Award: Karola Mänd

Class Leader Recognition: Kert Karelson



# Distinguished Visitors and Visits During the Second Part of the Academic Year

#### **JANUARY**

# 15 JAN Lieutenant General John C. Thomson III, Commander of NATO Allied Land Command



13 FEB Dr. Robert Hamilton and COL Parker Frawley from United States Army War College

#### **FEBRUARY**

19 FEB
Major General John
L. Gronski, Deputy
Commanding
General for Army
National Guard,
U.S. Army Europe



21 FEB Mr Jānis Garisons, State Secretary of Ministry of Defence of Latvia





22 FEB
Mr Vytautas
Umbrasas, Vice
Minister of National
Defence of Ministry
of National Defence
of Republic of
Lithuania



26 FEB
Major General
Martin Herem,
Commander of
Estonian
Defence Forces

27 FEB
Delegation
from Defence
Academy of
the United
Kingdom



6 MAR
RADM Henrik
Ryberg,
Commandant of
Royal Danish
Defence College



#### **MARCH**



7 MAR
Major General
Vasile Toader,
Romanian
Deputy Chief
of Defence
Staff for
Operations
and Training



13 MAR Lieutenant General Leonīds Kalniņš, Chief of Defence of Latvia





# Distinguished Visitors and Visits During the Second Part of the Academic Year

5 APR H.E. Mr Kevin Rex, Ambassador of Canada to Estonia, Latvia and Lithuania



#### **APRIL**

11 APR H.E. Mr Timo Kantola, Ambassador of Finland to Estonia



**10 APR** 

Delegation of

Natolin Campus of

#### **16 APR**

Lieutenant Colonel Michael Alexander, Commander of 3rd Regional Security Assistance Command



**17 APR** 

Delegation of United States Army War College



#### 24-25 APR

Major General Genadi Tavaratsvan, Commandant of the National Defence Research University of Defence Ministry of Armenia



2 MAY Major General **F**lemming

Mathiasen, Commander of Headquarters Multinational **Division North** 



#### MAY



#### 9 MAY

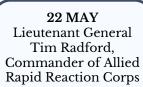
Mr Sven Sakkov, Director of International Centre for Defence and Security



Viktoras Pranckietis, Speaker of the Seimas of the Republic of Lithuania

**19 JUNE** 

Professor





**26 JUNE** Mr Edgars Rinkēvičs, Latvian Minister of Foreign Affairs



#### JUNE



27 JUNE VADM Fritz Roegge, President of National **Defense University** 

### **Academic Events & Research**

By Dr hab. Zdzislaw Sliwa, Dean

During the 2nd half of the Academic Year 2018-2019, BALTDEFCOL continued to expand the knowledge of faculty and students through various academic activities focused on current defence and security related issues. The programme included conferences, roundtables and seminars, which were conducted in close cooperation with other professional military education organisations and centres of excellence as essential constituents of a proactive approach to education. Those activities were linked with the 20th anniversary of the Baltic Defence College as organization and were aimed to underpin education within respective courses.



One of the most successful and important academic events this year was the Fifth Annual Baltic Defence College Conference on Russia titled "Western Responses to Non-Linear Challenges from Russia". The conference concentrated on the concept of trans-Atlantic deterrence of Russia and its importance for security in wider-Baltic region, the multiple Russian military exercises in 2017-2018, the lessons learned from Russia's actions in Ukraine, as well as the potential threats emanating from Russia's military modernisation. A special attention was paid to the NATO's 70th Anniversary and 15th anniversary of

accession of the Baltic nations to NATO and European Union. For the first time in the history of the conference, BALTDEFCOL current and former students delivered the Student and Alumni Panel, which was connected with embedding the conference as an integral component of our courses' curricula.

