

Alfred Bader

Queen's University

200 [Correspondence and minutes]

QUEEN'S UNIVERSITY ARCHIVES	
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October 25, 2001

Dear Alfred and Isabel,

First, please accept my sincere apologies both for the delay in assembling these materials for you, and also for resorting to the courier service to send them to you ... I wanted to ensure that they reached you before you left for England.

I am enclosing several things:

1) Endowed Fund Reports for the following funds:

- a) Bader Art Restoration-Conservation Fund
- b) Bader Fellowships
- c) David C. Smith Memorial Fellowship in Economics
- d) Alfred Bader Scholarship in Chemistry
- e) Alfred Bader Scholarship in Art History
- f) Alfred Bader International Study Award
- g) Alfred Bader Prize in Jewish Studies
- h) Herbert and Stella Overton Awards in Music
- i) Herbert and Stella Overton Prize in Drama
- j) Isabel Bader Bursary in Textile Conservation
- k) Isabel Bader Award for Costume in Drama
- l) The Martin Wolff Memorial Prize

Alfred, the reports on the following are in process now:

- m) Alfred and Isabel Bader Award (for non-Ontario Students)
- n) Chair in Jewish Studies
- o) Bader Chair in Organic Chemistry
- p) Bader Chair in Northern Baroque Art



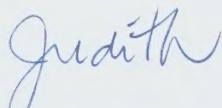


- 2) A copy of the *Prospectus*, for which we used a piece of your personal history. I have indicated the page (10) for your reference.
- 3) A copy of the University's "gold book", with information about members of the Board of Trustees
- 4) Your copy of the final signed Terms of Reference for the David C. Smith Memorial Fellowship in Economics and a Queen's certificate of appreciation to you as its creators
- 5) Some updates from the school of music, including an article from a professor who taught at the ISC for a term (*please ask Isabel's forgiveness for the typo in her name – School of Music sends its apologies*)
- 6) Official charitable receipts for your first three gifts of shares. We are preparing the acknowledgment for the latest gift now, and I will send it by regular mail.

Alfred, I had a good conversation with David DeWitt yesterday. We spoke of his travel; I have also spoken to Dorothy Farr who is supportive of making this a more reasonable figure given the demands of the position. More on that as final details are worked out.

Finally, I wish you both the happiest of stays in England – I know you will be meeting with the Principal and trust that this will be fruitful and enjoyable. And I particularly wish Isabel many happy returns for November 1<sup>st</sup>.

Take best care,



Judith

1. I have the honor to acknowledge the receipt of your letter of the 15th inst. in relation to the above-mentioned matter. I have the honor to inform you that the same has been forwarded to the proper authorities for their consideration. I am, however, unable to give you any definite answer at this time. I will endeavor to advise you again as soon as I have received further information. I am, Sir, very respectfully,  
Your obedient servant,  
John Doe

John Doe  
Secretary



November 12, 2001

Memorandum of Understanding  
between  
Alfred Bader  
and  
Queen's University

Regarding Dr. Alfred Bader's gift to the Queen's International Study Centre (ISC) at Herstmonceux.

Dr. Alfred Bader commits that he will:

- 1) Gift to Queen's 5 million pounds sterling over a 5 year period beginning in 2001 to be expended in support of the ISC, its operations and programs, at a rate of up to 1 million pounds sterling per year beginning in Queen's fiscal year 2002-2003 and continuing through fiscal year 2006-2007.

Queen's University commits that it will:

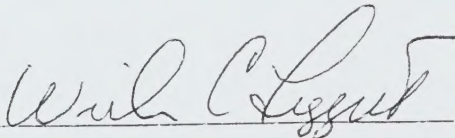
- 1) Make best efforts to ensure the long-term academic and financial viability of the ISC. This will include: a) an international search for a new Director with a record of success in such endeavors; b) appointment of the Director for a period of up to 5 years.
- 2) That it will not terminate the ISC's academic program or dispose of the Herstmonceux property prior to 2006 - 2007.
- 3) That, in the event that a sustainable break-even financial position for the ISC is achieved prior to 2006-2007, the funds remaining from this gift will be retained in an abeyance account for future uses by Queen's. The use of these remaining funds will be determined through discussions

by ~~between Alfred Bader or his designate and Queen's University;~~

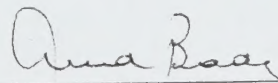
*Following discussions with WCL*

Alfred Bader and Queen's University jointly agree that:

