Queen's University - Herstmonceux

1996

Alfred Baker

1996

FAX FROM

DR. ALFRED BADER
Suite 622
924 East Juneau Avenue
Milwaukee, Wisconsin 53202
Telephone: 414/277-0730
Fax: 414/277-0709

January 2, 1996

PERSONAL & CONFIDENTIAL

TO: Dr. John Cowan
Vice Principal, Operations & Finance
Queen's University
FAX: 613/545-6838

Dear John:

You must have realized how very much Isabel and I appreciated talking to you at Queen's and at the Castle.

What a strange and happy coincidence that your mother worked with Saul Hayes in Montreal in 1941 to get people like me out of the internment camps. So much in my life has depended on such happy coincidences.

Thank you for sending me the five-page comments on the health and social services in Bosnia-Herzegovina sent to you on November 30th by Dr. Peat.

We are certain that the reorganization of medical practice in Bosnia is very important, but ordinarily this would not be one of the first priorities for our help. Clearly, helping tens of thousands of injured and traumatized innocent victims is one matter, and there we very much wanted to help. That was so because we knew that Queen's would handle our funds in the best possible manner.

On the other hand, I am intrigued by what you told us at Queen's, namely that the University has a proposal for additional CIDA funding requested, specifically for Can.$ 1.5 million to expand the Queen's CDR program. You told us that that amount might or might not be granted, but that it would have a far better chance provided we offered an additional $200,000.

I understand that the decision regarding this will be made by the Canadian government in January 1996. Hence, Isabel and I would like to offer Queen's University an additional U.S. $200,000 to be paid to Queen's immediately on our learning that the Canadian government has fully agreed to fund the project by the end of January 1996.

John, you know far better than I how difficult and unreliable government promises can be. Just consider the Ontario government's promise of $3 million for the Queen's art centre, which was subsequently withdrawn. Please do make absolutely certain that our gift is requested only after you know that the Can. $1.5 million for the expansion of the Queen's CDR program is in place and not revokable.

Please allow me to write to you about another matter, which is very close to Isabel's and my hearts and minds.

You explained to us in Kingston and again at the Castle that the cutbacks in Ontario funding for universities which will affect Queen's to the tune of $20 million means that Queen's will have to ask quite a few members of the staff to take early retirement and of course, Queen's will also cut down through attrition. This is all understandable and just cannot be helped. But then, you also told us that you may be forced to ask between 50 and 100 people to leave without early retirement.

My mind went back to the early '40's when Queen's finances were handled with an iron fist by its Vice Principal and Treasurer, Dr. William McNeil. I remember once waiting in his office when he lit into a purchasing employee for having paid a penny a roll more for a number of cases of toilet paper! At the time, the total Queen's endowment was $6 million, yet not a single person at Queen's was ever let go except for good reasons, such as incompetence or dishonesty. This was one of the many facets of Queen's life which shaped my opinion of the University, and I am sure those of thousands of others.

Today, financial conditions are very difficult, but not in any way comparable to the hardships of the Depression.

Please, John, do your very, very best to avoid any layoffs. Each and every layoff is traumatic to the individual and the families involved, and I hope and pray that you can find some way to avoid this.

I am taking the liberty of sending a copy of this to Principal Leggett.

Of course, I realize that the ultimate decision for layoffs is not made by you, but by the Board of Trustees. Please feel free to share this letter with the Board if you would like to.

With all good wishes for 1996, I remain,

Yours sincerely,

AB/cw
c: Principal William Leggett

INTERNATIONAL STUDY CENTRE
Queen's University (Canada)

HERSTMONCEUX CASTLE
HAILSHAM
EAST SUSSEX BN27 1RP
UNITED KINGDOM

TEL: 01323 834444
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Minutes of the Second Meeting of Herstmonceux Castle Friends
January 16, 1996

The first meeting of 1996 was held following the lecture by David Calvert on the history of Herstmonceux Castle.

Present:

Professor Don Macnamara
Mr. Sandy Montgomery
Professor Lew Johnson
Mrs. Sheila Johnson
Mr. Eugene Svoboda
Mr. Vincent Argent
Mrs. Jo Angear
Mr. Norman Keer
Mr. Jim McConnell
Mrs. Brenda Page
Mrs. Cora Penston
Mrs. Louise Schweitzer
Mr. Reicke Schweitzer
Mr. Norman South
Mrs. Sarah Wontner

Apologies for Absence:

Mr. & Mrs. Darryl Baldwin
Miss Angela Minchin
Mr. Paul Pendlebury
Mr. Stephen Phillips

Opening remarks:

The meeting opened at 9:00 pm. Don Macnamara opened the meeting by reviewing recent activities relating to the Friends. He thanked Cora Penston for the lovely Christmas decorations which she and her committee had arranged for the Castle. Cora replied by thanking Don and the staff for the lunch held to thank Cora and the rest of the flower committee. Sandy Montgomery reported on the performances given by David Kemp to raise funds for the children's Christmas party, and on the party itself. He thanked Sandy Parker for looking after the children's gifts. Don also welcomed Lew and Sheila Johnson who have taken up full time residence in the Castle, where Lew is the Academic Director of the ISC.

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Registered Charity No: 1025387
Registered Office: Herstmonceux Castle, Hailsham BN27 1RP

Looking ahead:

Don stated that an important task for us is to enhance tourism and our public image, and he asked for guidance and asistance from the Friends. Sandy Montgomery updated the plans for the Visitors' Centre and Museum to be located in the old garages. Planning applications were in process, and we are prepared to spend £4-6,000 for electrical work, etc.

Sandy reported on upcoming fundraising events. The concert will be held the weekend of June 15-16, with the Royal Philharmonic Orchestra on the Saturday and a Family Day on the Sunday. The National Westminster Bank has been approached to be a sponsor, and we plan to approach other companies. The Mediaeval Fair will be held again for three days over the August Bank Holiday Weekend.

New events being planned include an Easter Egg Hunt for children, and we are talking to the Science Centre about setting up a joint venture for an Adventure Playground. Sandy mentioned that we could always use help from the community in coordinating and organizing events such as this.

Lew Johnson reminded the meeting that the Friends were intended for more than just fundraising. We recognize that the Castle belongs to the community, and that the ISC is just occupying it. As much as possible, given the constraints of running a university campus and a conference centre, we want to make the Castle accessible to the local community, and the Friends are an important vehicle for ensuring discussion and planning to make this happen. As well, he wants to increase opportunities for the students to mingle in the community and to meet more local people, and mentioned that, begining next Septmber, there were likely to be more younger students who would benefit from a "family" atmosphere.

Planning new events:

Discussion followed on a wide range of events which could be organized to increase Castle-community interaction and to help raise funds for the upkeep of the Castle and grounds. Ideas brought up included a fun run, a local amateur talent show (possibly in combination with the students), local dramatic societies giving performances, providing a place for local artists to show their work, arranging a programme for students to visit local families for tea or a Sunday walk, and bringing in professional groups such as First Act Opera. It was mentioned that it was important to advertise events in the Village Pump, the Parish Newsletter, and through the Friends themselves.

A number of working groups were set up to plan and coordinate some of these possible events. The committees are:

Student-community interactions, coordinated by Vincent Argent
Sporting events, contact Perry Ford at the Castle

Amateur dramatics and talent shows, coordinated by Jim McConnell
Museum/Visitors' Centre, contact Eugene Svoboda at the Castle
Art exhibits, coordinated by Louise Schweitzer

It was decided that the Friends would meet again in a month, and that in the interim the various committees would begin planning and report to the Friends at that meeting.

A request from the Parish Council for formal membership on the Friends was discussed, and it was decided that there was no real need for formal representation as a number of members of the parish were also Friends.

The meeting was adjourned at 10:00 pm.

Dr. Alfred Bader
924 East Juneau, Suite 622
Milwaukee, Wisconsin 53202
Phone: 414/277-0730
Fax: 414/277-0709

A Chemist Helping Chemists

January 26, 1996

Mrs. Jane Whistler
Pond Cottage, Henley Down
Battle, East Sussex TN33 9BN
England

Dear Jane:

The enclosed which appeared in the January 15th issue of the *Queen's Gazette* will interest you.

I can't help thinking that if only you had remained working for the Castle, the cash flow would be somewhat better.

We had offered Queen's an additional substantial cash gift for its Bosnian efforts, provided that the Canadian government also gave Can. $1.5 million to the same effort. The decision was to be made by the end of January. Malcolm Peat called me earlier this week to ask for an extension of our offer to the end of February, and of course I agreed.

In an effort to appear even-handed, the Canadian government has just given a large sum to the Croats. How silly can you get?

On the other hand, we are deeply worried by hearing about Bosnian extremists scheming to attack Americans in retribution for the life jail sentence of the leader of the Muslim extremists here.

The world is a complicated place.

With fond regards, as always,

AB/cw
Enclosure

INTERNATIONAL STUDY CENTRE
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30 January 1996

Dr. Isabel Bader
2961 North Shephard Avenue
Milwaukee
Wisconsin 53211
U.S.A.

Dear Isabel,

It was great to hear your voice last night, and thank you so much for your kindness in calling. It was a lovely end to my birthday. I was rather startled to begin with as I couldn't understand who was the third woman on the line until I realised it was *my* voice echoing over the ether!

As mentioned, I enclose the Minutes of the last meeting of Castle Friends to keep you up to date. Don had arranged it so that it followed on from the lecture by David Calvert, which started later than planned and happened to be on a *very* foggy evening, so owing to the lateness of the hour and inclement weather not as many as hoped attended the meeting. Lew Johnson seems very keen on keeping good contact with the Friends so hopefully will chair the next meeting together with Sandy rather than awaiting Don's next visit. Sandy had arranged a delightful lunch the previous day for Cora Penston and her 6 "girls" who decorated the Castle so beautifully for the Christmas period, which was held in the Elizabethan Room and attended by Don, Sandy, Lew and Sheila Johnson, and at which the 7 flower ladies were presented with gorgeous orchids. It was *much* appreciated, as you can imagine.

I also enclose a photocopied article - the original recently sent to us by a supporter who knew the Castle years ago when she was a girl - which I thought might amuse you and Alfred. I particularly enjoy the bowler hat perched on top of the four-poster! This, of course, was when it was still owned by Sir Paul Latham - we all cast covetous glances at the tapestries hanging in the Great Hall and thought it might be quite nice to have them in situ again! Eugene says that the Hearts of Oak Benefit Society were involved in pensions.

Sandy has decided to fly to Kingston today to help with the ISC budget forecasts which have been looming over us for the past few weeks. He is over there for a week and will do so much good - it really helps to have him put the Herstmonceux case. We are all still quite concerned with the (hopeful) arrival in September of 150 freshers: the pitfalls have been explained by those 'in the know' from Queen's - the homesickness, the strange food, the feeling of isolation, never having been away from home before, etc. - so we shall all have to be very sympathetic and motherly! I hope we can find a suitable Student Co-ordinator and one mature enough to cope with younger students' particular needs. Certainly life here never stays static for long! Our Catering Manager, Bernadette Saunders, told me we won a Heartbeat Award recently from Wealden District Council which is given to "eating places that provide a variety of healthy and appetizing meals on their menu, a no-smoking area to enjoy the meal and a good standard of food hygiene and adequate training of staff". Hopefully, the first of many awards.

Have just seen the time! I'll write again soon, I promise, to keep you au fait. Best wishes to you both, and thank you again.

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do not [illegible] the [illegible] [illegible] [illegible]

Aide Memoire

Alfred Bader
February 8, 1996

RE: Herstmonceux Castle

On Wednesday afternoon, February 7th, Principal Bill Leggett's secretary called me to enquire whether the Principal could visit us in Milwaukee either today or tomorrow. There was an emergency which required urgent action. When I enquired whether it related to chemistry, art history or the Castle, the answer was the Castle.

I had to decline the visit because I am fully booked for today and have to be at the hospital most of tomorrow. I suggested instead that I call the Principal at 8:30 this morning, which I did.

The Principal enquired today whether he could visit us on Tuesday, and again I had to decline because if prior engagements.

The very serious problem has only come to light within the last couple of weeks. Only now does Queen's have sufficient financial information showing all the costs and the income for the Castle. From that information, it is clear that the great debt burden will continue to cause substantial losses even if Queen's should be able to get 150 or 170 students to come to the Castle.

In the last analysis, Queen's may have to sell the Castle, and I explained carefully that while Isabel and I would be very sorry, we would understand if that decision has to be made.

I also explained that in Isabel's and my view, some of the problems were due to absentee management in the first year, complete lack of fund-raising in Britain until recently, and obviously the efforts to get enough students up to now.

I explained that I had made a low-interest loan of Can.$8 million to Queen's in the hope of alleviating the cash flow problem, but on reflection, that loan may have been a substantial business mistake on my part because I didn't realize at the time how shaky the Canadian dollar may become. If Quebec secedes, the Canadian dollar will probably drop sharply, leading to a substantial loss to me.

Dr. Leggett will consider all options and will of course keep us informed.

The most important problem at the moment is to get more students now to come to the Castle. Last December, we gave a gift of U.S.$20,000 to be used for scholarships or busaries for the Castle this year. I offered an additional U.S.$100,000 for similar awards for students coming to the Castle this year, and Dr. Leggett will advise us whether Queen's will accept this.

Bottom line, I expressed my belief that the Castle in its present, wonderful condition and as a going concern, could be sold at a substantial profit to Queen's.

We would be sorry, but would understand.

POND COTTAGE, HENLEY DOWN, BATTLE, EAST SUSSEX, TN33 9BN
01424 830422

26th February 1996

Dear Alfred + Isabel

I've been meaning to write for ages, infact I would probably have written this weekend anyway and now that I have a second letter it gives me a double reason. My concentration has been focused on a research project I have been doing for work on dealing with conflict in organisations. I have been realy pleased to work on this as I feel it is such an important area in order to deal sucessfully and with respect and tolerance in a changing multi cultural workforce. What with equal opportunity legislation and stress caused by inappropriate or bullying management as well as a recognition that the workforce needs to be diverse and flexible a new interest in conflict management is developing. This, of course, is a new interest for me since I left Herstmonceux; so I am delighted to be involved. It is now ready to hand in so I met the dead line.

I realised, when I was doing it that it reminded me very much of when I was trying to find out things about medical charities in Bosnia and that I realy enjoyed having an excuse to find things out and then try to assess them. Maybe when I stop official work I will set myself a specific task and then try to develop it in some way. Right now what with work and family there aren't enough minutes in the day. Family has been quite time consuming as Nick and Karen are sadly seperating and babysitting has been needed by many! I enjoy being available so am not complaining.

I hope your winter is going well, I gather it has been very cold but I hope you have stayed well inspite of that. I have read your two letters with interest and think I will start with the second. It seems lucky that the World Jewish relief had an expert of your calibre to call on. Obviously from what you say it is not in the least high priority and may well be inappropriate and useless. I t sounds as if the Bosnians will take anything that is offered out of fear that refusal might lead to nothing at all. It is very sad if people just grab rather than realising that the people are the countries greatest resourse and then having the courage to speak honestly. I would hope Professor Mulabecavic would be of a different calaibre and accept only what was really needed.

I wonder what has happened between you and the Queen's/ Canadian government project. Relief that includes long term development I feel sure is ultimately ther most benificial. I have enclosed a report on the conference that I attended to that effect. I have been interested to discover that "The Medical Foundation", a charity that deals with victims of torture here in London, has found that doctors from former Yugoslavia who are living here do not want to train in its methods feeling as qualified doctors they need no extra training. I think people have very frail egos when they are displaced and need a great deal of encouragement not to feel insulted if they are asked to work and train alongside people less qualified. For this reason I question whether specialists will want to be primary care givers but I believe training in a specialty of primary care will ultimately prove sucessful. Right now the situation in Bosnia is so confused that I think it is hard to predict how things will go. The little group I know at York University has been given some EU money to work on reconstruction in Mostar. I keep hearing on the news that Mostar is the pivot of the Croat/Bosnian alliance, certainly it is the area of greatest devestation on the Bosnian side, (not counting the enclaves), so I hope they will have some sucess. I really hope all your efforts in this area will bear fruit and bring relief and reconciliation to the suffering stricken people of this region.

As you know I have been distancing myself from Herstmonceux so I do not really know what is going on there. I do think it has perhaps been an unexpectedly difficult time to embark on something imaginative and adventurous when financial restrictions have been so tight but I certainly feel that there is so much going for the vision that it will ultimately be a jewell in Queen's crown. To my surprise I got a call from Florance Campbell asking me to have dinner with the Leggets when they were in London. I suggested we meet at Rules and I think they enjoyed it as it is so English and oldfashioned. I certainly enjoyed meeting them I thought they were both so nice, Clare reminded me a bit of Mary Smith, and Bill was so enthusiastic and I felt very strong; I expect he will deal well with the stresses of a tight budget and will encourage and give confidence to others. He seemed to be bearing up well under pressure and over work; although they had hoped to spend Friday at the castle, and then have the weekend there before they returned to Canada, they had to get back for an emergency budget meeting on the Friday so had only four days in England.

The snow drops are out now but we have had a relatively cold winter; I don't suppose you have started to think of England yet but it won't be long before you are back in Bexhill once more I'll look forward to seeing you both then and catching up on the family and how all your projects are progressing.

With love + best wishes to you both

Jane

FAX FROM

DR. ALFRED BADER
Suite 622
924 East Juneau Avenue
Milwaukee, Wisconsin 53202
Telephone: 414/277-0730
Fax: 414/277-0709

Date: Feb. 27 96

To: Dr. Agnes Benidickson
Fax: 613 731 0777

4 pages

Message:

Dear Agnes:

The enclosed was written mainly to remind me of our discussions on Sunday, but perhaps you will find it ~~them~~ useful also.

It is so good that we have you to talk to!