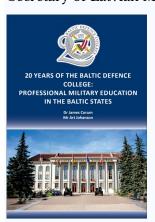


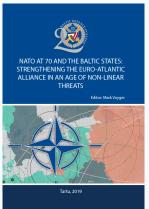
The round table discussions with experts and practitioners, e.g. former Estonian Chief of Defence, General (ret) Riho Terras and former Minister of Education and Science of Latvia, Professor Tatjana Koke, provided the students an opportunity to discuss the key defence-related issues of the day. The sessions like that are allowing following current developments in the Baltic region and beyond.



BALTDEFCOL staff and faculty members have also educated themselves and others in various external seminars and conferences, including French-Baltic Foreign and Security Policy Seminar, Europe-Ukraine Forum, Ottawa Conference on Security and Defence, International Scientific Conference of Military Academies/Universities, Lennart Meri Conference, NATO Defense College Conference of Commandants and other international academic events.

In February, a new edition of BALTDEFCOL History Book "20 Years of the Baltic Defence College: Professional Military Education in the Baltic states" by Dr James Corum and Mr Art Johanson saw the light of day. The edition was marked by the book launch with contribution of recognized persons who are familiar with the College history including: Mr Vytautas Umbrasas, Vice Minister of Lithuanian Ministry of National Defence, Mr Erki Kodar, Undersecretary for Legal and Administrative Affairs of Estonian Ministry of Defence, and Mr Janis Garisons, State Secretary of Latvian Ministry of Defence.





In June, BALTDEFCOL held another book launch. The security related book is titled "NATO at 70 and the Baltic states: Strengthening the Euro-Atlantic Alliance in an Age of Non-Linear Threats ", and was edited by Mark Voyger. The book covers various aspects of regional security and is published in the framework of BALTDEFCOL's 20th Anniversary. Several noticeable individuals have contributed to

the book making it a valuable and up-to-date reading for political and military leadership and academics interested in developments in a variety of security domains. Some authors of chapters including Ambassador Eitvydas Bajarunas, Ambassador Grzegorz Kozłowski, Mr James Sherr and Dr Viljar Veebel provided their thoughts related to regional aspect of security and NATO future.

BALTDEFCOL's faculty has also been active in writing different publications covering military, strategic, security-related, international and historical issues. Those are available on the college Website as contribution to academic debate within specific areas of expertise. One example is

the International Centre for Defence and Security report "To the Seas Again: Maritime Defence and Deterrence in the Baltic Region" developed in cooperation with BALTDEFCOL.



The important factor has been extended cooperation with the University of Tartu marked by cooperation in organizing academic events and support for faculty development. The College was also extending cooperation with other academic institutions like the Warsaw-based War Studies University, the Royal Danish Defence College, the Führungsakademie der Bundeswehr, the Vidzeme University of Applied Sciences in Valmiera, the Natolin Campus of the College of Europe,

# Combined Joint Staff Exercise Joint Resolve 2019

By MAJ Uku Arold and MAJ Andres Sarits, students of JCGSC 2018-2019

From 5<sup>th</sup> to 25<sup>th</sup> of May 2019, Baltic Defence College (BALTDEFCOL) and Polish War Studies University (WSU) carried out a full cycle of Command Post Exercise (CPX) Joint Resolve 2019 in Warsaw. The exercise gave all students a great opportunity to plan and execute at the operational level. In addition, exercise facilitated the networking between the future military decision makers of the Baltics states and Poland as well as NATO and PfP countries in general.

The exercise was prepared and executed jointly by faculties of BALTDEFCOL and WSU. The training audience from BALTDEFCOL side consisted of Joint Command and General Staff Course (JCGSC) 2018/2019 and few members from Civil Servants Course (CSC) 2019. From WSU side, the Higher Operational Strategic Course (HOSC) 2018/2019 acted as a main training audience, complemented by some members from other courses. Fictional scenario was used for setting the framework for the exercise. This provided very realistic operational environment in order to rehearse how to defend Baltic states against conventional threat.



