Aspects of NATO

NATO Defense College
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A series of pamphlets on the various activities of the North Atlantic Treaty Organization. These booklets may be obtained free of charge by applying to the NATO Information Service, Porte Dauphine, Paris (XVIe).
‘Freedom is not something just to have, it must be won, over and over—again and again.’ This familiar quotation typifies the spirit that exists throughout the Atlantic Alliance.

The NATO Defense College is assuming ever greater importance as an institution dedicated to being a living example of this spirit.

CONCEPTION AND HISTORY

The need for a NATO Defence College was first voiced by General Eisenhower, then Supreme Allied Commander Europe, in a message to the Standing Group in 1951.

This message, now an historic document, expresses clearly the concept of this college:

‘My efforts thus far to find suitably trained staff officers for key positions on high level NATO staffs and my discussions of NATO problems with officials associated with National and NATO agencies have convinced me that there is a high priority requirement to develop individuals, both on the military and civilian side, who will have a thorough grasp of the many complicated factors which are involved in the problem of creating an adequate defence posture for the North Atlantic Treaty area. The venture upon which we are now embarked is so new to all of us, and the problems which it raises are on such a different scale from those which have hithertofore confronted the member nations, that we are continually faced with a necessity for exploring new approaches and for broadening our points
of view. This means that we must constantly be on the look-out for individuals who are capable of adapting themselves to this new environment and who find it possible in a reasonably short time to broaden their outlook and to grasp the essentials of this challenging problem sufficiently to shoulder the responsibilities inherent in this new field.

These considerations have brought me to the conclusion that it is highly desirable to establish in the near future a NATO Defense College for the training of individuals who will be needed to serve in key capacities in NATO organizations. It should be under the general direction of the Standing Group or of the Council Deputies, or of both. Its students should consist of carefully selected officers of the military service probably of the grade of colonel or equivalent, who are considered of suitable calibre for later assignment to key NATO military posts, and also of selected National civil servants who may later be made available to serve in key NATO posts. The course might include a study of military, political and economic factors which influence our NATO defence efforts, as well as a consideration of specific problems in both the military and the political fields for which satisfactory solutions may not yet have been found. The Imperial Defence College in London, the National War College in Washington and the Institut des Hautes Etudes de Défense Nationale in Paris are examples of the type of school I have in mind.'

The North Atlantic Council duly approved
this suggestion and appointed Admiral Lemonnier of the French Navy as the first Commandant.

The French Government generously made available the ‘Artillerie’ wing of the Ecole Militaire at the southern end of the Champ de Mars for its location. On November 19, 1951, the NATO Defense College, the first modern military international educational establishment, opened for its first course. Since that date over one hundred officers and civil servants per year have been graduating. Many of these have filled or are filling key positions within NATO itself, or serve with national military and civilian staffs.

An important change in the history of the College, occurred in the spring of 1966 when the French Government decided to cease its participation in the activities of the College and request its transfer from French territory. The 29th Course, the last to be held in the Ecole Militaire, came to an end on July 23, 1966, and the College began preparations to move. At the Ministerial Meeting in Brussels in June 1966, the North Atlantic Council extended a unanimous invitation to Italy to provide a new site for the College and on September 12, 1966, the Italian Government acquired new quarters for the College in the EUR District of Rome.

The EUR is a large suburb on the southern edge of Rome, chosen to be the site of a Roman Universal Exhibition planned for 1942. Now it is destined to become a garden city of Rome and a centre of international activities, to which the NATO Defense College, located in one of the newly constructed buildings of ad-
vanced Italian architecture, will certainly contribute.

In the autumn of 1966, the College moved to Rome and prepared for the start of the next course at the beginning of 1967.