- 1) The details of expenditures from this gift, as they relate to ISC operations, shall be at the discretion of Queen's, with the understanding that they are intended to facilitate the transition to a sustainable and successful academic and financial operation at the ISC.
- 2) Should exceptional circumstances arise prior to 2006-2007 to render progress toward the academic and financial goals sought for the ISC unachievable, Alfred Bader or his delegate and Queen's University would, together, review and amend these commitments as appropriate



William C. Leggett  
Principal and Vice-Chancellor



Alfred Bader

Nov. 19 2001  
Signed at Herstmonceux







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December 13, 2001

Dr Alfred & Dr Isabel Bader  
2961 N Shepard Ave  
Milwaukee, WI 53211  
UNITED STATES

Dear Alfred and Isabel,

I write with warm thanks to acknowledge the pledged commitment which you have made in support of the International Study Centre at Herstmonceux. This latest expression of vision and foresight comes at a pivotal moment in the life of the ISC, and is truly inspiring in its generosity and boldness.

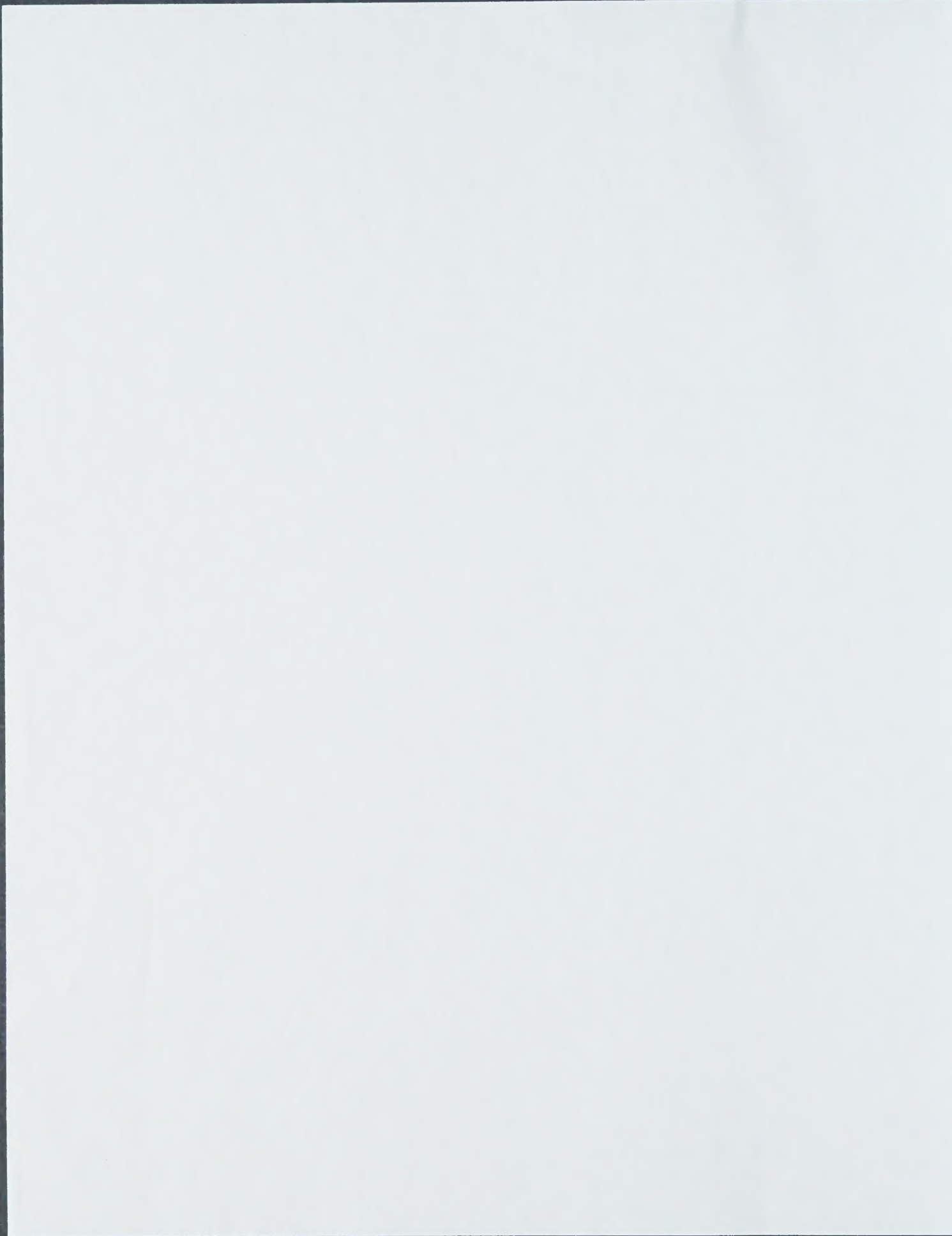
Consistent with the November 12 2001 *Memorandum of Understanding*, the pledged support of 5 million pounds sterling (\$11,219,000.00 Cdn) will be gifted to Queen's over a 5 year period beginning in 2001. A charitable receipt will be forwarded to you after each pledge payment is received; acknowledgment of the first such payment should have reached you by now.

