



Clemmesen Strategic Consult

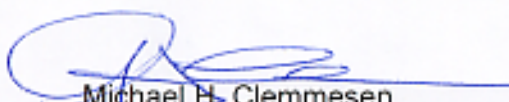
12-06-2005

To The Commandant of the Baltic Defence College

Subject: Ending my Formal Relations with the Baltic Defence College

1. Earlier this year I entered into a contract with the College to further develop and mentor the 2005 Higher Command Studies Course (HCSC).
2. In May I accepted to take an informal role as your consultant in relations to College management issues – an involvement that I had previously rejected as improper.
3. This change of mind, this acceptance, was a fundamental mistake on my behalf. It was - in its nature - in conflict with my purely faculty role in relation to the HCSC. It led to contradictions and deep, unnecessary misunderstandings because of our differences in background, personal style and expectations.
4. The events in relations to the consultancy made me realise that even if the HCSC is important for the future, on balance it is the best solution that I make a clean break, leaving you to consolidate the College as a Baltic owned and led institution without me in the building.
5. I have done enough for Estonia, Latvia and Lithuania since 1990. Best for all that I end now.

Your


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