Fond regards,

Alfred

THE QUEEN'S JOURNAL
Serving the Queen's Community Since 1873
FRIDAY, MARCH 1, 1996 • ISSUE 35 • VOLUME 123

Castle for sale?

BY JENN BLACKETT AND THE QUEEN'S JOURNAL NEWS STAFF

Queen's administration is preparing to sell Herstmonceux Castle. The university Board of Trustees will be asked to ratify the decision in a meeting tonight. Principal Bill Leggett, his manner gravely serious, informed the Queen's Senate of the plan yesterday.

"This is the most difficult decision I have had to make in my life. Period," Leggett told a sombre Senate meeting.

Alfred Bader, who donated the money for Queen's to purchase the castle in 1994, told *The Journal* from his home in Milwaukee that, "the final decision must be with the Board of Trustees. We worry about this a lot... If it was sold, we'd understand, we'd be sad."

"People would say years from now when we would look back...and not understand how the decision could be made [to sell the castle], and ask why?" he said.

But Bader acknowledged that the Canadian economy, and therefore Queen's, is strained.

"If the university had the decision to make to lay off 50 people or sell the castle, you know what I know the decision should be," Bader said.

"You shouldn't lay people off. People are more important than a castle," he added.

Leggett, with the aid of overhead projections, gave a detailed presentation of the castle's financial problems at yesterday's Senate meeting.

During its first eight months of operation, from September 1994 to April of 1995, the castle's net loss was $1.6 million. During its first, and only, full year of operation, from May 1995 to May 1996, net losses totalled $3.1 million. As of May 2nd, 1996, the castle's net debt will stand at $14.7 million.

> This is the most difficult decision I have had to make in my life. Period.
>
> *Queen's Principal Bill Leggett on his recommendation to sell Herstmonceux Castle*

The projected net loss for 1996-'97 academic year would be another $1.6 million, and that assumes a full capacity of 410 students. Herstmonceux has yet to run at full capacity, and the more likely enrolment level for next year would be 160 students. Capital maintenance, for which there is currently no budget, would also run close to $500,000 a year.

"The International Study Centre is not financially viable," Leggett concluded.

Leggett explained that a proposal to offer a comprehensive first-year program at Queen's was rejected when it was revealed that tuition would have to run at about $10,000 per term.

The plan now is "...to ultimately close Herstmonceux and dispose of it," Leggett said.

Leggett concluded by expressing his disappointment that Herstmonceux was not viable and pledged to "re-double" his efforts to promote Queen's internationalization on other fronts.

"You know how I feel about international studies and Herstmonceux as an opportunity," Leggett reminded the Senate.

Leggett defended those who originally supported the castle as "acting in good faith" and stressed that this should not be taken as a signal that Queen's is entering a period of retrenchment.

"We should not be afraid to move forward again," he proclaimed.

Although Leggett invited members of the Senate to come forward with questions, none did. Don Macnamara, director of the International Study Centre, was then invited to speak. Macnamara, in an emotional address, bemoaned the loss of what he considered the

Castle for sale? ...

Castle may be sold

Continued from page 1

astle's intangible qualities.

"It's an asset that returns dividends no balance sheet can easure," Macnamara said istfully. He suggested that, the decision to abandon the astle will no doubt be made by ose untouched its magic."

Macnamara ncluded by calling his speech "a ank and emonal reaction on half of those o dedicated ir lives to rstmonceux."

"Don cnamara has pressed eleartly how I l inside," Leggett said at speech's conclusion.

Criticism has been mounting nst Herstmonceux for some e now, as some became easingly sceptical that the le would ever break even. vever, supporters of the rnational Study Centre have d it as a chance for Queen's ents to obtain a more interonal education, making more competitive. They argued that the uniqueness e castle would make the ersity more marketable within the international community.

In an interview with *The Journal*, Maurice Yeates, founding executive director of the castle, cited the recession and cost as possible reasons for low enrollment.

"I think the university is doing the right things. It's just facing a tough sell in a situation where the Canadian middle class doesn't want to spend much on a first degree, and secondly, because students, on the whole, are not used to thinking in terms of an international education," he said. At the time of the interview, neither *The Journal* nor Yeates had knowledge of the administration's plan.

> ...the decision to abandon the castle will no doubt be made by those untouched by its magic.
>
> — *Don Macnamara, Director of the International Study Centre*

In the Jan. 15 issue of *The Gazette*, John Cowan, vice-principal of operations and finance wrote a full-page article in which he defended the idea of the International Study Centre.

Cowan said "criticism of the Herstmonceux project [does] stem from a list of legitimate questions."

Students at castle surprised, saddened

BY NICK TREANOR

Although the pub at Herstmonceux had been closed for nearly 45 minutes, John Taggart had a pint glass in his hand when he took the phone. A '95 graduate of the University of Western Ontario, Taggart has been at the 15th century castle since January, and was the only person in sight when the receptionist answered the phone late yesterday evening.

"No shit! That's crazy. It's unbelievable. You'd never find a place better. Everyone who works here is awesome. It's like a fairy tale. It's not even real."

The reaction from other students at Herstmonceux was the same.

"That's shit," Jason Boggs, Comm '97, said when he heard that Principal William Leggett had told Senate yesterday evening that he planned to ask the Board of Trustees tonight "to ultimately close Herstmonceux and dispose of it."

"It's the best experience I've had in my life," Boggs said. Queen's hasn't promoted the castle properly, he said. "They promoted it to Commerce students but we have so many other opportunities to go to other countries."

John Ferren, also in Commerce '97, echoed Boggs's doubts. "I seriously think they're making the wrong move here....This is like a bombshell."

Phoning *The Journal* later from Bader Hall, a residence adjacent to the castle, students gathered there expressed disbelief and hope that the first phone call had been a joke.

When told that Queen's was indeed moving toward selling Herstmonceux castle, some students grew frustrated.

"It just seems completely out of whack," Suzanna McAlister, Comm '97, said. "They haven't really given it a chance — no one even knows about it," she insisted. "They'd be crazy to sell it."

Derek Payne, a third year commerce student, felt hurt by the news. "It's just unbelievable....its really bad the way we found out here — no one knew," he said, referring to the call from *The Journal*.

He said that he was coming back from the pub and "people were running around calling each other into the lobby and crying out 'Herstmonceux's being sold!'"

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Queen's University

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QUEEN'S UNIVERSITY
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KINGSTON, ONTARIO
K7L 3N6

FACSIMILE

TO: Alfred

DATE: 1 Mar 96

FROM: Don

FAX NUMBER: (414) 277-0709

SUBJECT: The Castle

NO. OF PAGES: 12

Alfred –

Attached are:

- my remarks to the Senate yesterday (which I will also try to read into the Board proceedings)
- the several Queen's Journal articles which appeared today
- the proposal I have put to the Canadian Government & Polish-Canadian Congress, at the request of the Canadian Embassy in Warsaw.

Your continued support is very much appreciated, as always.

As an Air Force officer, I have been brought up with the motto – 'Per ardua ad astra' – Through adversity to the stars! In short, the goal is always worth the effort.

Ad astra!

Don

Statement to Queen's University Senate
by
Professor W. Donald Macnamara
Senator and Executive Director, ISC, Herstmonceux Castle
29 February 1996

Senators -- I would like to add to the Principal's remarks as a Senator and as the Executive Director of the International Study Centre, Herstmonceux Castle.

At a time when Queen's University is facing the financial challenges associated with a major loss of government support coupled with both ongoing and increased need for external alumni fundraising, it is natural to view issues in terms of the balance sheet -- profit and loss, operational excess over deficit. It is also true that absolute savings are not the same as relative savings, that savings do occur with attendant costs -- not all monetary, that short term savings can also represent long term losses, and that saving opportunity costs can also mean losing opportunities. If, in these matters, the 'head' is to have its way, the 'heart' must have its say.

This is an impassioned plea for Herstmonceux -- an impassioned plea for the actualization of a vision, for the pursuit of a goal that extends beyond the confines of the Kingston campus and beyond the limitations of the traditional curriculum. It is a plea for the continued building of an institution that is based in Queen's traditions of excellence in academic leadership and leadership for the nation.

At this time of financial challenge, there is no doubt that there have been and will continue to be calls for the abandonment of Herstmonceux Castle, for withdrawal from a unique international education concept that has set Queen's apart from other universities in Canada and, indeed, in most other parts of the world. The decision to abandon the Castle can -- and no doubt would -- be made mostly by those untouched by its magic, untouched by the indescribable enthusiasm of the students past and present, untouched by their unique growth over a few short months. A decision to abandon the Castle can and would be made on financial grounds almost exclusively, without fully realizing the costs incurred by the decision.

To abandon the Castle and the vision of a Queen's centre of international education will mean:

- the loss of a cornerstone in Queen's thrust towards internationalization -- a thrust virtually unanimously supported by The Board, The Council and the Senate within the last 12 months.

- the loss of integrity of the recently passed 'Report on Principles and Priorities', leading to questions of what next will be eroded, compromised or removed;

- the loss of the image of Queen's -- as a Canadian university exercising leadership in international education for the benefit of students from across Canada and around the world;

- the loss of the capacity to increase the effectiveness of Queen's and other university graduates in their contributions to stable, peaceful international relations;

- the loss of the occasions when Queen's is praised for its vision in international education as ISC students visit The Bank of England, NATO, The European Commission and numerous other agencies, centres and universities;

- the loss of an adventure in experiential education linking the arts, history, literature and the social sciences to locational living realities;

- the loss of the challenge to experiment with international educational curricula, to merge theory with practice, to link and match faculty from Queen's and other universities in Canada and abroad;

- the loss of the benefits of creative exploration for cooperative graduate and undergraduate education programs in business, education, and languages, with other Canadian and foreign universities;

- the loss of the opportunity to provide a unique first year international education experience and to test its impact on subsequent academic pursuits and performance;

This plea is a frank emotional appeal on behalf of those who have committed their hearts and souls to Herstmonceux and the ISC, and on behalf of those students who would be denied the opportunity should it be lost. It is intended to be an attempt to articulate how much Queen's has already gained in the short life of Herstmonceux Castle and the implications of any decision to cut short that life. It is an attempt to indicate the immeasurable costs and losses against perceived financial savings and gains.

Herstmonceux Castle and the International Study Centre is truly a Queen's asset -- and one that returns dividends in a way no balance sheet can measure. To forgo those dividends would not simply be a lost opportunity -- it would be a tragedy for future students.

W. Donald Macnamara
Executive Director

-- the loss of 55 members of a closely knit highly effective and loyal team in Britain inspired by a creed of international understanding through international education who cannot understand how Queen's could turn away from and destroy an undertaking that is at the dawn of its great potential;

-- the loss of the respect of an expectant community in East Sussex that welcomed the return of a Canadian presence, a presence which was in the past synonymous with steadfastness in the face of adversity for the sake of principles;

-- the loss of the challenge to describe adequately an indescribable experience to motivate students and professors to participate;

-- the loss of the students, their parents, and their many conversations that include statements such as: "I cannot tell you how I have grown in three months", "I cannot tell you how much this has changed my life -- forever", "I cannot tell you what a bargain this place is compared to Kingston", " I cannot tell you how much better this is than all the advertising -- but there is no way the advertising could tell it the way it is", " I cannot tell you the feeling of waking up here in Brussels, now I've been to an Embassy, visited the famous NATO and tomorrow will be in Anne Frank's house", "I cannot tell you the effect of Vimy Ridge on me -- it has changed my view of Canada forever", "I cannot tell you the impact of walking the beaches at Dieppe or the rows at the Canadian military cemetery counting young men who never lived as long as I have", "I cannot understand why these things are not taught in Canada, but then I can -- you have to be here to learn them".

These are but a few of the immediately identifiable long-term losses that would weigh heavily on the ledger as a result of trying to balance the financial books through abandonment of Herstmonceux.

The costs do not end there, however. The costs of building an image of excellence, innovation and leadership can be measured in financial terms. So can the costs of attempting to recover the loss of that image -- which is so important in the long run to the attitudes which stand behind the decisions to contribute to Queen's.

Editorial

The Queen's castle

AFTER the castle's two year trial run, the Board of Trustees will meet this weekend and debate whether to sell Herstmonceux.

What could be the castle's closing chapter with the trustees resembles its first, when the Board was convened on 24 hours' notice and presented with the generous real estate offer from philanthropist Alfred Bader.

With little background and preparation, the board voted to accept the gift, and with some unease sat back to see how Queen's foray into internationalism would fare.

Whether the castle is a fairy tale, as one student at Herstmonceux described it late last night, or a money pit, is not the question today. The question, as it should have been two years ago when the deal was signed and sealed, is whether there is adequate information to make a decision immediately.

Until yesterday, the administration displayed a united front in support of Herstmonceux. Their job was to market the study centre, to keep a brave face, and tout the merits of internationalization. Recently, in the *Queen's Gazette*, Vice-Principal John Cowan defended the financial viability of the castle.

Despite aggressive marketing, however, enrolment over the past two years has lagged behind the university's expectations.

On Thursday evening Principal Bill Leggett officially changed the offical tune, and announced to a silent senate that he would recommend that the board close the castle.

The decision was no doubt difficult, and Leggett was visibly moved during his announcement to senate. Selling the castle means giving up the prestige of an international study centre in England, and the risk of offending one of the university's most generous donors.

Unfortunately, this cold climate of layoffs and severance packages cuts little slack for a program that can't pull its financial weight, even if it comes wrapped as a medieval dream.

After two years, it is time for a sober second look at this expensive piece of real estate.

The board of trustees should ensure that the second look is thorough and reasoned.

And they should do this even if it means delaying this crucial decision until the next session.

PROPOSAL FOR A PROGRAMME IN GOVERNMENT POLICY PLANNING

QUEEN'S INTERNATIONAL STUDY CENTRE
[illegible]
EAST SUSSEX, ENGLAND

[illegible]

In democratic societies, national policies are normally developed for elected representatives/politicians by the public service [illegible] these are expected to [illegible] national [illegible] there has been a clear statement of national interests [illegible] [illegible] an analysis of the economic and internal [illegible] socio-cultural and security issues and trends which may affect these national interests. The set of national policies which may be des[illegible] they should then clearly indicate the means by which and [illegible]

The process by which these [illegible] policy planning process, is a step-by-step system involving the [illegible] qualitative and quantitative analysis and decision-making techniques [illegible] assess the issues and trends and their impact on national interests [illegible] process is normally the responsibility [illegible]

educated and trained in the background and techniques necessary for [illegible] effective policy development. The following proposal details [illegible] programme in Government Policy Planning to be [illegible] [illegible] England.

PROGRAMME IN GOVERNMENT POLICY PLANNING

[illegible]

A castle may be sold

Castle for sale?

To Florence Campbell

VICE PRINCIPAL (ADVANCEMENT)

Queen's University
Kingston, Canada
K7L 3N6
Tel 613 545-2060
Fax 613 545-6599

February 29, 1996

From
Drs. Isabel and Alfred Bader
FAX 414 - 277-0709

FAX 613 545 2593
4 pages

Dear Isabel and Alfred

As I suggested, here are two quotations for your review. We plan to include one in a press release from the University this weekend with the objective of minimizing the number of media calls that might come to your home.

(1) IF THE BOARD TAKES THE DIFFICULT DECISION

"Isabel and I are deeply disappointed. Our dream was to provide an opportunity for young Canadians to study at Herstmonceux with students from many parts of the world. ~~Twenty years from now we're sure that university officials will look back and regret that this decision had to be taken~~". We realize, of course, that the difficult times in Canada led to the Board's decision."

(2) IF THE BOARD GRANTS ADDITIONAL TIME TO DEVELOP THE STRATEGY

"Isabel and I are very happy that the Board of Trustees has made this important decision. We realize that these are extremely difficult economic times for the University but feel sure that, twenty years from now, the Board will look back on this visionary decision with pride. Our dream is to provide an opportunity for thousands of young Canadians to study at Herstmonceux with students from many parts of the world. That dream is already being realized".

Please feel free to change these drafts to suit your own thoughts. Let's keep our fingers crossed.

With best regards,

Sincerely,

Florence

Florence M. Campbell

East/Central European Education Program
Queen's University International Study Centre
Herstmonceux Castle
July 1 to August 31, 1996

1. Target Enrollment Seven Canadian and seven East/Central European (e.g. Poland, Czech Republic, Hungary) university students.

2. Location Queen's University International Study Centre, Herstmonceux Castle.

3. Date July 1, 1996 - August 31, 1996.

4. Courses One eight week term. Courses will be at the level of a third year commerce student. In order to meet the objectives of each student's university education program, course offerings will meet the standards of existing Queen's University courses and will thus be eligible for credit status on the same basis as those courses except as noted above.

Microeconomics - a foundation course in microeconomics intended to give participants an understanding of the mediating role of prices in an economy. Key topics are consumer demand theory, the theory of the firm, general equilibrium theory, economic theories of risk bearing, and introductory game theory. This course will provide participants with the ability to place the other courses in the program within an appropriate theoretical framework. It is included in the program to ensure a consistent level of economic understanding across participants.

Economics of Financial Institutions - This course provides students with an organizational economics framework within which to understand and evaluate the contributions of a wide variety of financial institutions to the implementation of a price mediated economy. The role financial institutions play in the allocation of capital and in supporting the operation of a price mediated economy will be emphasized. The course will also focus on the importance of an effective domestic financial system for participation in global capital and trade markets. Participants will be provided with the information necessary to understand how policy decisions, with respect to a wide variety of financial institutions, can influence the development of an efficient capital market system.

Field Studies - a series of guest speakers and trips to financial institutions in London (e.g. Bank of England, London International Financial Futures and Options Exchange).

5. Underlying Philosophy of Course Offerings The courses are intended to provide each student with the theoretical background and an understanding of the practical issues one faces in the implementation of price mediated capital markets, and to provide insights into how these practical difficulties are successfully addressed.

6. Student Evaluation The progress of each student will be assessed on a regular basis in each course by way of assignments, presentations, participation, term paper(s), interim examination(s), and/or a final examination at the discretion of the course instructors but in keeping with the usual protocol for university courses.