The exercise consisted of two phases – map exercise (MAPEX) and computer assisted exercise (CAX). During the MAPEX, three Joint Operational Planning Groups (JOPGs) were established who simultaneously worked with the same task. Each of JOPGs was supervised by senior mentors. In addition, all JOPGs were guided by a head teacher and by subject-matter experts, who gave useful tips from their experience. All crucial aspects of contemporary operational environment with the full complexity of political and informational realms were carefully considered. After Commander's Decision Brief, one of the JOPGs' course of action was chosen for implementation.

The second – execution phase (CAX) was a challenge for every member of the training audience as the staff roles were shuffled. Now the students had the opportunity to experience appreciation of recent work products of fellow officers. It provided a good lesson on the importance of producing quality products during the planning phase of which to exercise.





WSU provided a wide spectrum of host nation real-life support (RLS) that was complemented by dedicated RLS team from BALTDEFCOL. The welcome reception and social events especially stood out as a delicious experience with additional socializing opportunity for BALTDEFCOL and WSU. On cultural day, BALTYDEFCOL participants had an opportunity to enjoy the vivid life of Warsaw through guided hiking tour in vast parks and from the scorch rebuilt impressive old town. It is worth to mention that Poland is a dedicated 'beer-country' that contributes to keeping officers' mind in shape during the intermezzos of operational analysis.

On 25<sup>th</sup> of May, the Polish Air Forces' most prestigious state official plane landed tired, but more experienced and happy BALTDEFCOL team back onto Tartu airfield. The success of the regional military educational co-operation will not end there. As the commandant of the BALTDEFCOL, MG Andis Dilāns, stressed the importance of exercise Joint Resolve 2019 as a common effort to educate senior staff officers for future national or multinational assignments at the operational level. He is proud and pleased with the results the two professional military education institutions have achieved in a relatively short period of time.



#### Class Leader's Flashback

By MAJ Bjarne Barslund, Class Leader of JCGSC 2018-2019

A Class Leader perspective after completion of Joint Command and General Staff Course (JCGSC). Our adventure in the Baltic Defence College (BALTDEFCOL) ended on Thursday, 20 June 2019 as one of the final ceremonies commemorating the Baltic Defence College's 20<sup>th</sup> Anniversary year.

Our class was a unique class, whether it is because we were among of the biggest class in the history of BALTDEFCOL or the fact that we were 13 nations joined together. 13 nations is only a small part of the class, what made the class unique was the composition of Army, Navy, Air Force, Home Guard, National Guards and Active duty soldiers. That is unique, there was not the branch that we did not cover with our composition, and this is unique.

The BALTDEFCOL has been a beacon of success for collaboration among the three Baltic states - Estonia, Latvia, and Lithuania - this year's course has helped to shape the future of officer development and education in these nations. Distinguished guests and lecturers from around the world and various industries provided their insights into challenging security concepts, giving the class the unique opportunity to discuss these topics with senior military and civilian leaders in an open environment. The JCGSC incorporated several new modules and electives focusing on the latest trends in defence and security matters, giving students theoretical and practical foundations in cyber, information, and energy security, among many others. These lessons help ensure that the next generation of Baltic military leaders are prepared to address the future challenges faced by the region and the NATO alliance.



As a distinguished first for the course, the Class of 2019 conducted Exercise Joint Resolve 2019 with the Polish War Studies University - the first NATO Operational Planning exercise combining multiple nations' war colleges. This combined joint exercise tested the students' knowledge about joint operations accumulated over their year of studies, culminating in a weeklong simulated execution phase, which placed students in roles as an operational headquarters in action.