I wish you both Seasons Greetings, and hope that the year 2002 brings you and your family good health and happiness.

With very best wishes,

George N. Hood  
Vice-Principal (Advancement)









INTERNATIONAL STUDY CENTRE  
Queen's University (Canada)

HERSTMONCEUX CASTLE  
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UNITED KINGDOM

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**Minutes of the AGM of Herstmonceux Castle Friends  
held on Wednesday, 14 November 2001**

**Present:**

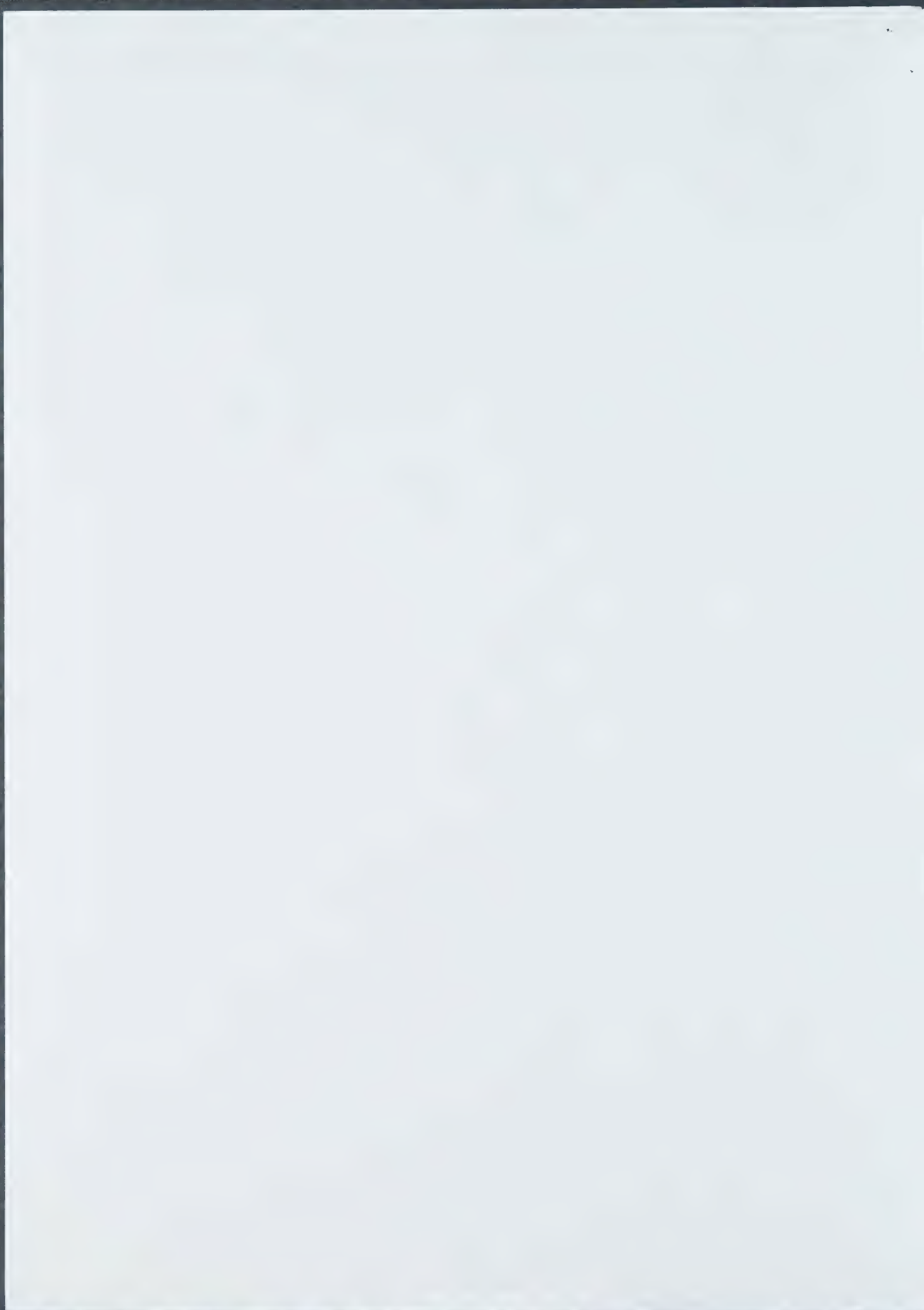
<b>Mr. Stephen Phillips (Chair)</b>	<b>Mrs. Jean Lovatt Smith</b>
<b>Dr. Alfred Bader</b>	<b>Miss Angela Minchin</b>
<b>Dr. Isabel Bader</b>	<b>Dr. Patrick O'Neill</b>
<b>Mrs. Margaret Basher</b>	<b>Mrs. Trudi O'Neill</b>
<b>Mr. Richard Basher</b>	<b>Mr. Cyril Page</b>
<b>Miss Camille de Kok</b>	<b>Mr. Chas Parker</b>
<b>Mrs. Diana Evans</b>	<b>Mrs. Louise Schweitzer</b>
<b>Mrs. Mary Farmer</b>	<b>Mr. Reicke Schweitzer</b>
<b>Mr. Anthony Hepburn</b>	<b>Mr. Tony Steenson</b>
<b>Miss Anita Hewerdine</b>	<b>Mrs. June Townley</b>
<b>Miss Celia Hewerdine</b>	<b>Mr. Peter Townley</b>
<b>Mrs. Betty Hunt</b>	<b>Mr. Tom Tyner</b>
<b>Mr. Harry Hunt</b>	<b>Mr. John Watson</b>
<b>Mrs. Diana Katz</b>	<b>Mrs. June Watson</b>
<b>Mr. Norman Keer</b>	<b>Mrs. Gillie Arnell (Minutes)</b>
<b>Mr. David Lovatt Smith</b>	