7. Residency Each student will reside in the modern facilities on the grounds of Herstmonceux Castle provided for this purpose.

SCHOOL OF BUSINESS

Queen's University
Kingston, Canada
K7L 3N6

February 1, 1996

Matt Humphries
Chris Farkas
Small Business Consulting Program
School of Business

Dear Matt & Chris:

Thank you for sending me a copy of your proposal for the Herstmonceux pilot education program. I strongly endorse this initiative and wish you every success in getting it off the ground.

Not only will this program provide an extremely valuable international experience to many Canadian university students, but it will also establish an important network through which Europeans and Canadians can learn more about their respective economies.

It is a well-considered and timely venture with many aspects which students will find appealing. The various trips which you are planning to European financial centres will give students a first-hand look at the inside workings of market economies. I know that many of our own Commerce students will find the combination of theoretical and practical training particularly appealing.

This is an important and worthwhile project, and I am pleased to offer the full support and endorsement of the Queen's School of Business. I have every confidence that you will be successful.

Yours sincerely,

Margot Northey

Margot Northey
Dean

INTERNATIONAL STUDY CENTRE
Queen's University

HERSTMONCEUX CASTLE
ADMINISTRATION OFFICES

QUEEN'S UNIVERSITY
MACKINTOSH-CORRY HALL, RM B206
KINGSTON, ONTARIO
K7L 3N6

TEL: 1-613-545-2815
1-800-733-0390
FAX: 1-613-545-6453

27 February 1996

Dr. Alfred Bader
2961 Shepard Avenue
Milwaukee, Wisconsin
53211 USA

Dear Alfred,

I wish to commend to your attention the attached proposed program in international finance for East European and Canadian students to be held at the Castle.

This proposal is the product of two fourth year Queen's Commerce students, Matt Humphries and Chris Farkas supported by their instructor, Mike McIntyre, who you may recall taught at the ISC last spring. The conduct of this program is dependent upon external funding support, hence the request being sent to you as one interested in these matters.

The need to educate students in the new democracies of Eastern Europe in the matters and manners of market economics and finance is, as you know, a matter of our self-interest. No less so is the need for Canadian students to develop an international perspective.

I do hope that you provide whatever advice or support you may consider appropriate for this excellent student initiative.

Sincerely,

W. Donald Macnamara
Executive Director

FAX FROM

DR. ALFRED BADER
Suite 622
924 East Juneau Avenue
Milwaukee, Wisconsin 53202
Telephone: 414/277-0730
Fax: 414/277-0709

February 29, 1996

To: Ms. Jennifer Blackett
Queen's Journal
Fax: 613/545-6728

To Florence Campbell
for your info
Anna

Dear Jennifer:

Thank you for your fax with your notes about our discussion this afternoon.

I am sure that you realize that much of what you put down is fragmentary. All of it is correct but, of course, must be put into the right context.

We began our discussion by my mentioning the full-page comments made by Vice Principal John Cowan, published on page 4 of the January 15th *Gazette*. I found Dr. Cowan's discussion positive and clear. I just worried about Question #2 quoted by Dr. Cowan: "Isn't it the wish of the principal donor altering our priorities?" Of course, it isn't, and I explained to you in some detail why.

We understand that at the moment Queen's is in a very difficult financial situation, because of the severe cutback in funding from the Ontario government.

Of course, we don't know what Queen's will decide. We hope that Queen's will be able to afford operating the Castle as an international study centre. On the other hand, we would certainly understand if financial circumstances make it imperative that the Castle cannot operate as such.

I would be happy to talk to you again and would like to ask you to send me the final article when it has appeared in the *Queen's Journal*.

I am certain that you understand that you are dealing with a tremendously difficult problem and sense that you will treat this with the care and sensitivity it deserves.

With all good wishes, I remain,

Yours sincerely,

AB/cw

People are more important [illegible]

The castle is not [illegible]

As I've said, we worry about this alot. Isabel and [illegible] about this, but what ca[illegible]

Write with [illegible]

It's not a black and white problem. It's a very difficult proo[illegible]

[illegible]
Interview with [illegible]

It seemed like a very good idea. We cerainly wouldn't intervene [illegible] like. We would'nt want to change [illegible]

Donating the castle, that isnt changing the priorties of the university, [illegible] opportunity. .Do we change priorities?

[illegible]

When I created a chair in the chemistry department there were those who argued about which department needed a chair, physics or chemistry. But [illegible]

Anyone asking this [illegible] done for the [illegible]

"May [illegible]
With [illegible]
[illegible]

"We're not [illegible]
Queens [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible] would be said. [illegible] interested now the [illegible] relation with the [illegible] the room. If the university [illegible] you know what I mean [illegible]

[illegible]

Dr. [illegible]
Thursday, February 29, 1996

I understand why it is important for you to be quoted accurately, and at the same time, I too wish to report accurate information. I was typing onto a computer as we spoke, some of the quotes or ideas are intact, while others need clarification... Obviously not all quotes will be used, but to assure you, none will be taken out of context.

Thank-you for speaking with me and to *The Queen's Journal*.

FAX FROM

DR. ALFRED BADER
Suite 622
924 East Juneau Avenue
Milwaukee, Wisconsin 53202
Telephone: 414/277-0730
Fax: 414/277-0709

February 29, 1996

To: Ms. Jennifer Blackett
Queen's Journal
Fax: 613/545-6728

Dear Jennifer:

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I am certain that you understand that you are dealing with a tremendously difficult problem and sense that you will treat this with the care and sensitivity it deserves.

With all good wishes, I remain,

My home phone is 414 962 5169

Yours sincerely,

AB/cw

are

Aide Memoire

Alfred Bader
February 28, 1996

Principal Leggett called me late yesterday evening to tell me that the people at Queen's had tried to massage the figures for the Castle every which way, and there does not seem to be any to make the Castle break even.

He will have to report that to the Board of Trustees meeting this Friday and Saturday.

Previously, he had told me that he believed that even without any debt, there seemed to be no way of making the Castle break even.

Of course I pointed out that hardly any educational institution "breaks even", certainly not Queen's.

Small Business Consulting

SCHOOL OF BUSINESS

Queen's University
Kingston, Canada
K7L 3N6
Tel (613) 545-2309
Fax (613) 545-6589
Email 3caf4@qlink.queensu.ca

February 27, 1996

Dr. Alfred Bader
2961 Shepard Avenue
Milwaukee, WI
USA 53211

Dear Dr. Bader,

We are writing to ask you for your comments on a pilot education program we are proposing which is intended not only to provide specialized skills to university students from the emerging market economies of Eastern and Central Europe, but also a valuable international experience to Canadian university students. We are a group of Queen's University Commerce students working on this initiative with the Queen's University International Study Centre ("ISC") which operates Herstmonceux Castle in East Sussex, England.

A detailed outline of the education program is attached. The rationale is as follows:

- Queen's University has outstanding capability in finance and economics, and Herstmonceux Castle, a first class educational facility located within easy field trip distance of London, England - a major world market for global finance;
- the emerging market economies of East/Central Europe need more economic agents who are well informed on the operation of price mediated markets, particularly the world market for capital and risk trading; and,
- Canada needs more individuals with first hand international experience.

Our solution to this set of needs - an education program to be held at Herstmonceux Castle for East/Central European and Canadian university students which has as its centrepiece field trips to and direct contact with important financial institutions in London, England. The program provides a wide range of benefits.

- The East/Central Europeans become better informed through the course offerings and through contact with their Canadian colleagues.
- The Canadian students gain valuable international experience and an increased understanding of the issues facing the emerging market economies.
- Herstmonceux Castle offers 'the best of both worlds' when it comes to an education program of this nature. It is close to London and provides reasonable access to other European centres, but is entirely self contained. Being located in the English countryside it offers the opportunity for an intensive education program free from distractions.

Small Business Consulting

SCHOOL OF BUSINESS

Queen's University
Kingston, Canada
K7L 3N6
Tel (613) 545-2309
Fax (613) 545-6589
Email 3caf4@qlink.queensu.ca

We have contacted various embassies and officials in Central Europe, including the Information Liason Officer for Canada at NATO Headquarters and the Managing Director of the First Hungary Fund. All confirmed the need for the program and supported our efforts. They also provided details about the Tempus-Phare and Socrates Program and offered other advice which helped shape the program. As a result, we are first targeting capital cities of the 'Visegrad 4' - Hungary, Poland, the Czech Republic, and Slovakia, and academic institutions which are recognized by the academic support program of the Canadian Ministry of Foreign Affairs and Ministry of National Defence. We are aiming at European students close to the second level graduation, a group of students serious about their education

Right now we are pursuing funding through charitable organizations in the UK, Tempus-Phare, and Socrates programmes. We would be very grateful if, through your experience in the geographic area, you could offer us practical information which might not be available from Canada.

Thank you for your assistance. Please do not hesitate to contact us for further information at (613) 545-2309. We would very much appreciate *any* comments on this proposal, and we look forward to hearing from you soon.

Yours truly,

Matt Humphries Chris Farkas

Y

pc: VPs + Dean
Registrar

Office of the Principal

interoffice
MEMORANDUM

to: Board Members
from: William C. Leggett, Principal and Vice-Chancellor
subject: **Board Meeting**
date: March 4, 1996

Immediately following the Board meeting on Saturday, I contacted Mr. Bader to advise him of the Board's decision, and of the discussion that had taken place on Friday evening and Saturday. He was relieved, and felt that the Board had responded sensitively and responsibly.

Mr. Bader then repeated his offer to provide $100,000 to be used for student bursaries during the 1996-97 year and, in addition, offered to provide $1,000,000 without conditions to be used to offset operating costs during 1996-97.

On Sunday, I contacted members of the Executive and Finance Committees by phone, advised them of these developments, and sought their advice re proceeding with the 1996-97 year. I was able to contact all but three members. All but one member felt I should announce that we would proceed.

I have since discussed this issue with the Vice-Principal Academic, and the Director of the ISC. We are agreed that we should do so. We are also agreed that ISC tuition for 1996-97 should be increased to $8,000.

I have, therefore, decided to announce that Queen's will proceed with the 1996-97 program. It goes without saying that we will continue to monitor the financial implications of this decision very closely, and that it will be reviewed in the light of the result of the work of the Task Force.

In closing, I wish to thank each of you for the quality of your contribution to the excellent dialogue and the reasoned outcome of the Trustee meeting. Thank you, also for your understanding and support.

William C. Leggett

WCL:ks

Dr. Alfred Bader
924 East Juneau, Suite 622
Milwaukee, Wisconsin 53202
Phone: 414/277-0730
Fax: 414/277-0709

A Chemist Helping Chemists

March 5, 1996
Via Mail and Fax: 613/545-6838

Dr. William Leggett
Principal and Vice-Chancellor
Queen's University
Kingston, Ontario K7L 3N6
Canada

Dear Bill:

You will have realized how relieved Isabel and I were last Saturday when you told us that the Board of Trustees decided to extend our efforts at the Castle at least until May of 1997.

I am happy to be able to enclose my check for U.S. $100,000 to be used, together with $20,000 we gave in December, for scholarships at the Castle in 1996.

Of course, Isabel and I have thought a great deal about how the Castle can be made viable during the next year.

One suggestion, of the motherhood type, relates to expenses. There must have been very high fundraising expenses - for fundraising which was largely ineffective - and also the expenses of a great many people flying back and forth to the Castle. Some of that is reflected by the fact that more than half of the total projected expenses are taken up by administration and logistics.

More important is to make the Castle a truly international operation. Right now, it seems that the effort has been to create courses that can receive credits at Queen's. Of course, such credits are important, but even more important will be to attract European students. They will be much more concerned with the substance of the courses than receiving credits at a Canadian university.

After we had given Queen's the £6 million for the Castle, we decided that we would not in any way want to interfere with the running of the operation. And yet here I am doing just that. But surely you will agree that we are at a turning point, and so we very much want to help with our thoughts.

You are probably in the process of setting up a task force to help Don Macnamara, David Turpin and Sandy Montgomery. Please do consider including:

a) Agnes Benidickson - She is one of the most respected Queen's persons and has a clear vision of what the Castle could mean to Queen's;

b) Jane Whistler - I don't know exactly why she was fired by Maurice Yeates, but I suspect that it was because she argued against (i) "absentee management" - decisions being made largely at Queen's rather than at the Castle, and (ii) the courses being just Queen's courses without particular international focus. She so clearly understands our ideas of an international centre;

c) Boris Castel - He writes very well, has a great deal of international experience and is extremely interested in making the Castle work; and

d) David McTavish - The art history courses at the Castle have been among the most successful and he has done so well as chairman of art history, director of our Art Centre and teaching in Kingston and Venice.

Whenever I have important discussions, I write aide memoires, just to remind me of what was said. It is so easy to forget important details months or years later. Hence, I wrote an aide memoire following your visit ten days ago, and I enclose a copy.

You will note that on page 2, I outlined the two conditions for our gift of U.S. $1 million.

The first was that our loan be repaid on May 2nd in full. That has one minor and one major advantage. The minor advantage is that today, Queen's is likely to be able to get a bank loan at less than 6% interest.

The major advantage is that you will find fundraising for the Castle very much easier to accomplish when the funds are not to go for the repayment of a loan from a graduate. Hence, I hope that Queen's will repay the loan in full on May 2nd.

The second condition was that Queen's fold the needs of the castle into the next Queen's Quest. You explained that Queen's cannot yet meet that condition because the Board of Trustees wants to see what can be done during the next fourteen months. Of course, I understand that, and hence, I waive that condition and just hope that after May of 1997, the Castle will be an integral part of the University.

We plan to send you our check for U.S. $1 million in the middle of May.

Queen's now has a wonderful team. Don Macnamara's speech to the Senate was one of the most moving I have ever read, and Sandy Montgomery is a truly caring and dedicated man.

Yesterday's *Whig Standard* stated that "Leggett initially approached the Board with the hope that it would accept his recommendation to close the Study Centre ..." I hope that this is untrue.

We also hope that last Friday was a point of low ebb for the Castle and that everything will improve from now on.

By all means, share this with all concerned.

With all good wishes from both of us to all of you, I remain,

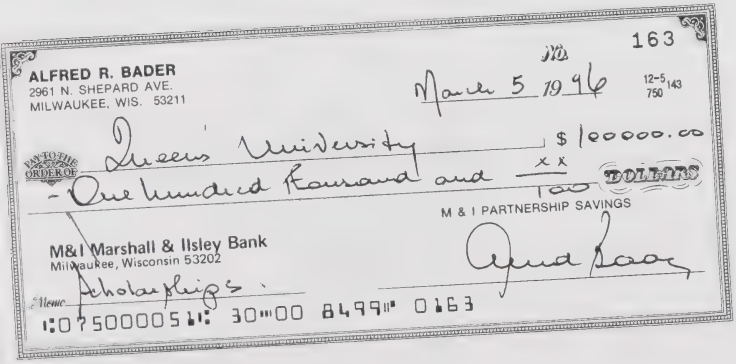
Yours sincerely,

AB/cw

Enclosures

cc: Dr. Agnes Benidickson

Fond regards


ALFRED R. BADER
2961 N. SHEPARD AVE.
MILWAUKEE, WIS. 53211

163

March 5 1996

12-5/750 143

PAY TO THE ORDER OF Queen's University $ 100000.00

One hundred thousand and xx/100 DOLLARS

M & I PARTNERSHIP SAVINGS

M&I Marshall & Ilsley Bank
Milwaukee, Wisconsin 53202

Memo Scholarships

⑆075000051⑈ 30⑈00 8499⑈ 0163

Aide Memoire

Alfred Bader
February 26, 1996

Principal William Leggett visited us yesterday, arriving by plane at 9:45 am and leaving at 5:45 pm. He must have had a very strenuous journey, because he left Syracuse by plane at 7:00 am.

The main topic of discussion was the finances of the Castle.

Until about a month ago, prospects seemed good as evidenced, for instance, by John Cowan's one-page report in the January 15th *Queen's Gazette*. Shortly thereafter, Principal Leggett became very agitated and very much wanted to visit us for a face-to-face discussion.

He brought with him a confidential, 4-page analysis, pages 16 through 19 of an Attachment D, presumably prepared for this coming week's Board of Trustees meeting.

Naturally, I tried to find out what has caused the Administration's rather sudden turn-around and now deep concern.

One cause may be that Queen's approached an international real estate firm to inquire what could be obtained for the Castle as it is now and was told that it would only be between Can. $15 and 20 million.

To me, this seems absurd. In 1990, a Japanese trust agreed to purchase the Castle - as it was then and without any permits in place - for £25 million. It is true that the Japanese property market has declined sharply, but the Castle today is far different and infinitely more attractive than it was 6 years ago.

By April 30, 1997, the debt is projected to be Can. $16 million, and of course, if that was all that could be obtained for the Castle and the Castle had to be sold, it would put Queen's in a very difficult position.

Looking at the projections, the following salient facts stand out:

A) If tuition can be raised to $8,000 per term, in line with Queen's tuition, the operating loss for the year ending May 30, 1997 would only be $140,000.

B) Queen's charges the Castle 8% interest on its advance to the Castle and $720,000 interest Queen's pays to itself.

C) Of the total projected expenses of $4.169 million, more than half ($2.092 million) is taken up by administration/logistics and other expenses. I wonder, of course, whether those could not be reduced substantially.

D) The projections are based on the assumption that there will be 170 students in this coming fall and again in the winter . Those enrollments are by no means certain, and depend in part on whether Queen's does want to urge first-year students to begin their studies at the Castle.

I explained to Principal Leggett that over the last few years Isabel's and my gifts to Queen's have been about U.S. $20 million, and I shared with the Principal my latest U.S. tax return showing a gift tax carryforward of U.S. $9 million.