At the opening ceremony in 1951. Seen here are Lord Ismay, Secretary General of NATO, Field Marshal Montgomery, Deputy Supreme Allied Commander, and Admiral Lemonnier, the first Commandant of the College.
MISSION

The mission of the College has been laid down by the Standing Group, executive agency of the Military Committee until 1966, as follows:

Assist the development of NATO forces into a unified efficient combat force, by training selected personnel in the following:

(a) Organization and aims of the North Atlantic Treaty and major factors involved in common defence;
(b) Problems concerning the preparation and conduct of NATO forces for war;
(c) Organization and working methods of NATO bodies and staffs;
(d) Language comprehension of French or English according to the needs of the individual faculty officers and members.

In order to provide more specific guidance to the faculty and to meet ever-changing conditions the mission has been further interpreted as follows:

(a) To train senior officers and civil servants, whose work may bring them in touch with defence policy, to exercise high command and staff functions in the NATO Alliance itself, or in national appointments which deal with NATO questions.
(b) To present the overall threat of the Communist world in the military, political, economic, scientific, and social fields; and to study the Allied defence problems posed
by this threat in the perspective of changing world conditions.

(c) To survey relations with powers outside the Alliance, the United Nations and other international organizations.

(d) To broaden the outlook of members and to promote mutual understanding by comparing national and international attitudes and policies, so that all may cooperate in the solution of common problems and assist in strengthening the unity and effectiveness of the Alliance.
ORGANIZATION

The College is under the overall direction of the NATO Military Committee.

The Commandant, NATO Defense College, is of Lieutenant General, equivalent or higher rank. He is selected from the most suitably qualified individuals available from any NATO country. His appointment is normally for a period of two to two and a half years.

The Commandant is assisted by a faculty consisting of three military deputies, one civilian deputy and a number of military and civilian faculty advisers. The deputies usually have the rank of Brigadier General or equivalent. The faculty advisers are of the equivalent rank of full colonel and the civilian members of the faculty are normally drawn from the diplomatic services. All faculty members are provided by the various NATO nations.

The members of each course are drawn from the military and civilian departments of NATO nations on an agreed quota. The civilian members have come predominantly from foreign services. However, in recent classes they have been also drawn from Ministries of Defence and other Ministries; this has increased the civilian component of the student body to about one quarter. The maximum number of members is 60.
The Artillery Wing of the Ecole Militaire in Paris, site of the College from 1951 to 1966.
INSTRUCTION

The two official languages of the College are English and French. A member should be basically fluent in one of the two. Lectures are conducted in either of the two languages at the discretion of the speaker. A team of well-qualified interpreters makes simultaneous translation available to the members during all lectures and general discussion periods. In addition, each member of the course and faculty receives language instruction every morning the College is at home. The individual normally takes instruction in the language with which he is least familiar. The College utilizes the latest electronic language teaching devices. This language instruction provides an easy atmosphere in which to learn, and it develops a spirit of comradeship that extends into other aspects of life at the College.

As in the case of most national war colleges, pure instruction as such has little place in the curriculum. The opportunity for mature men, with such varied experience, to exchange ideas and discuss personal reactions to the course permits a class to generate a unique international academic atmosphere. The Commandant, the deputies and all members of the faculty coordinate subjects, secure lecturers and endeavour to promote an atmosphere which is thought-provoking.

The members of the course are divided into committees, each with a faculty adviser assigned to it. The composition of the committees is frequently modified during the course in order
that every member may have an opportunity to work with as many different colleagues as possible.

Lectures are normally given every morning by prominent personalities from the fields of politics, command, strategy, government, economy and the social sciences.

Following a brief break, at the completion of each lecture, the speaker answers questions from the members, and this often leads to discussion at least as profitable as the main talk.

The afternoons are mostly occupied with committee work. This committee work allows members open, sincere, but often strictly confidential exchanges of thought on the political, economic and military problems with which NATO is directly or indirectly confronted. It is in these committees which are composed of seven or eight members of different nationalities, that various national outlooks are brought face to face and that the particular approaches of the services are examined. The serious, and sometimes lively debates normally result in commonly agreed solutions.