Stephen Phillips welcomed everyone to the meeting and thanked them for coming.

Gillie then read out a report from Sandy Montgomery who unfortunately was unable to attend and sent his apologies. He said that the constant wet of last year had created problems on the estate and we had lost some mature trees, and yew hedges had also been damaged. We were, however, continuing to improve the grounds and gardens and make them more accessible to disabled people; we were creating a walk through and around the Elizabethan Gardens for wheelchairs, and hoped eventually to extend this walkway to the Folly. We were also looking to introduce a guided garden tour during the summer, with better marking of shrubs, trees and plants of interest. We were also providing menus in braille in the Tea-rooms and braille handouts on the Castle tours. Visitor numbers were down this year, much of it to blame on foot-and-mouth and a significant drop in overseas visitors – Easter was so wet that we were forced to postpone our annual Easter Egg Hunt; nevertheless, the novelty of hunting Easter eggs in June seemed to go down well with the children! However, conferences, weddings and functions had held up well, and weddings were now booked through into 2003. Our new event, the Summer Madrigal concert, was well received and we hoped to see the event staged again next year with a larger audience. He ended with thanking all the Castle Friends for their support and interest over the past year, and looked forward to many more years of close association with them.

Patrick O'Neill then reported that on the academic side things were going very well at present, ironically as a result of a downturn in enrolment; last year we had 140 students, this year we had close to 100. The positive spin-off was that the marketing at Queen's of the ISC had improved and now included the activities of a Task Group, who have approached 8 or 10 universities in the US and Mexico as well as intensifying recruitment efforts in the