As I am a Queen's graduate, the U.S. government allows my gifts to Queen's to be deducted from my income, under the present tax rate, which is about 40%. However, gifts-in-kind, like Sigma-Aldrich stock, are limited to 30% of my total income, making major gifts to Queen's now impractical. I believe that Principal Leggett clearly understands our situation.

Interest rates in Canada, like interest rates in the U.S., have declined sharply in the last two years, and I suggested to Principal Leggett that Queen's consider repaying our Can. $8 million loan and refinance this in Canada at a lower rate of interest.

I reiterated what I have explained before: I believe that we made a mistake in making the loan and agreeing to repayment in Canadian dollars. At first, two years ago, I suggested that we make the loan in U.S. dollars, but David Smith pointed out that to insure repayment in U.S. dollars would cost the University about Can. $1 million. Hence, we took that risk, not really realizing what a Damocles sword the possible secession of Quebec is to Canada.

Of course, I explained to Principal Leggett that we very much want to help, and I suggested that Isabel and I give to Queen's University U.S. $1 million on two conditions:

a) That Queen's repay the loan in full, as it is permitted under the loan agreement, and

b) That Queen's fold the needs of the Castle into the next Queen's Quest, so that the Castle would in fact become an integral part of the University.

As was predictable, fund-raising for the Castle in Britain is not going well. But why should a British donor make a major contribution to a castle owned by a Canadian university?

The immediate need is for Queen's to get more students to come to the Castle. With that in mind, we gave Queen's last December U.S. $20,000, and we offered a further U.S. $100,000, both sums to be spent on scholarships at the discretion of the University, in this year (1996). Principal Leggett was not certain that it could accept that gift.

Clearly, the administration is seriously considering not having students come to the Castle!

Isabel and I kept reiterating our thoughts that one to two years is simply too short a timespan to evaluate the Castle.

If Queen's should now sell the Castle, even at a substantial profit, future generations are bound to ask: How could Queen's do this?

INTERNATIONAL STUDY CENTRE
Queen's University (Canada)

HERSTMONCEUX CASTLE
HAILSHAM
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UNITED KINGDOM

TEL: 01323 834444
FAX: 01323 834499

FAX TO: **Alfred and Isabel** **Date: 5 March 1996**

FAX NO: **414 277 0709** **Page 1 of 2**

FROM: **Gillie**

Dear Isabel and Alfred:

It was lovely to hear you both on Saturday evening although, alas, the subject was not! I had a long call from Jane later that evening when we thoroughly 'chewed the fat' although I fear I did not have any more information to give her.

Yesterday morning we arrived at the Castle to discover that Don Macnamara and David Turpin were arriving imminently (as you know). Everyone - staff, students, faculty - met in the Great Hall at midday where both Dave and Don gave an excellent briefing covering the financial background, the present difficulty, and the future options, stressing how shocked Senate had been by the Principal's announcement of the ISC's problems last Thursday. Apparently the students especially were shattered and within two hours had signed a petition with 383 names (I think that was the number) saying that the ISC must be saved at all costs. I understand everyone was stunned by disbelief that there was even a possibility of closure. Don told us of your incredibly generous offer (which you mentioned to me on Saturday night) which had secured the future for another year at least. There were then a few questions, the most pertinent from students, especially asking why more students hadn't applied. Don explained - principally to the staff, I think - that recession was hitting Canada as hard as it had been here and students were worried they would not be getting summer jobs, jobs after they graduate, parents were worried they would lose their jobs, and the whole feeling was one of uncertainty. He also made clear the problems of marketing, i.e. why North American universities were the main target for marketing as everyone would go where the Americans led; UK and Europe were not really interested as students could attend virtually free universities funded by government grants, and different term times to our's proved awkward; how the Far East needed a totally different approach (basically one-to-one), and the reason why we had 11 students from Nagoya University and would have another 6 Japanese students next term was because the Japanese University Directors had been talked to directly by someone from Queen's; Latin America was again a different proposition as there was only a comparatively small, elite, rich group of potential students to approach. Don also said that out of the 50 students attending this term only half came from Queen's, and the question had been raised "Hey, if the ISC is so great, how come there are not more students from Queen's which is one of the larger and richer Canadian universities?". The weekend of 17/18 February Don and Heather at the ISC had hosted representatives from 14 Universities who had all been most impressed by the whole set-up, and said how visiting the Castle had brought it alive whereas word of mouth in Canada would not have made such an impact. Don also stressed very strongly the enormous support offered by everyone at Queen's who knew the ISC and who agreed that both in concept and in practice it was a marvellous venture and should not be allowed to fail.

Both staff and students to whom I talked later agreed that the briefing was excellent. Dave Turpin is such a great guy, and like Bob Crawford who was here for much too brief a period last summer, one has great confidence in both of them and feel they are really 'safe pairs of hands'. I certainly felt more reassured afterwards and I'm sure most of my colleagues felt the same.

Yesterday afternoon Dave and Don met Councillor Mrs. Valerie Chidson who is Chairman of Wealden District Council (and who attended the Gala Ball and Concert last summer as a guest of honour) and whom I understand was excellent and supportive. Don said it was the most productive and easiest discussion he had ever held with a politician! This morning they have both gone to the Canadian High Commission which hopefully will be equally productive. Dave, unfortunately, flies back to Canada this afternoon, but I have received a call from Jane and I'm sure Don would be delighted to see her on Friday. I'll hope to arrange it when Don returns from London and I'm sure she will tell you the situation far more clearly and cogently after her talk with him. I am sending her a copy of this fax so she can put you right on all the points on which I have inadvertently mislead you!

I hope you are both well in all other respects.

Kind regards

Gilles

Queen's University
Kingston, Canada
K7L 3N6

as from: 200 Albert St.,
Kingston, Ont.,
K7L 3V3

5th March, 1996.

Dear Alfred,

The enclosed is just to hand and this word of your most recent discerning and generous decision and action prompts me to write and say how much what you are and do have meant and mean to Queen's and to express my personal thanks.

I hope that our paths may cross when you are next in Kingston.

The other enclosure from the Manchester Guardian Weekly will be of interest.

With renewed thanks and best wishes for you both, I am,

Sincerely yours,

Pat

A.M. Laverty

Ensl 2

7th March 1996

Dr Bill Leggett
Principal and Vice Chancellor
Richardson Hall
Queen's University
Kingston, Ontario
K7L 2W6

Needless to say since I saw you in London the crisis concerning Herstmonceux has deepened and come out into the open, or at least more open than before. I have spoken to Alfred and Isabel several times and, as a result, at their suggestion, I have also spoken to Sandy, Gillie and Don. Part of me doesn't want to be involved atall but I do care very much about the welfare of the project and feel it is something of potential significance and value and is in a place of historic significance and great beauty -- the two coming together should work!

When we met I thought that you might have been in England in relation to the castle and fund raising, as Florence was with you, but as we didn't talk about it I began to feel that perhaps you were over in a different capacity. I don't believe the UK is an appropriate place to raise funds through individual giving, there is no tradition of giving to Universities and there are no tax benefits to the donor through giving. I'm sure you know all this but I would have thought that the only possible way of raising money here is through Canadian companies who operate here, so that would be done in Canada, I have to say that I wondered why Florence was with you because you must have discovered long ago that the Canadian approach doesn't work here.

Since talking to Alfred I have thought quite a bit about how to make the castle viable as well as valuable. I see it as having many functions. Tourism, general conferences and functions, the arts,specialist courses and symposium, environmental centre, alternative technology centre, science centre -- all possible as well as education which is obviously its chief function. It's not easy but many places survive by being creative in being open to the public alone. This is an area where there is considerable expertise in this country and it is no longer done by amateurs. The Royal Observatory never did this professionally and the

need to have someone who understands the market as well as the marketing means that it needs to be someone who is English and is in the heritage business. Queen's also owns 500+ acres so there are endless possibilities to try to make that a part of the project that contributes to the whole. Here I believe combining with the University of Sussex and having an environmental centre and programme might be possible and could be popular for short extra mural courses too. Having two areas of special scientific significance could also help as local experts could develop scientific short biology courses etc. The University of Sussex has a well known Development Institute combining with them and using some of the land to experiment with appropriate technology could be another area to expand interest to the wider and national community, possibly even Europe. The land could also be used in a specific agricultural way or to provide a children's farm for the public. I think it is important to think of as many possibilities as possible to make it a flourishing center. The arts could be expanded, the site could be rented for films and fashion shows etc etc. Courses aimed at the University of the third age or heritage courses run by specialist tourist companies could also be explored. I feel sure I am saying nothing that is new but I think spreading the net to foster as many ideas as possible is important as the economic climate has mitigated against students right now.

Now that I am working in the business community I am aware that they still seem to have money and are very concerned about the major social contract that has broken down. People no longer have loyalty to the company,(for good reason), and vice versa. Looking at the future place of work and the social fabric where insecurity is the norm, might be the foundation for a business school with a global focus, with government, UN, EU, business money etc being available from many quarters?! It would meet the multicultural, international focus and would require a focus on mutual respect, tolerance and a need to live in harmony with differences. It would require people to share power and discover other ways of working than authority systems of colonialism or reverse colonialism and to explore participatory multi network dialogue and management.

I also feel that it is important to get English or European accreditation. There are private Universities here, which have waiting lists, (particularly from overseas students), They run full-time, four term courses which could be operated in conjunction with Queen's courses, and would add an international and English dimension. Possibly this could be organized from here rather than from Queen's. I really do believe that getting someone on the staff at a high level from here is important. I know Sandy is business or operations manager, but aside from Gillie there is none from the castle ilk here and what ever one may think about class it does exist here and needs a bridge to meet the expectations of the locals as to how a castle should be run. It is not purely class it includes a deep respect and knowledge of literature and the arts regardless of academic specialty. This person would preferably speak several languages and could be public relations, oversee open to the public, student/community liaison and generally oil the wheels on this side of the ocean. Having everything organized from Canada has severe disadvantages I feel. For one thing it means people here get caught up in campus politics and ambitions which are very destructive and of which people here have little knowledge and from which they have little protection. I believe setting this place a bit freer from the Canadian scene at Queen's as

an autonomous centre with Europeans as well as Canadians in charge might be worth trying.

When I started I didn't plan to write such a longwinded comment, but I do care deeply about the project and if there was anything I could do to help it I would do it. I felt the best thing I could do was to stay polite but to stay away. When I was told making an official grievance might harm the project I desisted, I would probably have lost but that was not important to me but the welfare of the castle project was. I think for Queen's to lose or let go of the castle project would rightly affect its reputation as a significant academic institution with an international as well as Canadian reputation.

I put a P.S. on Bill's letter saying I was sending you a copy. I never got the fax about Bosnia but I expect we shall talk again soon –

Love to you both

Jane

[illegible]

FAX TO: [illegible]

FAX NO: [illegible]

FROM: [illegible]

Date: [illegible] March 1995

Page 1 of 2

[illegible]

[illegible] you are [illegible] return.

[illegible] contact with me. [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

GLUE

INTERNATIONAL STUDY CENTRE
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19 April 1995

Dr. and Mrs. Alfred Bader
Astor Hotel, Suite 622
924 East Juneau Avenue
Milwaukee
Wisconsin 53202
U.S.A.

Dear Isabel and Alfred,

It was lovely to talk to you on the telephone, Isabel, and to know you are both well. Henry was *delighted* with the biography this morning, and thank you so much, Alfred, for the inscription - he was thrilled with that too and is really looking forward to reading it. Meanwhile, he has gone for the whole day to play golf at Rye - luckily the sun is shining but we had a dreadful frost last night which caused great consternation to us and our newly planted beans and tomatoes, which were all lovingly covered with black plastic overnight! I am also buying a copy of your book for my brother who is an international lawyer and seems to spend an unconscionable amount of his life in aeroplanes flying to Tashkent or other out-of-the-way places and loves reading. He has contact with various Ontario MPs, especially the Hon. Don Macdonald who is very connected to people in Queen's and also the Castle.

Maurice and Marilynn are packing up today and plan to leave on 29 April, I believe. As I told Isabel on the telephone, we will have Bob Crawford (who knows us) until the beginning of September when our new permanent Executive Director is appointed. I am trying to get the new Student's Handbook for the Spring and Summer terms finished, but there are so many new changes that alterations come flying in thick and fast, and the whole situation is rather mercurial. When the Handbook is *finally* done I shall send you a copy, so you can keep abreast.

I enclose some brochures for the Concerts for you and Daniel and Linda. As the unveiling of Bader Hall is all being organised from Queen's we are not au fait with the exact programme, but I am sure they will let you know when all is decided.

We much look forward to seeing you both in June. Let me know if there is anything you would like me to do. Meanwhile, fond wishes from both Henry and me.

Love,

Gilbert

A Limited Company registered in England No: 2837809
Registered Charity No: 1025387
Registered Office: Herstmonceux Castle, Hailsham BN27 1RP

Phone Monday am

FAX TRANSMITTAL SHEET

FROM: DR. ALFRED BADER

2961 North Shepard Ave.
Milwaukee, Wisconsin 53211

PHONE: (414) 962-5169

FAX: (414) 962-8322

April 16 1995

TO: TO: MRS. GILLIE ARNELL

FAX: 011-44 1373 834499

Dear Gillie: Naturally I will gladly inscribe the book when we see you in June

TO HENRY
WITH VERY BEST WISHES

APRIL 19 1995.

Alfred Bader

Many thanks for your faxes, Gillie. We've been on the road so much I'm all behind. Hopefully everyone did reasonably in their exams and will remember some better weather and springtime in England. What with January rains and March colds and flu, they needed some good memories too.

I wonder how the 2-6 week courses will go. Very short, but maybe a taste is better than nothing at all.

Maurice & Marilyn probably need a sabbatical after the nightmare of getting things up and running. In fact, you probably all need a rest.

Could you possibly send me the latest details for the June days. Daniel & Linda are thinking seriously of coming over. Thanks.

Love Isabel.

WHAT A CHORE. 100 BOXES OF BOOKS!

To Henry
with very best wishes

April 19 1995

OFFICE OF THE PRINCIPAL

Queen's University
Kingston, Canada
K7L 3N6

November 8/93

Dear Alfred and Isabel,

As promised, I'm forwarding the article from Saturday's Whig-Standard. It was a revelation, even to me, who thought I knew you somewhat, and is certainly a topic of lively conversation among people with whom I have contact. Your gift of the castle was/is so extraordinary that people want to know everything they can about such magical "agents".

I'm certainly missing you these days. You two went on to further commotion, but we were left with the great hole of your absence in the fabric of Summerhill's life. In your distinctively quiet ways, you surely stir the air in your passage through others' lives. I do hope Queen's will have another of your royal visits in '94 and that I will see you again, somewhere, in the meantime.

It occurs to me that this Whig article will whet peoples' appetites for Alfred's autobiography. That will be a bonus, no?

Stay well. See to your back, Isabel. My best to your boys and my love to you —

Cathy

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7th March 1946

Dear Isobel and Alfred,

Thankyou for your telephone call the other evening.

The staff are still suffering from the shock of the announcement and the possibilities of closure. However despite this morale is not bad and the students are not suffering in any way. I enclose the copy of a letter that I have sent to Principal Leggett and the Board which expresses the feelings here.

I still find it hard to come to terms with the possibility of abandonment of the academic programmes and final disposal of the Castle. The battle, I believe, is far from won and the vultures at Kingston are hovering very close!

I look forward to seeing you both in May.

Best wishes
Sandy and Family.

7 March 1996

Dr. William C. Leggett
Principal and Vice-Chancellor
Queen's University
Kingston, Ontario
Canada K7L 3N6

Dear Principal Leggett and Members of the Board,

I have purposefully refrained from writing until all the meetings and initial decisions were completed. I feel, however, that I must put forward both my feelings and the feelings being expressed by the management and staff at the ISC.

I know that you, Principal Leggett, and those who have had the opportunity to visit and stay at Herstmonceux Castle cannot doubt the commitment and pride that every single member of the staff here feels for the Study Centre. It was a great shock to all the members of staff when the news broke, in a most unfortunate way, that a formal proposal had been put forward at Senate that the academic function of the Centre should cease and that the Castle should be disposed of. After the initial shock the response was immediate, spontaneous and heartfelt - to a single person, the question most posed to me was "What can we do to save this programme?" - not because of the potential job loss but because they could not understand or believe that such a powerful and forward-looking University could contemplate abandoning the ideals and an institution that are in infancy but already proving their worth academically and creating a business that is growing month by month.

I have been asked to stress a number of points:

1. It has been stated by many parties that we have been operational for two years or more - in fact we did not start operations until September 1994 and this is our first full year of operation.

2. The comment that selling the Castle will save jobs is most probably highly imaginative, but to the staff at the Castle it is at the least insensitive and, more broadly, quite insulting.

3. The whole team from the start of this venture have given far more than could be expected both in time, commitment and support to a University that they do not know and for a project that caught their imagination and belief. There is a feeling of betrayal in particular by those departments at Queen's that have apparently never committed themselves fully to a project that was passed and encouraged by the Board and Principal (of that time) over three years ago. When a person gives 100% + to a project, it is difficult to comprehend why others who are part of the University are not even prepared to give the Centre an opportunity to prove itself. Our lifeblood is students, and if faculty departments do not support and encourage at the conception then a great deal of the blame for our problems lies with them.

The willingness of the Board to give us time to review the financial structure and operation of the Study Centre with the help of a review committee has been seen as a breath of realism amidst some of the unwelcome hysteria, and shows an understanding of the commitment that Queen's had already given. Principal Leggett, we understand the reasons behind your need to make the proposal to the Senate and also are well aware of the seriousness of the matter. Our commitment to the International Study Centre, Queen's University, and primarily to the students both from Queens and the many other universities remains unshaken. This faith and determination to succeed is beyond financial value, and it is this more than anything that will help Queen's University create a Centre unique to Canada and other countries, with an unrivalled opportunity for students throughout the world to meet, learn and participate in an International Centre of Excellence.