Despite the stresses that a return to the educational environment can bring (no one will soon forget the many sleepless nights spent in preparation for the first term's oral exams), JCGSC 18/19 made sure to enjoy the many offerings of Tartu and the surrounding region. Be it as small groups of friends, an entire syndicate, or the class as a whole, nearly the entire country of Estonia has seen some representation from the class this past year. A brave troupe of Lithuanian fishermen frequented the ice and shores of Lake Peipsi almost weekly. Travelers of all sorts sought out new cities and sights throughout the region, sometimes by foot and often through

any scenic mode of travel. Many students learned to cross-country ski for the first time on the ski paths in and around the college. Tartu, Riga and Latvia's hockey teams have won exhilarating games under the cheers and waves of JCGSC 18/19 students' support. Escape rooms have been unlocked, old cabins have been warmed on winter nights, and the songs of the Forest Brothers filled the air with life once again. Students shared their skills for cooking and pasta making, students learned to dance, learned a new language.

All this ties back to the most given piece of advice students received: networking. Given the variety of military backgrounds, students were more likely to find themselves building bonds over shared interest. The class began a new tradition for a Joint New Year Party for the entire BALTDEFCOL and this will be passed on to the next course along with the social events in the only building of its kind, holding the world record with the highest meter to the ceiling.

With these many memories, the students of JCGSC 18/19 returned to their homes with fond memories of Estonia, its people, and the many friendships that flourished in Tartu.

As the academic year and the BALTDEFCOL's 20th Anniversary draw to a close, we now look to the future. This course and this college have only set the foundations for success. It is with continued dedication to life-long learning, professional development and commitment to service that we will carry our nations and our alliance forward. The ability to think critically about the world around us is a challenging skill that requires constant effort and refinement. Nevertheless, it is perhaps the most defining tool for any military leader in the Information Age. While technologies and tactics get the most attention, they are only as good as the quality of the people who use them. The next generation of military leaders have the tools they need to move forward. It's now up to us to develop them further and to use them wisely in the years to come.

To everyone's continued successes, and to the security of the homelands.

# Changes in Staff

Each new academic year (AY) brings changes to the composition of BALTDEFCOL Staff and Faculty. The second half of AY 2018-2019 was no different.

This semester, two new members - Ms Agnieszka Hanna Kunz and SFC Mati Sarap joined the BALTDEFCOL family.

At the end of the AY 18-19 we are saying good-bye to COL Yrjö Lehtonen, LTC Vygandas Vilciauskas, LTC Maris Gavrilko, CDR Fredrik Sund, Dr Kristina Prišmantaite, Mr Mark Voyger and Ms Kersti Õsso.

Warm welcome and fond farewell!







## **Medals and Awards**

During the Honours and Awards Ceremony on 18th of June, the Baltic Defence College Medal of Merit Silver was awarded to Ms Liis Vahe, Mr Oliver Toots. The Baltic Defence College Service Cross was awarded to LTC Riho Tammistu, Dr Viljar Veebel, LTC Maris Gavrilko, LTC Vygandas Vilciauskas and COL (ret) Zeljko Idek.

In addition, Minister of National Defence of the Republic of Lithuania Mr Raimundas Karoblis awarded the National Defence System of the Republic of Lithuania for Meritorious Civilian Service Medal to Ms Kadi Salu and Personal Award to CAPT Navy (ret) Juris Roze and Mr Oliver Toots. LTC Riho Tammistu received the Lithuanian Armed forces Medal of Merit from the Chief of Defence of the republic of Lithuania LTG Jonas Vytautas Žukas.

The Republic of Latvia Minister of Defence award - Medal of Honourable Merit for Contribution to Armed Forces Development was awarded to COL jean Trudel, Dr. hab Zdzislaw Sliwa and Mr Olavi Jänes.

The Award of the Commander of National Armed Forces of Republic of Latvia – Medal of Merit in Service, 2nd Class was awarded to COL Tarmo Ränisoo, COL Albert Dapkus and SGM Peeter Finbaum

The Estonian Defence Forces Distinguished Service Cross was awarded to LTC Vygandas Vilciauskas, LTC Maris Gavrilko and Ms Kristiina Tagel.

Congratulations to everyone and keep up the good work!