The committee system has determined the method of discussion and exchange of thoughts; the members can be prepared for the lectures by committee discussions and the lectures can be discussed and commented on afterwards within the committee framework; this offers the faculty the additional advantage of learning the members' reaction on the lecture programme so that, if need be, the programme can be modified.

In the committees, introductory discussions
take place on the history and development of NATO and on the role and organization of the various armed services, but the most important aspect of committee work is the solution of the so-called committee problems. After the introductory stage of the course, the committees are required to produce a written solution to more complex problems affecting the Alliance.

Finally, the course includes a number of instructional tours. Each course goes to the United States and Canada during a North American tour, and to most of the European NATO nations during a European tour; further short visits are made to major NATO headquarters and military or industrial installations.

During these tours, briefings are given the course by national authorities, leading industrialists, and NATO commanders on the spot.

National representatives of those countries which cannot be visited during a particular course present national problems at the College.

The tours are so arranged that members have a chance to learn something of the national heritage of each country, thus increasing their knowledge and understanding of their allies. This is of fundamental and lasting benefit to all participants.

In addition to the College activities, members and their wives can meet at various social events. Some of these are arranged by the College, including cultural visits on Saturday mornings, but much of the social life is organized by the members themselves.
ANCIENS MEETINGS

Former members of the NATO Defense College gather each year when the 'Anciens' of the College have a three-day summer reunion; their activities, both instructional and social are centred round the College, but future reunions may be held elsewhere. Of the 'Anciens' who have attended the NATO Defense College well over 150 take part in these annual reunions.

These reunions are gaining in importance since they help to keep the 'Anciens' up-to-date with the latest problems and developments of the Alliance. It has become customary not only to organize lectures by outstanding personalities, but also to organize group discussions and panel debates, during which the participants are granted the opportunity for profound and sincere exchanges of thoughts, as was the custom during their particular course.
The new site in Rome, where the College occupies the front building and a part of the main building.
CONCLUSION

In conclusion it is appropriate to quote the words of Admiral Lemonnier, the first Commandant, at the opening of the College in November 1951:

‘In brief, we will get used to thinking and working together, with a team spirit, so that tomorrow each of us will be convinced that national interests must be in accord with the community’s interest. Then, wherever we will be, we will try with all our strength, with all our faith, to help NATO—a step on the road of the United Nations—be more efficient, more powerful.

We are proud in this College to contribute to the development of a spirit of co-operation among the élites of our nations, for although technical knowledge must remain the backbone of our doctrines, they will be useless unless they are given life by the breath of the spirit!

And we believe that the task which is ahead of us will be fulfilled more surely if, at the end of the courses, all those who attended them are united, as I hope, by the precious bonds of friendship.’

These bonds of friendship, and this mutual understanding result from sincerity and intellectual honesty. National biases are being overcome in the College, but not before they have been confronted; mutual understanding is achieved, but not without open, sincere, and sometimes passionate debate.
It is within this spirit that the motto of the NATO Defense College was born:

'UNITATEM ALENTES'
### SOME STATISTICS INCLUDING THE 29TH COURSE (1966)

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| Total          | 299  | 573  | 347       | 360*     | 1579* |

* Including two feminine members.
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|       | 42   | 67   | 36       | 18      | 163   |

In addition, France has provided on a continuous basis 4 officers, 13 NCO's, 23 enlisted men, 13 members of the Garde Republicaine and the necessary material for the logistic support of the College. This responsibility was taken over by Italy, when the College moved to Rome. The yearly NATO Defense College budget from NATO funds amounts to 1.75 million French Francs, which is about one tenth of the price of a strategic bomber.
The following pamphlets have appeared in this series:

- NATO's Military Development
- Political Consultation
- NATO and Economic Problems
- Defence Production and Infrastructure
- AGARD in Science and Defence
- Pipelines for NATO
- Scientific Co-operation
- Emergency Planning
- Airspace Co-ordination
- Analysis and Text of the North Atlantic Treaty
- The NATO Defense College

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