I should have liked to have had the opportunity to address the Board, as would other members of staff over here, but time and cost prevented us from being with you; but rest assured that we are here to support you and the Board in any way we can to achieve a constructive and worthwhile outcome from this crisis.

Yours sincerely,

Sandy Montgomery
Operations Manager

OFFICE OF THE PRINCIPAL

Queen's University
Kingston, Canada
K7L 3N6

March 8, 1996

Dr. Alfred Bader
Alfred Bader Fine Arts
Fax: 414-277-0709

Dear Alfred:

Thank you very much for your fax of March 5. I apologize for the delay in responding. I have been very busy with special Senate meetings, with plans for the development of our Task Force activity and with a number of issues relating to our budget cutting here.

Your support following the Board meeting was very important and I thank you for it. In our conversations following the meeting I sensed your relief at the outcome of the Board's deliberations. I too was relieved, and I am very satisfied with the course they have taken. I can tell you with all honesty that the past week, and in particular the past weekend, was one of the most stressful in my life. I can also tell you with honesty that **The Whig Standard**'s statement that "Leggett initially approached the Board with the hope that it would accept his recommendation to close the Study Centre" represented their interpretation of my thought process. As a businessman, you will know the responsibility of a CEO to his Board. I felt obligated to advise the Board of the financial situation of the International Study Centre, and to recommend action to them. This recommendation did not come easily. I, my Vice-Principals, and those involved in the ISC had agonized over the financial situation, and the course we should take, for several weeks. You will know this from my telephone calls and visit well before the Board meeting.

It is true to say that I was concerned at several times during the Board's discussion, that it might delay in making a decision on future directions. It is my strongly-held view that we must confront the situation now before us quickly, and strive aggressively to find solutions. For this reason, I urged the Board to proceed with a sense of urgency. I am pleased that they have done so. .../2

We are now proceeding quickly towards the establishment of a Task Force. Mr. Tom O'Neill, the incoming CEO of Price Waterhouse, has assigned one of his senior partners to our project. The individual in question, Greg Watson, specializes in turnaround operations, and has had a great deal of experience in this area. I have had several conversations with Mr. Watson, and he will be coming to Kingston next Wednesday (March 13) to meet with us and to finalize the structure of the Task Force. At the moment it is our intention to strike a number of working groups under the Task Force umbrella to examine all aspects of the ISC operation and it's future.

I appreciate your suggestions regarding membership of the Task Force. Many individuals from the Board and elsewhere have provided with other names and advice. For the moment, I am delaying any decision until we precisely define the nature of the task before us. At that time it will be important that we identify those individuals who can most effectively assist in the very careful considerations that must be undertaken. I assure you that your suggestions will receive serious consideration as we move forward.

David Turpin, Vice-Principal (Academic) and Don Macnamara travelled to the ISC immediately following the Board meeting and met with students and staff there. They explained in detail the current financial situation with respect to the ISC, the challenges before us, and the basic structure of our activities over the next few months. I am pleased to tell you that it was an extraordinarily positive meeting. Staff understood the situation, and several expressed their view that they understood the importance of the decisions that were taken, and their responsibility in attempting to find a solution. I am advised that everyone there has redoubled their efforts in an attempt to do so. The students, too, who were initially extremely upset at the news, now understand and are working quite actively in an attempt to market the castle and spread the word on the exceptional experience they have had there very broadly among their peers. At the Queen's end, a student group has been organized which is very active in promoting the castle and in ensuring that those in residence and elsewhere understand the opportunities that are available to them there. Several influential members of the academic staff at Queen's who here-to-fore had been absolutely silent on the castle, its contributions to the university, and its importance over the longer run have now begun to speak on its behalf. I do not wish to overplay the positive here, but I do find it reassuring that we seem to have shifted from a position where only the critics spoke, to one in which both sides are being expressed. I think that is constructive.

.../3

In your letter, and in our conversations, you have indicated your concern that we may have spent far too much of the ISC operating money on non-productive fund-raising. In particular, you point to the relatively high administrative line in the budget. I wish to reassure you while we may well have spent far too much money for no return on the fund-raising and promoting side, few of those charges appear in the operating line of the ISC. All of my own expenses in that regard have been absorbed by my office, and it is my understanding that the majority of the expenses related to fund-raising have been charged through our Department of Development. I am also quite convinced that the administration line in the budget is too inclusive and includes many expenses which are, in fact, operations. I have asked for a further break down of that and should have it soon.

Finally, as I indicated to you when we spoke, we have not been charging the costs of the Queen's-based ISC office to the ISC operations. Hence, recruiting, marketing, and the staff costs associated with those activities and with Queen's-based administration have been borne by the University. We consider this to be just since we provide these services for all other academic units within the university from central budget. Dr. Macnamara's remuneration and expenses are included those central funds.

As you will appreciate, I have been approached several times by the media with respect to the future of the ISC. You will be familiar with the interest and articles by the Queen's media. In addition, I have been interviewed on the local television station, the local radio and on the CBC radio noon, which has a broader Ontario coverage. In each of these interviews I have attempted to make three points, which I believe in very powerfully. The first is that from an academic perspective the International Study Centre has been an enormous success. The response of professors and of students who have participated in the education experience there is extraordinarily positive. That message is spreading quickly through my own efforts, and now through the efforts of the students who have been there and who have redoubled their efforts to carry that message. The second is that the gift of the International Study Centre, and its acceptance by Queen's, was a powerful statement of your commitment and of the university's commitment, to a dramatically enhanced International profile and of the importance of that to future generations of students. I have also stressed that everyone involved knew that a bold initiative of this magnitude carried with it certain risks, and I have praised your understanding of that reality and your commitment that should experience prove that the ISC was either financially or academically unviable, the university would be free to take whatever

.../4

action was necessary to resolve that matter. Your adherence to that commitment has been seen here at Queen's, and elsewhere, as a very powerful statement of your support to the University and to international education generally. My view on this is summarized by a statement which I made to the University Senate in which I indicated that you had given us an exceptional opportunity to take a bold step forward. Having done so, no one should judge the outcome as a failure, even if in the final analysis it proves necessary to close the ISC. I then went on to say that any institution that was afraid to take bold initiatives in directions that were necessary was destined to declined. I indicated that even under those circumstances the very least one could do was learn from ones experiences and move forward boldly again.

And finally, I have observed that the challenge before us is a large one, that I am encouraged by the response now that the nature of the problem is clearly before us. We are now committed to doing everything we can to assess the situation and find solutions.

Alfred and Isabel, I am deeply concerned with the stress that I have created for you, for others associated with the ISC and the University and indeed for myself and my own family. I am convinced, however, that had I failed to act and act decisively the ISC would certainly have been lost. With a growing sense of denial of the reality on the one hand, and opposition on the other, the ISC would certainly have failed had we not taken decisive action. I profoundly hope that the action I have taken will resolve the matter and assure the ISC continued viability. If it does not, I take some comfort in my sense of the reality that the outcome would ultimately (and quite quickly) have been one of failure in any event.

My appreciation of your support and understand is profound. Thank you most sincerely.

Yours truly,

Bill

William C. Leggett
Principal and
Vice-Chancellor

WCL:dsh

To Don Macnamara

11th March 1996

In great haste I sent off a scruffy copy of the vision I had for the centre which I had written while I was there. But since then I have thought about the castle a bit more and spoken to Alfred again. I have also talked about it a bit to a friend, Paddy Rossmore, whom Alfred also knows, initially because he overheard something about it, and he is a person whose confidentiality I can trust. (I have also been told rumours by builders and others so the situation isn't under wraps here, although I know Sandy would like it to be.)

Paddy agreed with me that the project needs to be tied much more closely to the British community in the widest sense. It could be Sussex University but it could also be with others of the "great and the good" both locally and nationally. This might be in the form of an associate board or something with a bit of authority where the members were selected and one was a representative on the Queen's board. The format would have to be carefully constructed and various constituencies would need to be included. Why I thought of you particularly was because at one time it was hoped that Prince Charles might be patron and then the whole idea was dropped. An English board was also considered but that too got shelved along with trying to get UK educational accreditation. I have never understood how the Centre can be in the UK and Europe and be so exclusively North American that it is seen here as a Canadian Institution and not an integral part of the place. I think it is good to remember that private Universities like Buckingham University and several American Colleges, (not campuses), are well used by English and other nationals. I really do believe that tying the Centre to the UK through power sharing will greatly improve its status here. Paddy had been here for a lunch I gave for a few from the Science Centre, Sussex University and the Baders and he did not realise that the castle was so exclusively Canadian. We mentioned people who are local who might like to be involved and use their influence but he felt the castle was of national significance and could approach people from farther afield as well. He is local and the fact that he is Lord Rossmore and stayed at the castle when he was a child still counts for something here. He is also very interested in the arts and has the taste and influence that could add another dimension to the castle so might be an appropriate member of a local board, so would Charles Moore another local whose family have lived here for

generations and he is editor of the Daily Telegraph with its Conran Black connections. Either of these if they were willing would be good people to have on board.

I would also like to repeat again what we spoke of on the phone, that I believe, like you, that the way courses are presented and credited at Hmz should be different so that students aren't mark grubbing for their degree average but are on a pass/fail basis for the term which is then proportionately removed from their degree average. This would allow for a much more creative and experiential use to be made of their time here based on the opportunities that being in another culture provides. I suppose the historical and artistic opportunities are the most relevant but political and economic as well as natural history are also relevant. The presence of a science centre with its astronomical and optics focus is also not irrelevant. When the project was started the idea of having Queen's courses in a different venue was not considered. It was a suggestion put forward by Dr Yeates as a way of making the castle economically viable, I do not feel that point has been proved and I wonder if that basis for the programme has been reassessed since.

Initially when the project started I was involved in all these matters but later I was told to keep out of the Universities, the vision, the local structure etc except in the most peripheral way. Now I am not involved in any of it so I am just giving my oppinions as a local individual who was once deeply involved at all levels and who is a friend of the Baders and who passionately cares about the castle and the centre. I hope you don't feel I am intruding and I really hope your work bears fruit!

Dear Alfred + Isabel

I will keep you informed on any interfering on my part so my letters are totally public and can be passed to anyone you like! This is because I don't feel caught in anything that might be, and possibly unconsciously was manipulative! My interference is now direct and above board. I just got your airmail envelope with Queen's + Bosnian contacts and will take it with me to London and read it there.

In haste + with love to you both

Jane

cc Drs Bader.

47 HUNTINGTON STREET
NEW BRUNSWICK, N.J. 08901
U.S.A.

March 12, 1996

Dr. Alfred Bader
Astor Hotel, Suite 622
924 East Juneau Road
Milwaukee, WI 53202

Dear Dr. Bader,

I have read the disheartening account of the problems facing the Herstmonceaux program of Queen's University and have written to Dr. William Leggett to offer encouragement and make some suggestions about possible sources of support. A copy of my letter to Dr. Leggett is enclosed for your reference.

I understand from a phone conversation this morning with Dr. Leggett's aide, Mrs. Joyce Zakos, that you have stepped forward with more assistance to maintain the enterprise in the short term. This provides much needed breathing space, but obviously, the time is fast approaching when others must pick up the burden of sustaining the very important project that you have so gallantly launched. I hope that I shall be able to identify some sources of support in the time that remains.

At any event, I want to take this opportunity to add my thanks to the thanks of all others who admire your generosity and the wisdom you have displayed in the application of that generosity. I do believe that adversity has sweet uses, and I am confident that the Herstmonceaux program that emerges will be the better for having had to grapple with its current problems.

Yours sincerely,

Bruce Newling

Bruce E. Newling

xc: Dr. William Leggett

47 HUNTINGTON STREET
NEW BRUNSWICK, N.J. 08901
U.S.A.

March 12, 1996

Dr. William Leggett
Office of the Principal
Richardson Hall
Queen University
Kingston, Ontaria K7L 3N6
CANADA

Dear Dr. Leggett,

A few days ago, I received a copy of the news article from The Kingston Whig-Standard of March 2 that described the financial problems besetting the university's Herstmonceaux program. I was saddened to read in the article that because of these financial difficulties, the International Studies program may have to be terminated and the castle sold.

Because my longtime friends Maurice and Marilynn Yeates were initially associated with the Herstmonceaux program, I have followed its development with considerable interest and actually visited the castle with my wife in September, 1993. Subsequently, I introduced the Yeateses to my friend Peter Usborne, the founder and owner of Usborne Publishing, the premier British publisher of children's books. My hope was that Peter might develop an interest in the program and perhaps help to support it in some way. Maurice Yeates was aware of my thinking in this regard and invited Peter Usborne, his wife, and Peter's mother to the celebration that was held at the castle two years ago. The Usbornes had a wonderful time, and I know much good will was thereby established.

This morning, I sent a copy of the newspaper article to Peter Usborne, accompanied by a letter in which I said, regarding Herstmonceaux, "If you have any recommendations to make, I'm sure the principal at Queen's, Dr. William Leggett, would be grateful to receive them. . . . . You worked such magic at your publishing company that I should not be at all surprised if you come up with a viable plan to salvage the Herstmonceaux operation now that you know the problem exists." Obviously, with a business to run, Mr. Usborne is a busy man, but I have given him your address, and I hope that he may indeed have some constructive suggestions to make. In the meantime, I have in mind one or two other people who might be of some practical help in this situation, and I shall consult with them shortly.

I think Dr. Bader's gift to the university was absolutely inspired, a truly magnificent gesture that holds the promise of important consequences not only for Queen's but for Canada, too, because the good will fostered among participating

students from a wide variety of countries cannot help but be beneficial to Canada's relations with other countries for years to come. The significance of the program, in other words, transcends the purely educational mission, a point that I think needs to be stressed in arguing the case for reasonable governmental support of the program, even in a time of financial exigency.

My belief is that major financial support for the Herstmonceaux operation will be found in East Asia, where there is a strong interest in supporting educational opportunities in the West that are accessible to Asian students. In this respect, Queen's may want to consider offering not only a program in International Studies but in English language immersion also as a means of drawing in fee-paying students in larger numbers than are currently enrolling. The search for financial support should thus by accompanied by a marketing study that addresses the question: What educational program would be most attractive to students from overseas? One such might be a program in English instruction for foreign students that would actually be staffed by Queen's senior undergraduate students who would earn academic credit and perhaps a stipend for their participation in the program. Please note that summer programs in English language instruction at Oxford University, for example, attract large numbers of foreign students who pay high fees in order to enroll in the courses.

If memory serves, I believe the financier George Soros has funded educational projects involving international studies and English instruction. Perhaps his involvement in such philanthropies should be investigated by Queen's and then, if appropriate, a letter of inquiry concerning support of Herstmonceaux could be sent to him. For your reference, his address is

Mr. George Soros
Soros Fund Management
888 7th Avenue, Suite 3300
New York, N.Y. 10106-0001

Phone: 212-262-6300

I see from the newspaper article that Dr. Bader is a pragmatist and that he is also unselfish, not expecting the university to keep feeding his gift horse if the university cannot afford the fodder. Be assured that many people, within and beyond the Queen's community, see his good deed shining in this wicked world and will come forward to lend support for the project that he has initiated. Thus, to pursue my metaphor, I am optimistic that Dr. Bader's horse isn't ready for the knacker's yard yet.

Yours sincerely,

Bruce E. Newling

Bruce E. Newling

xc: Dr. Alfred Bader

Tel Joyce Zakos 3/22
letter rec'd.

Dr. Alfred Bader
924 East Juneau, Suite 622
Milwaukee, Wisconsin 53202
Phone: 414/277-0730
Fax: 414/277-0709

A Chemist Helping Chemists

March 13, 1996

Dr. William Leggett
Principal and Vice-Chancellor
Queen's University
Kingston, Ontario K7L 3N6
Canada

Dear Bill:

Thank you for sharing with me your interoffice memo of March 4th sent to all members of the Board of Trustees.

You stated that I repeated my offer to provide U.S. $100,000 for student bursaries to be used at the Castle (incidentally in 1996; my check has been mailed to you) and U.S. $1 million without conditions, to offset operating losses. That is not quite correct. You will recall that during our meeting in Milwaukee on February 25th, I offered these gifts on two conditions:

1) that Queen's repay the loan in full;

and

2) that Queen's fold the needs of the Castle into the next Queen's Quest.

When you called me on Saturday, March 2nd, you asked me to waive condition #2 because the Board could not agree to that now. Of course, we hope the Board will agree to that by May 1997, but anyway, I agreed to waive condition #2.

Repayment of the entire loan, perhaps best on May 2, 1996, has the advantages to Queen's and me outlined in our discussion on February 25th and confirmed in my six-page fax of March 5th.

Thank you so much for four-page fax of March 8th. The weeks preceding that have indeed been among the most difficult in your life and in ours, and we hope and pray that our combined efforts will keep the Castle for Queen's.

With all good wishes from both of us to all of you, I remain,

Yours sincerely,

AB/cw

cc: Dr. Agnes Benidickson

Dear Agnes:

I am concerned about the loan repayment. If Isabel & I had had the slightest inkling in 1994 that Queen's might sell the castle, we would certainly not have made the loan.

Best wishes

ALFRED BADER FINE ARTS

DR. ALFRED BADER

ESTABLISHED 1961

March 19, 1996

Mrs. Gillie Arnell
Herstmonceux Castle
Hailsham, East Sussex BN27 1RP
England

Dear Gillie:

Thank you for your two-page fax of today. Daphne Lawson's letter is most interesting.

The Mr. Alan who called you is quite mistaken. Hove College was, and probably still is, a school for well-to-do kids, and it certainly was not on Connaught Road. The school I went to, on Connaught Road, next to the gas works in Hove, was a school from which kids left at age 14 to become shop assistants - if they were lucky enough to find jobs. The boys of that school certainly would not have an 'old boys' reunion. Today that school building still exists and has become a center for adult education. To go to Hove College, you had to have money, which I certainly didn't have.