# Hall of Fame

On 26th of February, Major General Martin Herem, Commander of Estonian Defence Forces, was inducted into the BALTDEFCOL's Hall of Fame.





The Hall of Fame was established in 2016 to provide a prestigious and visible means of recognition to graduates of Baltic Defence College who have attained, through military merit, the highest positions in their nation's armed forces, or who have held an equivalent position by rank or responsibility in public institution. MG Herem is a graduate of the Baltic Defence College's Senior Staff Course 2001/2002 and Higher Command Studies Course 2012. He is also the first Estonian educated officer to hold the position of the Commander of Estonian Defence Forces since Estonia's restoration of independence. MG Herem noted in his speech that one of the most valuable assets he has gained from BALTDEFCOL is the knowledge about military cultures of different countries.



#### **BALTDEFCOL COMMUNITY**

# 20th Anniversary Ball

By MAJ Andres Sarits, student of JCGSC 2018-2019

On 22 February 2019, the Baltic Defence College hosted their 20th Anniversary Ball. All the BALTDEFCOL staff, former staff, students and special guests were kindly invited to participate. It was a glamorous and memorable event, and hopefully it will became a new tradition of BALTDEFCOL.

The receiving line included the Commandant, Major General Andis Dilāns, and Chief of Staff, Colonel Jean Trudel, along with their spouses. They personally greeted participants before they entered the Main Hall. Faculty members and students received a handshake with BALTDEFCOL anniversary coin from the Commandant.

The event included dancing which was facilitated by Estonian singer Helin-Mari Arder and Estonian Defence Forces brass band. The Anniversary Ball was one of the last performances by the conductor, LTC Peeter Saan, before his retirement. Other exiting entertainment was provided as well. Initially a magician Kevin Chris provided a mentally challenging performance. For some it was even a psychological challenge, by lending their arm to the magician to help him to guess under which cup the sharp nail was hidden. Later on, the Estonian performance artist, Peeter Jõgioja, provided an awesome fire and drum show. During the show, all the guests had a possibility to participate by beating table top drums, which were provided by Mr. Jõgioja. At the end of the show, the guests were allowed to keep the drum sticks as gifts which included the imprint of the 20th Anniversary Ball into them.

Finally, many thanks to the organizers who put in great effort in order to make the Anniversary Ball happen. As it is already stated in the beginning, let us make it a new BALTDEFCOL tradition!



# **Staff Team Building**

BALTDEFCOL regularly organises staff retreat and team building activities as part of staff engagement programme. Team building activities not only bond employees closer but also motivate them, creating a positive workplace environment. These activities help to improve internal communication and productivity, boost morale and encourage teamwork.

In April, BALTDEFCOL Staff gathered in Sõbra Keskus for another great evening of traditional Challenge Cup on "Rolling Easter Eggs" - bowling. After being divided into several teams, it was time to have some fun. First round was a warm-up, followed by the real competition. The air was filled with tension. Everywhere you looked you could see concentrated faces calculating their next move. However, this didn't stop the participants to cheer each other and enjoy themselves. This manifested in joyous victory jumps and victory dances after "STRIKE" was displayed on the screens. The whole evening was spent in friendly and pleasant atmosphere. The winner of this competition was team no. 5- Raul, Taavo, Juris and Oliver with 2 game average score of a team 278 points.

Congratulations to the winning team!



From time to time it is good to get out of the office and spend some time in the nature as nobody likes to be indoors all the time. Outdoor activities not only encourage staff to work as a team but are also a good encouragement to a healthy lifestyle. This year, BALTDEFCOL end of the year Staff Meeting was held in Emajõe-Suursoo Nature Reserve. The meeting started with the review of the Academic Year 2018-2019 – reflections and way ahead. It was followed by an extremely fun team building challenge and nature walk. As it is said "significant results can actually be achieved when fun is involved."



BALTDEFCOL Staff is now ready for a sunny and relaxing summer holiday to reload the batteries and start the new Academic year with new energy and brilliant ideas.