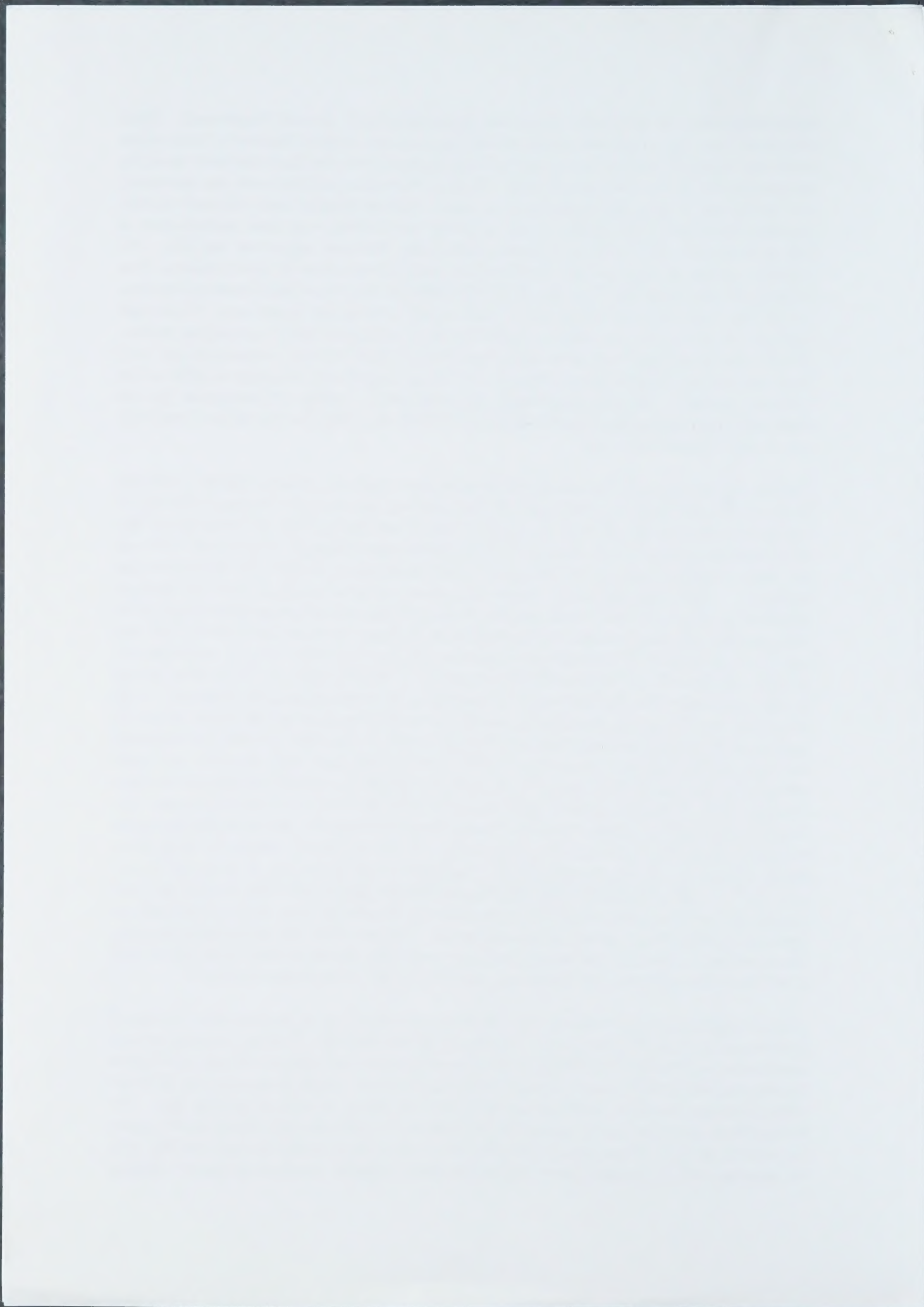


universities contained in CUSAP (Canadian Universities Study Abroad Programme). There were now some very promising initiatives, including contact with the Monterrey Tech system in Mexico (which had 30 campuses and 150,000 students) who had indicated they would be offering the ISC15-30 students each term. Several universities in China were also interested, and the Foreign Studies representative from Tiaujin Foreign Studies University had recently mentioned sending 10-20 students a year, so things were looking very good medium-term as well as long-term. We had three different programmes: first-year, upper-year and ESL. We offered a unique programme with the first-year abroad programme in which students from CUSAP actually spent their first year at the ISC and then returned to their home universities, so that they began their university careers with a good international experience. Critics had originally predicted that this would be a disaster but it had instead been a resounding success. The 3<sup>rd</sup>-year programme (or upper-year) was more difficult because students at that level were specializing in their chosen subjects and it was a significant challenge to offer all the necessary courses. The ESL programme had been slow in getting off the ground, but the future for it now looked much more optimistic. Overall enrolment for the Winter Term 2002 was stronger than for this term.