With all good wishes to you and Henry, as always,

AB/cw

By Appointment Only
ASTOR HOTEL SUITE 622
924 EAST JUNEAU AVENUE
MILWAUKEE WISCONSIN USA 53202
TEL 414 277-0730 FAX 414 277-0709

FAX TO: Dr. Alfred Barter

FAX NO: 001 414 2[illegible] 0709

Date: 19 March 19[illegible]

Page 1 of 2

[illegible]

[illegible]

[illegible]

[illegible]

3-503 Princess St.
Kingston, Ont.
K7L 1C3

March 21, 1996

Dr. William Leggett
Principal
Queen's University
206 Richardson Hall
Kingston, Ont.
K7L 3N6

Dear Principal Leggett,

I am writing this letter to show my support for the International Study Centre at Herstmonceux Castle. I spent both the Spring and Summer sessions of 1995 studying at the Castle. It was a great educational experience both academically and in terms of exposure and integration into the British culture. My course of study included Art History, Geography and Politics, which introduced me to many facets of the European Community. The opportunity to see famous paintings in person or walk along the North and South Downs can never be compared to reading about these features from a textbook.

Dr. Alfred Bader has provided Queen's with a generous gift and a great opportunity to provide international education not only to Queen's students, but for students around the world. When Queen's accepted this gift a commitment was made to Dr. Bader, the students and the community which surrounds the Castle. I believe that a project of this capacity takes several years to become well-known and established. By pulling the plug on the project after only a year and a half it is not allowing a sufficient trial period. Realistically, a project of this size may take three to five years to establish itself as a truly International Centre and attract a large number of students.

I understand the financial constraints of operating the Castle, but this is not the time to quit. Instead, this is the opportunity to re-examine the initial objectives for the Castle in order to find a viable solution for its operation. It would be a great tragedy to lose the Castle and the educational opportunities it can provide for so many students.

Sincerely,

Jennifer Crozier

Ms. Jennifer Crozier

cc: W. Donald Macnamara for the Task Force
cc: Dr. Alfred Bader

To James

THE PRINCIPAL
AND VICE-CHANCELLOR

Queen's University
Kingston, Canada
K7L 3N6
Tel 613 545-2200
Fax 613 545-6838

To: Members of the Board of Trustees, Members of Senate, AMS, GSS, QUSA, QUFA, ISC Task Force, ISC Staff

Date: March 22, 1996

Acting on the motion of the Board of Trustees passed at its last meeting (March 1996), I have discussed the review of the International Study Centre (ISC) and Herstmonceux within the university and taken advice from Mr. Greg Watson. Mr. Watson, who has been seconded from his employer, Price Waterhouse, to assist with the review is a Queen's graduate and is a specialist in restructuring.

Given the urgency of this task and on the advice of Mr. Watson and others, I have established a Task Force designed to expedite an in-depth study while making the best use of the resources of a wide range of individuals with particular expertise.

An Advisory Group of six members and a Management Group of three make up the Task Force which has been charged to develop, in parallel, the two plans specified in the Board's motion; ie, to develop a plan for the continued operation of the ISC on a break-even basis and to develop an exit strategy should the break-even operation prove impossible. The structure, the membership and the mandate of the Task Force, which will be announced in the March 25, Gazette is attached for your information.

The Task Force Management Group is already at work and is expected to meet at least weekly to review the progress of the work and to consult widely with many individuals and groups, internal and external to the University, who have the required knowledge and expertise. The Advisory Group will meet frequently to receive reports from the Management Group and to prepare the final report to the Board for its meeting of May 10, 1996. Consistent with this requirement to report the following time-line has been established:

March 14-April 15	identification and answering of key questions related to the exit and continue strategies
Week of April 15	preparation of final report
April 25	Senate approvals as required (Senate meets April 24)
April 30	completion of the report and transmission of the final report of the Task Force to the Board for consideration at its meeting of May 10, 1996.

Those wishing to communicate with the Task Force should do so via Margaret Hooey,% University Secretariat, Room B400, Mackintosh-Corry Hall, Queen's University.

William C. Leggett
Principal and
Vice-Chancellor

CHAIRMAN OF THE BOARD

Queen's University
Kingston, Canada
K7L 3N6

March 25, 1996

Dr. & Mrs. Alfred Bader
Astor Hotel
Suite 622
924 East Juneau Avenue
Milwaukee, Wisconsin
53202

Dear Alfred & Isabel,

Before more time passes, I do want to add my voice and gratitude to you both for your very generous and helpful response to the Board's recent decision to ask Principal Leggett to put together a knowledgeable group - to explore ways and means of making the International Study Centre viable, or failing that mission, to deal with necessary alternatives. I would add in my view, the latter is not necessarily all negative.

I can also tell you that by far and away the majority of the Board want to see the Castle become a major success. Your gift of the property importantly raised Queen's focus on its' need to be a world wide player - and leader in that league, to boot. Your gift had the same effect on our Trustees.

The project has lost a lot of time (and therefore development opportunity) and it has built more debt faster than it should have done, it is true. But this is not the time to be looking back. Rather, Bill Leggett's working group will be looking forward, actively seeking solutions that can realize our shared dreams and vision - if that is at all possible in our current changed circumstances.

On behalf of all fellow Board members - thanks to you both for your further generosity. It made the decision to "Hold" an easier one and hopefully good solutions may emerge.

Best personal wishes to you both.

Yours sincerely,

Don

Donald C. Elliott
Chairman
Board of Trustees

Kingston, Ontario
Tel. 613-545-2060

Tuesday March 26, 19[illegible]

Drs. Isabel and Alfred Bader
7901 N. Shepard Avenue
Milwaukee, WI
USA 53211

Dear Drs. Bader,

I hope you are well and [illegible] to Charlotte about the Agnes Benidickson Dinner in Ottawa. I was wondering if you have finalized your fall travel schedule.

I understand from David Mctavish that you will be in Kingston for the opening of the Dutch Masters collection October 25, but will be returning to Milwaukee immediately afterward.

Perhaps you could suggest weekends you would be available for the dinner in Ottawa. As you are aware, the Fall is a very busy time, so I must begin the dinner preparations as soon as possible.

As a side note, I have been the Development Officer working on the Herstmonceux campaign for the last eight months and I am very sad about the current situation. My fingers are crossed that Queen's will find a way to keep it open. It is a very special place. In the meantime, I have been transferred to the Agnes Etherington Art Centre Expansion Project. I am thrilled to be [illegible] bringing your wonderful collection to Kingston and I look forward to the exciting months ahead.

You can reach me by telephone 1-800-26[illegible]-7[illegible]
(613) 54[illegible]

I look forward to your response.

Yours sincerely,

Sarah Darwin

[illegible]

[illegible] W. Donald MacDonald
[illegible] the Task Force
[illegible] Alfred Peake

Dr. Alfred Bader
924 East Juneau, Suite 622
Milwaukee, Wisconsin 53202
Phone: 414/277-0730
Fax: 414/277-0709

A Chemist Helping Chemists
April 2, 1996

Ms. Jennifer Crozier
3-503 Princess Street
Kingston, Ontario K7L 1C3
Canada

Dear Ms. Crozier:

Isabel and I so appreciate the copy of your letter of March 21st to Principal Leggett because your letter so clearly expresses our own thinking.

I just wonder, however, whether Principal Leggett is the right man to receive this, or whether your letter should not really go to the Advisory Group and the Management Group set up by the University, as well as to all the members of the Board of Trustees.

I enclose five Xerox copies, all taken from material of the March 25th issue of the *Queen;s Gazette*. That will give you the names of the men in the Advisory and Management Groups, as well as Professor Macnamara's statement. That is one of the most moving speeches I have ever read.

We feel that the Board of Trustees erred grievously in 1992, at least in Condition #2, "Fundraising required to retire the debt incurred during renovation and start-up would be restricted to England." Fundraising in England is very complicated, mainly because there are no tax incentives. But why should it not be possible in time to fold requirements for the Castle into the next Queen's Quest?

All we can do now is to hope and pray that the Board of Trustees will take Professor Macnamara's plea to heart and that the Advisory and Management Groups will come up with viable solutions.

Should they not, then I don't believe that it will be difficult to sell the Castle at a substantial profit, but years from now, a great many Canadians will ask "How could Queen's do this?"

With all good wishes, I remain,

Yours sincerely,

AB/cw
c: Principal William Leggett
Professor Donald Macnamara

3-503 Princess St.
Kingston, Ont.
K7L 1C3

March 21, 1996

Dr. William Leggett
Principal
Queen's University
206 Richardson Hall
Kingston, Ont.
K7L 3N6

Dear Principal Leggett,

I am writing this letter to show my support for the International Study Centre at Herstmonceux Castle. I spent both the Spring and Summer sessions of 1995 studying at the Castle. It was a great educational experience both academically and in terms of exposure and integration into the British culture. My course of study included Art History, Geography and Politics, which introduced me to many facets of the European Community. The opportunity to see famous paintings in person or walk along the North and South Downs can never be compared to reading about these features from a textbook.

Dr. Alfred Bader has provided Queen's with a generous gift and a great opportunity to provide international education not only to Queen's students, but for students around the world. When Queen's accepted this gift a commitment was made to Dr. Bader, the students and the community which surrounds the Castle. I believe that a project of this capacity takes several years to become well-known and established. By pulling the plug on the project after only a year and a half it is not allowing a sufficient trial period. Realistically, a project of this size may take three to five years to establish itself as a truly International Centre and attract a large number of students.

I understand the financial constraints of operating the Castle, but this is not the time to quit. Instead, this is the opportunity to re-examine the initial objectives for the Castle in order to find a viable solution for its operation. It would be a great tragedy to lose the Castle and the educational opportunities it can provide for so many students.

Sincerely,

Jennifer Crozier

Ms. Jennifer Crozier

cc: W. Donald Macnamara for the Task Force
cc: Dr. Alfred Bader

New telephone no in London

0171-207-4907

41C The Cut
Waterloo
London SE1 8LF
2nd April 1996

Dear Alfred + Isabel,

I'm off to Canada tomorrow but will be back on 15/4/96. Two thoughts I would like to pass by you quickly after chatting with 2 people. One was Steve Pizzey. He was at Hersmonceux setting up all the new exhibits to open on Good Friday. For their size they have invested a huge amount in providing and developing new exhibits. He is so enthusiastic about the place and feels it has a great potential and should quickly become self supporting if its programme was broader and more varied and much more international. He is trying to get money from the millenium fund where they give matching grants. His problem is that of course he doesn't own the site and

is subject to a lease which the fund might question as insecure. He had heard from Sandy that things were a bit insecure at the castle but he still feels very confident in his stake of things. They have repaired the elevated floor & hope to have the big telescope operating this summer. He would be a good person on the Task Force he's an excellent business man who has made his "hands on" science charity viable with no capital or backing at all. Richard Gregory is full of ideas but not practical it really needs someone like Steve to make it work.

He suggested, and I wonder if it is worth considering, that you take it back from Queen's if Queen's don't want to make a go of it and get an international consortium to make it work with a much broader spectrum than Queen's fit causes for Queen's students. It would, he felt, be eligible for the millenium fund where they would probably do matching funds based on its value of approx £15,000,000

Maybe Queen's could be one among several foci with Br. Eu. U.S. SE Asia all combining to make it truly international. This may sound pie in the sky — and perhaps it is, but what seems depressing about Queen's is that they aren't committed to a new + more varied + ambitious blueprint having thrown away the limited approach of their start. This either it will work or we will close it is too negative it should be how can we make this amazing + wonderful place work for the benefit of Queen's + others! It feels as if the clause to cop out is too near the surface.

The other person I bumped into was our local MP / Charles Wardle (certainly not my favourite person but of course I was friendly + polite!) He was raving about Hung but also saying it was too bad it was so Canadian. He pointed out that Sussex U. + Brighton U. were bidding for several million to become the U.K. sports centre and that

he hoped Queen's would join to be the National Sports Centre, Sports medicine, psychology, nutrition etc. This would be a major Sussex iniciative and thus having so much land could be an integral part of it for equestrian, cross country, track + field etc. Both universities, particularly Brighton lack land so the castle has a great asset and might ∴ get a high profile — off sport dance + theatre could also benefit. Anyhow it is worth a thought. Also Queen's has worked well with the district council but the county council is really far more important and Chris Williams is the real go getter there having fostered and achieved several combined E.U iniciatives and getting E.U. money.

To run something in Europe and to avoid reverse colonialism with all the hazards and limitations colonialism has it seems very important to me to have U.K + EU partners who know the scene and its possibilities intimately and do not

impose from a few to make all decisions from Queen's in Canada rather than nearer the coal face, has, I believe, severe limitations which have already been experienced.

This is written in a rush just in case you feel any of these ideas could be useful. Do pass anything you like on to the task force. I think our focus should be lets look at the best way to make such a wonderful opportunity come off — and leave out the ifs!

In haste with much love

Jane

SCHOOL OF BUSINESS

Queen's University
Kingston, Canada
K7L 3N6

April 8, 1996

Dr. Alfred Bader
924 East Juneau, Suite 622
Milwaukee, Wisconsin 53202
USA

Dear Dr. Bader:

At the last meeting of Queen's Board of Trustees, I was most distressed to hear of the possible sale of the Castle at Herstmonceux. As you may know, the School of Business is presently undergoing a major review of our undergraduate program, and increased emphasis on international experience is likely top be one of the centerpins of the revised program. In fact, one of our faculty has just completed a report outlining what we believe is an exciting package of business courses at the Castle which would attract not only our own students but also many others from universities elsewhere.

I want you to know that I am a strong supporter of the Castle and will do anything I can to help retain it as a precious resource for Queen's and its students. Your generous gift has given this university a unique opportunity and we must make the most of it. Looking for other universities and specific programs to become partners with Queen's is one promising avenue. At the School of Business we are also in the process of raising money for international bursaries for those of our students who cannot afford the added cost of a term of international study.

Let's hope that the added support you have given the university to keep the facility going for another year gives us time to set the Castle on a firmer financial footing. Please let me know if you have any further ideas about what the School of Business could do to respond better to this challenge.

Best wishes to you and Mrs. Bader.

Sincerely,

Margot Northey

Margot Northey
Dean, School of Business

Aide Memoire

Alfred Bader
April 8, 1996

Principal William Leggett called me this morning to discuss a number of matters.

The number of students coming to the Castle is likely to go up, but nowhere near the 700 that could be accommodated. 400 is possible.

The University has been talking to a number of other universities regarding students coming from them. Among the most likely are the University of Michigan (where there is a Queen's graduate in charge of the business school); the Laurentian University, a bilingual university in Quebec; and the University of Sussex.

I pointed out that I had an honorary doctorate from the University of Sussex and had made quite a few donations, of modest sums, over the years. I would be happy to help again if that might encourage the University of Sussex to work with Herstmonceux.

I urged the Principal to listen to knowledgeable people in Britain, particularly Jane Whistler, who is so involved with the local community. One problem has been, I pointed out, that we have had a Canadian enclave in Sussex and really not enough intermingling with the British.

The Principal told me that the Can. $8 million loan would be repaid on May 2nd. Originally, the Principal had understood that one of my two conditions was repayment only of $2 million. I pointed out that the Principal had agreed during his visit to Milwaukee that Queen's was likely to be able to borrow money at less than 6% in Canada, but that in fact appears to be not so at the moment. Tom Thayer reported that it might cost the University 6.7%.

To me, the one great advantage of full repayment on May 2nd is the greater ease of raising funds for the Castle when the money being raised was not seen as a repayment to a graduate. Also, I pointed out that I would not have made the loan two years ago if I had had the slightest inkling that the Castle might have to be sold. Anyway, I am glad that the loan will be repaid in full on May 2nd.

Of course, I agreed that I had waived the second condition for our U.S. $1 million gift - namely, that the needs for the Castle be folded into the next Queen's Quest.

The next meeting of the Board of Trustees is on May 10th, and the Principal thought that there might not be enough time to make a full report to the Board.

Best wishes

13th April 1996

Dear Alfred + Isabel,

I'm really enjoying being in Vancouver again — it is so beautiful and good to spend some time with John. I am also regretting my last letter to you — written in brainstorming fashion. Maybe though brainstorming is what's needed so that new ideas + initiative move into the Hunz project — rather than trying to build on the original plan which hasn't worked too well so far. Or maybe it would be worth looking at Schumacher College in Dartington Devon — which is now a success as an International study centre based on environmental issues + "new" economics for adults world wide not students who are already students. The adults go for 2 - 4 weeks

to study what is on offer in small groups. Something similar could be developed using the conference centre — on different subjects — art, literature, science, historic gardens, theatre etc.

The main thing I feel is Queen's should join with others to make it a success not just weddings & parties but major cultural events and academic offerings not necessarily based on undergraduate level or qualifications. Anyhow I feel my last letter was stupid + thoughtless as it is for Queen's to combine with others to make it work rather than sticking to a rather minimalist vision for it. And to combine and trust English or European partners rather than reverse colonialism. I so hope they get more adventurous & expand their vision even to discussing

things with the Science people who are on site + doing a combined millenium application, but they might need to letting go of bureaucratic control for 10 years, or something.

In great great haste. I go back to the U.K. tomorrow + see you in May —

Much love

Jane

THE PRINCIPAL
AND VICE-CHANCELLOR

Queen's University
Kingston, Canada
K7L 3N6
Tel 613 545-2200
Fax 613 545-6838

MEMORANDUM

Date: May 2, 1996

To: Alfred & Isabel Bader
Astor Hotel, Suite 622
924 East Juneau Avenue
Milwaukee, Wisconsin
USA 53202

FROM: William C. Leggett
Principal and Vice-Chancellor

Dear Alfred and Isabel

For your information I am sending you the Report of the Task Force on the International Study Centre. The Report also is being distributed to Vice-Principals, Deans, the Board of Trustees and Senate members. In distributing the Report to these groups it is being stressed that the Report is "**strictly confidential**" and that it is not intended for release before the open session of the Board on Saturday, May 11.