Stephen said that many of the reasons for the good news were as a result of the hard work put in by Patrick and Trudi, and that although the downturn was worrying it was a relief that it was having positive effects, and we would all prefer that Patrick was able to continue this good work for a longer time. He said that the Midsummer Madrigal concert had done well and would continue next year but would be called "Midsummer Music" and include not just madrigals. Gillie said that many people were unsure of what madrigals were and had not attended the concert for this reason, and Stephen agreed that a wider programme might prove more popular. He then reported on the progress of the Isaac Newton Arts Trust (INAT), and said that a great deal of fundraising was needed. Shelley and Diana Katz as musicians-in-residence at the ISC were a natural bridge between the INAT project and the Castle, and he hoped to persuade Queen's University to co-operate on various shared programmes. This November was the worst fund-raising month in memory because of the tragic events of September 11, and corporations were unwilling to donate, but we should not be too depressed and there might well be a recovery. Castle concerts had been fully attended and much appreciated, and the Herstmonceux Castle Concerts Committee should be thanked for their excellent work. Concerts were the main liaison between the Castle and the community. On Saturday, February 2<sup>nd</sup>, there would be String Quartet concert for which tickets should be purchased from Tom Tyner (tel: 01323 833023) - it was becoming increasingly difficult to attend without a previously bought ticket. The Midsummer Music concert would be held on June 22<sup>nd</sup>. He considered that the Friends should ideally also do something more constructive, and that there should be an event during the summer such as the picnic held last September, which was a success in spite of the rain. He would discuss with Student Services about holding it earlier in the month, and any volunteers should contact Gillie (tel: 01323 834471) to offer their services (*Thank you, Dick Basher, for volunteering already!*).

Anthony Hepburn wished to know if it was proposed to hold any art courses or exhibitions of paintings at the Isaac Newton Dome when it was up and running. Stephen said that the idea was to have a mixture of exhibitions, taking touring shows from around Britain and Europe interspersed with selling shows. There was a dearth of good venues in the area, and although older paintings needed a controlled environment, we would be able to provide this. He thought there might be a good opportunity to have 4 or 5 galleries combine across the region in a sort of art trail. There was a difficulty in having so many different aspects of the Arts, i.e. dancers needed a sprung floor, and music made different acoustic demands. Special





panels might be installed which could be swung round and arranged differently to cover music and drama. We would only put on professional productions, as there were many good village halls putting on excellent amateur productions, and we would be using groups from further afield. For instance, we might hold 5 jazz concerts over a 3-week period to attract jazz fans. We would not be able to produce classical ballet as the space and equipment needed were too large, but we could hold master classes in ballet. We could, however, have classical drama productions. Alfred Bader asked what the chances were of him seeing any performances at the Dome in the next 5 years. Stephen replied that we might be lucky and raise enough money but it would not be immediately – he thought 3-5 years was more probable.

Anthony Hepburn asked why the catering was being done in situ, and where the money was coming from to get the project moving. Stephen replied that the catering would not be a problem. The Dome needed a new interior, and the setting-up cost would be £3 million, which was a fraction of the cost of building from scratch. The third £1 million had been pledged by Alfred Bader, and we were hoping to get a grant from the Arts Council Lottery Fund, although the present Arts Council was more reluctant to allot money than previously and were unwilling to give more than £1-1½ million per project. We were also approaching various corporations and arts organisations. For revenue needs INAT would approach Wealden and ESCC, and SE Arts (or its successor body) who were very supportive, and corporate sponsors. Charities would also be approached, and corporate bodies such as Sainsburys. The audiences would be small, except for occasional outside programmes.

There being no other business, the meeting closed at 8.15pm to allow Friends to mingle and demolish the remaining wine and cheese for which Stephen thanked the ISC.



The first section of the report discusses the current state of the industry and the challenges it faces. It highlights the need for innovation and investment in research and development to remain competitive in a rapidly changing market. The second section outlines the proposed strategy for addressing these challenges, focusing on key areas such as product development, marketing, and operational efficiency. The third section provides a detailed analysis of the financial implications of the proposed strategy, including a breakdown of costs and projected revenue. Finally, the report concludes with a summary of the findings and recommendations for the board of directors.

The proposed strategy is designed to ensure long-term growth and profitability. It involves a significant investment in new technologies and talent, which is expected to pay off over the next several years. The marketing plan focuses on expanding our reach into new markets and strengthening our brand identity. Operational improvements are aimed at reducing costs and increasing productivity. The financial projections show a steady increase in revenue and a decrease in expenses, leading to a significant improvement in the company's bottom line. The board is encouraged to support this strategy and provide the necessary resources to ensure its successful implementation.

In conclusion, the current market environment presents both opportunities and challenges. By adopting the proposed strategy, the company is well-positioned to overcome these challenges and achieve its long-term goals. The board's support and guidance are essential for the success of this initiative.