Bill

William C. Leggett
Principal and
Vice-Chancellor

WCL:ls

Confidential

Report of the Task Force on the International Study Centre

May 1, 1996

Queen's University at Kingston

TASK FORCE ON THE INTERNATIONAL STUDY CENTRE

In early March, 1996, following the March 2nd meeting of the Board of Trustees, the Principal established a task force to develop a formal plan for correcting the current financial situation of the International Study Centre or for exiting the business. The Task Force includes Principal Leggett as Chair, and an Advisory Group and a Management Group as follows:

Advisory Group

Ferg Devins (President, Alumni Association)
Patrice Merrin-Best (Board of Trustees)
Alessandra Duncan (Senate)
Max Tejada (Delegate of the GSS President)
Keith McArthur (President of the AMS)
Alison Morgan (Secretary of the Board of Trustees)

Management Group

William McLatchie (Co-ordinator)
Margaret Hooey (Executive Assistant)
Greg Watson (Consultant, Price-Waterhouse)

Additional Resource Persons assisting the Task Force

John Scott Cowan (VP, Operations & Finance)
Tom Thayer (Director, Financial Services)
Leslie Monkman (Associate VP, Academic)
Don Macnamara (Executive Director, ISC)
Heather Ball (Executive Assistant, ISC)
Martha Grier (Analyst and Writer)

Private
Public
& University

EXECUTIVE SUMMARY

- In 1992, the Board of Trustees accepted Dr. Alfred Bader's generous offer of Hertmonceux Castle as a site for a study centre where Queen's students could broaden their perspective on the world. It was a bold vision that recognized the strategic importance of the ISC for study abroad for Queen's students and the uniqueness it would provide to academic life at Queen's. The initiative was accepted by the University as a major focus of its drive to internationalization and, after much renovation of the Castle and minimal preparation of the program, the International Study Centre opened its doors to students in September, 1994.

- The difficult budget situation at Queen's, the growing debt at the ISC and concerns about the focus and support for its academic program have led to a review of the ISC operation. On March 2, 1996, the Board of Trustees directed the Principal to develop a formal plan for correcting the current financial situation of the International Study Centre or for exiting the business and directed the Principal to report back by the May Board meeting. To assist him in this task, the Principal appointed a task force to review the operations of the ISC and the options for its future.

- The Task Force's review has included
  - a consideration of the importance of internationalization to Queen's and the role the ISC should play in Queen's drive to internationalization,
  - an examination of the current operations of the Centre, including the academic program, planning and accountability, the management structure, the ancillary operations, and fundraising and marketing initiatives, and
  - an examination of the major concerns about capital debt management, and strategies for both continuing and exiting in light of the financial condition of the ISC and the University.

Internationalization and the International Study Centre

- There is little debate within the Queen's community as to the importance of internationalization to the University's mission. In January, 1996, the Senate unanimously approved the Report *Principles and Priorities* in which internationalization was characterized as being "essential to the long-term growth and development of the University and to the success of its graduates". The same Report also identified the ISC as "a major focus of our international activities". International initiatives such as the ISC give faculty, students and staff the opportunity to experience "the best that is thought and said" in teaching, research and service to society.

Fulfilling the Promise

- The general perception of the Queen's community is that, after less than one year of operations, the ISC is not meeting expectations. However, students and faculty, from

both Queen's and other universities in Canada and abroad, who have participated in the programs have described their experiences as enriching and fundamental to their development. Having identified the strengths and weaknesses of the current offerings, the Task Force has concluded that if the ISC is to play its part in fulfilling the University's mission, its academic programs must continue to be refocussed and these programs must be fully embraced by the academic community of Queen's. Specifically, comprehensive stand-alone programs targeted at specific academic niches and integrated into Queen's degree programs should be developed. They should take advantage of the participation of students and faculty from around the world and of the unique atmosphere and location of Herstmonceux Castle.

Financial Concerns

- However important the ISC is to Queen's mission, if the ISC is to continue, it must become financially viable. Its current financial position is precarious. It must be understood that operating losses are to be expected in the early stages of any operation. Lead time is required in the development of programs and for attracting students. While progress is being made on this front, the possibility of operating surpluses prior to 1989/99 remains remote. The capital debt which was incurred in the renovation of Herstmonceux Castle (and the carrying charges on that debt) remains problematic and must be dealt with in the near term. It is clear that the ISC, operated in support of Queen's international programs and without substantial fundraising, will never have the capacity to pay off the capital debt.

- Because of the new and constrained budget situation, Queen's cannot finance the ISC during its startup years if it operates on its own. The Task Force has concluded that one or more joint-venture partners are required to secure the ISC's future. At the same time, additional cost reduction and revenue enhancing strategies must be pursued.

Recommendations

- The Task Force on the International Study Centre makes the following recommendations to Queen's University's Board of Trustees:

  1. That the Board affirm the mission of internationalization and the important place of the ISC within this mission, as approved by the Senate in January 1996.

  2. That the Board approve the continued operation of the ISC on the basis of renewed institutional commitment to developing appropriate integrated academic programs, and suitable governance and administrative structures, as outlined in Section III.A.2. of this Report.

  3. That the Finance Committee of the Board review options for restructuring the capital debt associated with the ISC and recommend a course of action to the Board.

4. That the University take immediate steps to identify and negotiate an appropriate institutional or corporate partner(s) in the ISC.

5. That by the meeting of the Board of Trustees of November 30, 1996
   a) substantial progress towards securing such a partner must be demonstrated, as must the projected impact on achieving financial viability, and on alleviating the existing debt; and
   b) the Board receive reasonable assurance of the Faculties' and the Senate's commitment to the academic goals outlined in the Report.

6. That if such progress has not been demonstrated by the November Board meeting, the University should adopt an Exit Strategy

7. That the Principal, in consultation with the Chairman of the Board, immediately appoint an individual or group to act on behalf of the University to take whatever steps are necessary to secure a partnership within the framework described above.

- In making these recommendations, the Task Force recognizes the difficulties and challenges that face the Queen's community both in Kingston and in Sussex as it seeks to develop the ISC. Notwithstanding these difficulties, the Task Force recognizes the long term benefit to the University of achieving the ISC vision despite the current financial stresses.

Table of Contents

I. INTRODUCTION

- At the March 2, 1996 meeting of the Board of Trustees, Principal Leggett reported on the financial state of the International Study Centre and recommended that a task force be formed to define the optimal exit strategy and to oversee the divestment of the property. After considerable debate in the Board of Trustees, the motion to close the ISC and sell Herstmonceux was withdrawn and the following motion was passed:

  > "Having reviewed the financial situation of the International Study Centre at Herstmonceux, the Board has concluded that it is not financially viable in its current form. Therefore, the Board directs the Principal to develop a formal plan for correcting the current financial situation or for exiting the business and directs him to report back by the May Board meeting or earlier if possible."

- Subsequent to the Board meeting, the Principal appointed a task force to review the operations of the ISC and the options for its future. The review has
  - included an examination of the current financial state of the Centre, the academic program, planning and accountability, the management structure, the ancillary operations, and the fundraising and marketing initiatives that have been undertaken,
  - considered strategies both for continuation and for exiting,
  - reflected upon the University's commitment to internationalization and the role, if any, that the delivery by Queen's of academic programs abroad should play in the University's drive for internationalization, and
  - included an examination both of the current financial state of the International Study Centre and the long term potential of the Centre both for the development of Queen's as an institution and for the enrichment of Queen's students.

- Having completed its review, the Task Force recommends to the Board of Trustees that the University reaffirm its commitment to internationalization and to the International Study Centre as a key element in the University's drive to internationalization. Fully recognizing the financial condition of both the ISC and the University, it recommends that continuation of the ISC be subject to the following conditions. These are that, by November 30, 1996, the University must demonstrate renewed academic commitment to the ISC, and substantial progress towards securing a partnership agreement which would relieve financial concern.

- This report is designed to give the members of the Board of Trustees the information required to consider the Task Force's recommendations. It includes
  - strategies for continuation,
  - a strategy for exiting, and
  - a detailed recommendation for action by the Board of Trustees.

II. The Importance of Internationalization to Queen's

- In the *Report on Principles and Priorities,* approved unanimously by the Senate in January, 1996, Queen's mission was described as follows:

  "The University will build on the strength that is Queen's—students, faculty, staff, and alumni—to be among the best of internationally known universities in Canada recognized for:
  - the exceptional quality of undergraduate and graduate students, and programs in the arts, sciences and professions;
  - the intellectual power and value of research and scholarship by faculty members and students;
  - the exemplary service of the University and that of its graduates to the community, the nation and the community of nations."

- Addressing internationalism directly, the *Report* went on to say:

  "Internationalization is essential to the long-term growth and development of Queen's and to the success of its graduates. By gaining a global perspective, Queen's graduates will obtain the skills and cultural understanding needed to thrive in the international environment. The presence of international students at Queen's is crucial to increasing our awareness of a changing world. Equally important is a re-examination of courses and programs to anticipate the international dimensions of life in the 21st century. Promoting international linkages in research and scholarship will enrich the academic environment and help Queen's to achieve world-wide distinction in these areas.

  "A major focus of our international activities is the International Study Centre at Herstmonceux Castle. We must strive to make it a centre which attracts students and faculty from across Canada and around the world. The ISC should also be exploited in developing links with other leading institutions which have strengths in areas of interest to Queen's."

- The Report concludes that Queen's response to our increasingly interdependent world should be a multi-faceted drive to internationalization:
  - the international dimensions of courses and programs offered at Queen's are to be developed,
  - international linkages in research and scholarship are to be fostered,
  - the number of opportunities for international study and research by Queen's faculty and students, and for study and research at Queen's by foreign faculty and students are to be increased and facilitated, and
  - academic programs are to be offered abroad at the International Study Centre.

- Each of these initiatives assumes the value of "international" to reflect the importance the University's attaches to giving faculty, students and staff the opportunity to

experience "the best that is thought and said" in teaching, research and service to society. Each, however, offers different advantages and disadvantages to the University and its students.

- The key element in the internationalization of the University is the addition of international dimensions to our courses and programs. International linkages, whether in research or teaching, are a means to an end rather than an end in themselves. Of all the Queen's initiatives, however, those which have the greatest immediate impact on participating students are those in which students study abroad.

- The University has exchange agreements with 39 universities around the world. Approximately 85 Queen's students attend one of these universities each year and are immersed in the culture of the exchange country. Problems associated with exchanges include
  - the relatively small number of students with the confidence to embark or the determination to overcome the linguistic, cultural and practical barriers to study abroad,
  - difficulties that sometimes arise for the University in assessing the academic program of the exchange institution, and
  - difficulties that can arise for students in integrating courses taken abroad into their Queen's program.

  This area is one which the University will continue to develop although the number of exchanges possible in a given year is limited by administrative complexities and costs.

- Participation in academic programs delivered at the ISC provides a different type of international education experience in which experiential and locational advantages are exploited. Student perspectives are broadened by the ISC programs themselves as well as through interchanges with the Universities of Brighton and Sussex, contact with students and faculty from other countries and other parts of Canada, and exposure to British culture, including access to museums, art galleries, theatre and historic sites. As a Queen's program that is taught in English and one in which more than half the students will be drawn from Queen's, the ISC will attract some students who would not otherwise have an international educational experience.

- The ISC program also provides Queen's with an infrastructure for sending 300 or more students abroad each year.

- Queen's faculty can also participate in ISC programs and collaborate with international colleagues from other disciplines in teaching and scholarly activities.

- While there are obvious benefits to participating in ISC programs, indirect benefits also flow to the students and faculty at the Kingston campus. The development of programs that work for the ISC allows for a rethinking of how programs are delivered at Queen's. Students and faculty who have returned from the ISC, of necessity, bring new

perspectives to scholarly and social activities on the Kingston campus. In addition, there is evidence that the existence of the ISC is already drawing greater numbers of applications for admission to the University at a time when applications are falling at other Ontario universities.

- If the International Study Centre is closed, the University must decide whether the advantages of offering a program abroad are sufficient to warrant the development of a new, possibly more modest, program. As it stands, however, the ISC in its present location at Herstmonceux Castle provides a strategic focus for internationalization as a priority for Queen's.

Community Input

- A number of the comments that have been addressed to the Task Force by members of the Queen's community are not supportive of Queen's delivering a program abroad. They include:
  - "[The ISC is] a luxury experience that only a few students and staff can enjoy and the rest of us have to pay for."
  - "The ISC provides the antithesis of a global experience. It is an isolated, protected microcosm of Canada, shielding students from real exposure to the peoples and cultures of other lands."

- Most comments, however, have generally been supportive, including:
  - "[Through such a program] students gain greater knowledge of other countries and cultures, often acquire new language skills, broaden their perspective on international issues and global problems, and make lasting contacts that will help them in future careers."
  - "[The ISC] is a unique international education concept that has set Queen's apart from other universities in Canada and in most other parts of the world."
  - "Given the increasingly global nature of both business and academic endeavours, Queen's should be trying its best to encourage students to see the world beyond Canada and even North America."
  - "Closure [of the ISC] would significantly undermine the potential for collaboration, for the adding of perspectives and of value to research and to our students' experience."
  - "An immediate shortfall in funds should not blind us to the long term potential of the ISC both for the development of Queen's as an institution, and for the enrichment of our students. If the Task Force recommends the sale of the Castle, we should not abandon the idea of an ISC and immediately invest in a more modest venture..."
  - "The advantages of having our own facility... are also great: ...It allows us to control costs, working environment, spaces for students and faculty, quality of academic programme, and tuition fees in a way we cannot do if we simply participate in another foreign study centre or rely exclusively on exchanges."

- "We as a community must be prepared to invest the time to allow the program at Herstmonceux to develop. We should not let the short-sighted economic policies of the Harris government cause us to lose sight of the cultural and educational value of an international study centre for Queen's."

III. THE INTERNATIONAL STUDY CENTRE

- If the delivery by Queen's of academic programs abroad is to be an important element in the University's drive to internationalization, then it is important that an attempt be made to ensure the viability of the ISC. The advantages and disadvantages of continuing have been weighed, as have those of exiting from the enterprise. These include the direct and indirect benefits of the academic programs and the strategic value of Herstmonceux Castle in focussing Queen's international mission, as well as purely financial considerations.

III.A. Strategies for Continuing

- Turning the ISC around will require a collective effort involving the entire Queen's community both in Kingston and in Sussex. Fundamental to this success will be that
  - Queen's and the Queen's community commit to the project,
  - the ISC academic experience meets our goals,
  - the debt is restructured and, ultimately, eliminated, and
  - a partner in the ISC operation is secured. ? Possible ?

Different courses to appeal to foreign students.

This is what they intend.

III.A.1. MAKING THE ISC AN INTEGRAL PART OF THE UNIVERSITY

- For a number of reasons, faculties and departments were not initially encouraged to assume ownership of the academic program of the ISC. Emphasis of the financial separation between the ISC and the Kingston campus (to reassure those concerned about cross-subsidization) may have led to the perception that the ISC was academically independent. Regardless of the origin of this misunderstanding, the result was the perception that the academic program was "someone else's responsibility". Thus, departments often "signed off" on courses forming a program assembled by ISC directors without regarding the ISC as an integral part of the academic opportunities available to the department's students.

- As the ISC program has developed, this lack of commitment has been compounded by the perception of the ISC as an elitist program that is not, in fact, international, and the worry that continued operation will drain operating funds from academic and research

programs on the Kingston campus. If the ISC is to continue, it is essential that the misconceptions that underlie the lack of commitment and that have impeded the full development of the ISC as an integral part of the University be corrected. This will require:

- having the Vice-Principal (Academic) and Deans assume administrative responsibility for ensuring the integration of Queen's programs in Kingston with those offered at the ISC,
- integrating the planning of the ISC curriculum into the regular academic planning processes of the University,
- involving the entire community in the future of the ISC,
- ensuring that the curriculum is appropriately focussed,
- setting targets for specific programs,
- developing a realistic financial plan,
- revitalizing the fundraising plan,
- thoroughly explaining the continuation plan to the community, and
- demonstrating to the community both the direct and indirect academic value of the ISC for particular departments and faculties, and its crucial strategic value for the University as a whole.

- This process has only just begun: as students and faculty who have been directly involved with the ISC have outlined their assessment of the experience over the past few weeks, there has been, for almost the first time, a genuine engagement by many sectors of the University with both the opportunities and difficulties associated with the ISC.

III.A.2. Ensuring that the ISC Academic Experience meets our Goals

- The undergraduate courses offered to date at the ISC have been developed by individual departments in consultation with the ISC. They are expected to meet the following criteria:
  - be "Europe relevant", and
  - maximize access to the ISC by Queen's and other students by being relevant to most popular major and medial programs, and having minimal prerequisites and minimal barriers to progression to the next term/year.

  The curriculum has been developed so that the focus is on arts and humanities in the Fall term (with social sciences electives), social sciences and business in the Winter term (with arts & humanities options), and specialized, market-driven courses in Spring/Summer term. Courses in French, German and Spanish are offered in all terms.

- This curriculum has been criticized on a number of grounds. Faculty concerns include:
  - there has been insufficient academic accountability of the aims, objectives and course offerings at the centre,
  - the ISC's potential has not yet been realized: the academic offerings have been too unfocussed and have not sufficiently exploited the location,

- the curriculum at the castle is not designed to be truly international,
- the course offerings have not been approved through the normal academic approval process.

Student concerns expressed in letters to the Task Force and in a recent survey include:

- the ISC offerings are difficult to fit into their Queen's' programs: if they attend the ISC they will fall behind in their degree program or have to take additional courses to keep up in future years; this is a problem particularly for Science students,
- the course offerings in the humanities and arts are too basic: by the time they are most likely to attend in third year, they will have completed many of the courses that are offered,
- the course offerings are weak or totally unapplicable to their program,
- some courses seem unrelated to the location of the ISC,
- there are not enough European and English professors, and
- the international aspects of the courses offered are not sufficiently developed: there is a stereotype of "Queen's in England".

- It is important to emphasize that many of the concerns outlined above have already been addressed by the management of the ISC.
  - The courses offered in 1995/96 were reviewed by the Senate Committee on Academic Development and the Senate, following agreement by the Heads of Departments and the Deans. The selection of courses for 1996/97 will be made in consultation with the Heads of Departments and the Deans, and approved by the Dean of the Faculty of Arts and Science.
  - The course offerings for 1995/96 and 1996/97 were designed to ensure that students would have flexibility in fitting the courses into their Queen's programs.
  - Individual courses are now all chosen to be relevant to the location of the ISC.
  - About half of the faculty is now made up of professors from the UK.

- It is also significant that, despite their concerns, faculty and students who have participated in the ISC program are very enthusiastic about the ISC and genuinely concerned about its future. Typical comments include:
  - "Students and faculty who have been there feel that they learned far more in one term there than they do in a year on main campus, mostly as a result of the first-hand exposure to European and British people, culture, and the media, and through interaction with local and visiting professors."
  - "The value of the experience for faculty enrichment and professional development was found by all to be enormous."
  - "...my months at the Castle...imbued in me a more expansive and comprehensive knowledge than I had ever experienced in all my 20 years of schooling...because I was living the educational experience rather [than] being obliged to learn it in a stuffy classroom on a chalky blackboard."
  - "It was an amazing experience...Studying in Europe is essential to gain an appreciation of art, history, and literature, and the opportunity to travel greatly

enriches one's studies. The advantages the Castle offers cannot be matched by the regular course offerings at Queen's."

III.A.2.a. *A New Beginning*

- To establish the ISC as a desirable location for studying abroad, the programs offered must be designed with an international, and specifically European, focus. They must take advantage of the participation of students and faculty from around the world, and of the unique atmosphere and location of Herstmonceux Castle. While a first priority in developing the ISC's offerings must be value-added for Queen's students and thus, both directly and indirectly, for Queen's, it is essential to recognize that the ISC cannot be all things to all students.

- Comprehensive stand-alone programs that can run side-by-side should be developed. These should be targeted at specific academic niches and not replicate programs that are available in Canada. Complementary extracurricular and lifestyle components should be built into the programs. Background undergraduate programs at Queen's that might take advantage of the ISC should be developed or reinforced.

- ISC programs must be designed to blend easily into students' degree programs. There must also be stability in course offerings so that students can plan their selections in advance. Modular program formats might be a way of increasing flexibility as well as reducing operating costs.

- Specific program offerings might include:
  - a European Business Term for second or third year Commerce students,
  - a European Studies Term for second or third year Arts and Science students,
  - an International Studies Term,
  - a first year abroad option for Arts and Science students,
  - English language immersion as a means of drawing in students from Asia,
  - a program on global trade, research and government,
  - an interdisciplinary program on contemporary British culture,
  - short courses for high school students scheduled in off-term periods (April/May) and developed cooperatively with Boards of Education.

- A desirable ratio of Queen's to non-Queen's students should be established.

- Given the desire to attract non-Queen's students, accessibility for these students must be considered. Focussing on particular departments and years might enhance the possibilities for equivalencies for non-Queen's students. English or European accreditation might be sought to make the programs more attractive to students who are on waiting lists for private universities in the UK.

Considerations of Governance and Administration

- If an effective set of programs is to be devised for the ISC, the Senate structure and process should be used to ensure the academic accountability of the aims, objectives and course offerings at the centre, as well as the support of the community. To this end, the Senate might wish to establish a committee to guide the academic development of the Centre.

- From an administrative point of view, the ISC should be more fully integrated into the University's academic program and, with this integration, made the administrative responsibility of the VP (Academic) and the Deans. A single International Study Office might be established to promote, coordinate and administer all international study opportunities for undergraduates in all faculties, and develop and manage a new model for the ISC. Such an office would be able to provide students with better service and facilitate communication among academic units since the ISC and exchange programs share many features. This would also reduce administrative costs. Establishment of such an office would also affirm Queen's commitment to international study programs.

- The complexity of the ISC/HCE operations requires management, marketing and financial expertise beyond that usually found in academic life. The University, therefore, should establish a Management Group to oversee ISC/HCE operations and development.

- The Principal should report to the Board on a quarterly basis, as follows:

Information Required:	September	December	March	May
▪ **Enrollments**				
• Summer, 1996	Actual			
• Fall, 1996	Actual	Actual		
• Winter, 1997	Signed up	Signed up	Actual	
• Summer, 1997		Signed up	Signed up	Actual
• Fall, 1997			Signed up	Signed up
• Winter, 1998				Signed up
▪ **Detailed Quarterly Income Statement**	Actual & Projection	Actual & Projection	Actual & Projection	Actual

Financial Accessibility

- There is a premium to be paid for having an international educational experience. This said, however, attending the ISC must be still be a possibility for students of modest means.

This is a real problem

- Accessibility is affected both by the magnitude of the ISC fee and by the need to continue paying rent on accommodations in Kingston (often under a 12 month lease) while abroad, and both of these problems must be addressed.

- With respect to the question of Kingston rents, the University should investigate ways in which it could facilitate sub-lease and other arrangements for all students who are absent from campus for short periods of time.

- With respect to ISC fees, the scholarships and bursary program that has already been established should be enhanced. The focus of this program should be students for whom an ISC program is an integral part of their degree program. Fundraising efforts, however, should be aimed at assisting students who are participating in all of Queen's' international programs, not just ISC students.

- Other means of improving accessibility might include:

  - spreading payment for the ISC term over several years tuition,
  - government assistance (OSAP),
  - Queen's general loans,
  - bank student loans, and
  - federal government scholarships for Canadian students attending the ISC.

  However, the possibility that use of these sources of funding by students attending the ISC may divert funds from students attending the Kingston campus must be reviewed.

III.A.2.b. *Commitments from Faculties for Developing New Programs*

- Since the March Board meeting, several faculties have made commitments to develop new programs for the International Study Centre. These programs are outlined in brief below:

The School of Business

- *European Business Term*: The program would be modular in design and consist of five courses with Europe or internationalism as a unifying theme. Break weeks and other business activities designed to promote interaction between Canadian and non-Canadian students would be interspersed with the courses. The program would begin in January, 1997 with 30-50 Queen's Commerce students expected within a couple of years and more expected as the EBT is made an integral part of the program structure. The term is also expected to draw undergraduates from other Canadian universities, qualified Arts ~~and Science~~ students from Queen's and other universities, and business or economics graduates who want an opportunity for overseas and/or international business study. The total enrollment ultimately expected from the EBT is 180 plus students per calendar year.

- *Revised undergraduate curriculum:* One model under consideration would make some form of international experience compulsory and, possibly, integrated into the Commerce tuition fee structure. A term or summer at Herstmonceux would be one option, possibly as a default for those who choose not to go on an exchange. Because the new program, if approved, would be implemented one class year at a time, any

structural change which would make a term at the ISC an integral part of the Commerce Program would require 3 to 4 years to implement.

Music

Drama

Faculty of Arts and Science

- *1997-98 Program:* The Departments of English, History, Geography and Political Studies have made major inroads in terms of accommodating flexibility into their programs. This flexibility has not been well communicated to students and this is being improved. Enrollments of 70 per year are expected.
- *Medium Term:* If a decision is made for the ISC to continue, the Faculty will develop a proposal for a European Studies program which would have a term at the ISC as one of its components. This could attract 30 additional students each year.
- *First Year Program:* A first year program may be considered and would likely allow students to choose five courses out of only seven offered.

Where is Art History relevance study. not a basic course. a course broad course.

Faculty of Law:

- *Summer Program in International Business Law*: This program would be aimed at senior students in the business program and law students who have finished their first year of legal studies. The term would be composed of both business and law courses with a particular focus on international transactions. Students would receive credit for one term toward either their LL.B. or B. Com., allowing them to complete their degree earlier than students following the normal route in either degree program. The program could be initiated in the summer of 1997 and initially attract up to 15 students from the Queen's LL.B. program and 15 students from the B.Com. program. Ultimately, enrollment could reach 60 students–30 from law and 30 from business–half of whom would be drawn from other Canadian schools.

Faculty of Education:

- *Summer Courses* for the M.Ed. and Con.Ed. programs will continue with 8-12 students attending.
- *Conferences* will continue at the level of 1995 and 1996. The International Teacher Education Conference in August, 1996 is expected to attract 100 participants.

Who has been contacted?

School of Nursing

- *New curricula* will provide for a 3rd year spring term course at the ISC being one of several electives. The program would begin in the spring of 1997 and is anticipated to attract approximately 10 students.

III.A.3. ELIMINATING THE DEBT

III.A.3.a. *The Debt*

- When the Board of Trustees accepted Dr. Alfred Bader's gift of Herstmonceux Castle to establish an international study centre, it did so on the understanding that:
  - there would be no net drain of the University's operating budget,
  - the fundraising required to retire the debt incurred during renovation and start up would be restricted to England,
  - the University was free to sell the property at any time if it proved not to be financially or academically viable, and
  - significant operating surpluses would accrue early in the operation.

- Start up expenditures, which included the purchase of the land and buildings, renovations and other costs, totalled $22.5 million. These expenditures were financed by a gift of $12.5 million from Dr. Bader, and loans from Dr. Bader, Queen's and the Architectural Heritage Foundation.

- The original debt which was capitalized on August 31, 1994 was $10.0 million. The interest on ISC debt was $0.5 million for the 8 months ending April 30, 1995 and a projected $1.0 million for the year ending April 30, 1996.

- Operational since September, 1994, the International Study Centre has incurred an operating loss of $1.1 million for the 8 months ending April 30, 1995 and a projected loss of $2.4 million for the year ending April 30, 1996.

- Projected debt as of April 30, 1996 includes ($000,000):

Original capital debt	10.0	
Interest on the capital debt	1.1	
Total capital debt (debt & interest)		11.1
Accumulated operating losses		3.9
TOTAL DEBT		15.0

III.A.3.b. *Breaking Even*

- In the original plans for the development of the International Study Centre, it was understood that the capital debt was to be retired through fundraising in England. As was forecast in the Ketchum Report, in 1993, this strategy has not been successful in the short term and the capital debt has not been reduced in any material way.

- Continued operation of the ISC will require the elimination of all of the capital debt as well as a portion of operating debt.

Why do we have this sudden complete change in Jan/Feb??

- **If the level of student fees and revenues from Herstmonceux Enterprises were to continue at their present levels, given operating costs, the ISC in its current form, could not break even at a 90% capacity enrollment of 540 students per year.** Projections based on the present structure imply that the ISC will be unable to make any payment towards capital debt in the foreseeable future. On the same basis, accumulated operating losses plus interest will amount to $6.8 million by 1999.

- All revenue-enhancement and cost-cutting strategies, therefore, must be pursued with respect to the operating budget, including:
  - restructuring/discharging the debt,
  - ensuring that the ISC program meets the needs of students and is effectively marketed,
  - increasing fees to $9,000 or more per student,
  - increasing enrollments to 540 student equivalencies per year,
  - fundraising for bursaries for Queen's' international programs in general,
  - fundraising for the ISC,
  - increasing revenues from the ancillary operations conducted by Herstmonceux Enterprises,
  - reducing operating costs.

- **Even if all of these strategies succeed, breaking even will still be difficult. Given this, the Task Force has concluded that, ultimately, only a partnership can ensure viability.**

III.A.3.c. *Restructuring/Discharging the Debt*

- Few academic programs are sufficiently profitable to pay for their buildings. This said, if the International Study Centre is to prosper, the debt and the carrying charges associated with that debt must be addressed effectively. Options for doing this that the Task Force considers worth investigating are outlined below:

1. **Write off capital debt and accrued interest.**

   This will require a one-time write off of $11.1 million.

   Advantages:
   - This approach settles the capital debt funding concern quickly and decisively.
   - It would be a signal to the community that the ISC is an integral part of the University and that the University is committed to internationalization.
   - It would allow for later funding through an omnibus campaign to restore the University's endowment.

   Disadvantages:
   - If the capital debt is written off against the general endowment, this would result in a decrease in the endowment from $51 million to $40 million at April 30, 1996. If written off against operations, this would result in an April 30, 1996 deficit of

approximately $18.5 million. In either case, the University's annual investment income (based on a total return of 9%) would decrease by $1 million.

- Additional write offs may be required in subsequent years. Based on current projections, the accumulated operating debt will reach $6.8 million by 1999 and will not be fully retired until 2010. **If there is a 10% shortfall in current enrollment projections, and the operation continues in its present form, the operating surplus will never be sufficient to cover the interest on the operating debt and that debt will increase indefinitely.**
- There may be strong opposition to this strategy voiced on campus by those who view this strategy as reducing critical resources for higher priority campus needs.
- There are tax implications and legal questions arising out of the ISC's status as a trust and these must be investigated.

2. **In the short term, the University could subsidize the ISC by not charging interest on the capital debt.**

   Advantages:
   - This would be a signal to the community that the ISC is an integral part of the University.

   Disadvantages:
   - This strategy would divert $0.9 million annually from Queen's in Kingston to Queen's at Herstmonceux. This would rise to $1.1 million in 1999.

3. **Cap the total debt at the Board-approved limit of $16.7 million and require University operating funds to cover any deficit which would exceed that cap.**

   Advantages:
   - This strategy limits the accumulation of debt.
   - It is a formal, explicit recognition of commitment to the ISC as a priority through the annual budget allocation.
   - The continued existence of $16.7 million of debt would serve as a reminder of the first claim against annual surpluses.

   Disadvantages:
   - This strategy places huge pressure on the budget process in a period of declining resources. Approximate claims on future budgets are:

1996-97:	$ 0
1997-98:	2,400,000
1998-99:	1,600,000
1999-00:	600,000

   With a continued subsidy of $600,000 from the operating fund and using all of the annual surpluses to pay down the debt, the debt would not be retired until 2025.

4. **Fundraising:**

a) Lift the original restrictions on fundraising for the project and include funding for the ISC in the proposed "comprehensive" capital campaign.

Advantages:

- The financial requirements of the ISC become reasonable when placed in the context of much larger appeal projects.
- The difficulties with fundraising in England could be mitigated (see Section III.A.5.c., below).
- It would be a signal to the community that the ISC is an integral part of the University.

Disadvantages:

- It is difficult to raise funds to pay for debt.
- Funds would be diverted from Queen's in Kingston to Queen's at Herstmonceux since including the ISC in the comprehensive appeal would preclude the inclusion of other legitimate projects as there will be a limit placed on the targeted financial goal for the campaign.
- There may be strong opposition to this strategy voiced on campus by those who view this strategy as reducing critical resources for higher priority campus needs.

b) Pursue the proposed ISC capital appeal as originally proposed.

Disadvantages:

- Queen's would have to commit to continuing the ISC operation for the foreseeable future for fundraising efforts to be successful.
- There is strong evidence that suggests that a traditional fundraising campaign will meet with considerable resistance in the UK (see Section III.A.5.c., below).

5. **Sell some of the lands purchased with Herstmonceux for development or sale.**

The areas identified by Black Horse Surveying Services Commercial as potentially capable of separate sale include the bulk of the agricultural land which lies in general to the south of the Castle, the residential property known as Hoads Hill Farm, the Equatorial Group of Telescopes and, possibly, West Lodge and the buildings comprising the Works Pound and the Old Club House on the western boundary of the estate. Of these, only the agricultural land is thought suitable for sale: the value of Hoads Hill Farm and the Equatorial Group of Telescopes if sold separately is fairly low, the West Lodge is used as staff accommodation, and there are planning restrictions which would inhibit the sale of the Works Pound and the Old Club House.

Advantages

- The agricultural land might achieve a price in the order of £400,000, subject to the assumption that the land is registered for arable use and not strictly limited to grazing land.

Disadvantages

- The use of any land that is sold would be lost to the ISC's academic and ancillary operations.

- Given current economic conditions, it is the view of the Task Force that, while all of these options should be considered, securing a partner in the ISC would be preferable to a reduction in the University's investment income.

III.A.4. Seeking a Partner

- If the ISC is to survive the startup years, it must seek linkages with other institutions of higher education or from the corporate world. The activities of any associated institution must fit within the significant limitations placed on Herstmonceux activities by the Wealden District Council, the local planning authority.

- An example of a successful association is:
  - the partner pays 1/3 of the appraised value at May, 1997,
  - the partner guarantees 150 students @ $12,000 apiece,
  - Queen's students pay only $9,000,
  - enrollment peaks at 540.

  Under this arrangement, total debt peaks at $10.5 million at April, 1999 and is retired in 2011.

- The linkages that are actually developed might or might not take the form of a formal partnership. Normally, a period of from one to two years would be required to identify an appropriate partner, negotiate the terms of the association, and establish appropriate academic programs.

III.A.4.a. *University Partnerships*

- If the University decides to ally itself with another university in the ISC operation, it will most likely find such an associate outside of Canada. The main reason for this is that other Canadian institutions are facing financial cutbacks similar to those that Queen's is facing and are subject to the same social pressures to provide accessible education.

- In seeking associates the University should be mindful of the difficulties inherent in negotiating a consolidated program with an associate as well as the limitations placed on such programs by the number and size of the Castle's classroom facilities. One associate would be preferred; two might be manageable. The ideal associate for Queen's would be a university of quality with a commitment to the development of a strong international presence.

- Several types of partnerships are possible:

Model 1

The partner buys half of Herstmonceux and commits to covering half of the operating costs in exchange for 250 seats per year and half the net ancillary revenues. Queen's would recover its capital and be left with the lesser problem of providing half of the enrolment and defraying half of the net operating cost. Although few universities may want to lock in capital, this type of association could be potentially very profitable for an American institution if it charged its students, or those from other institutions its usual rate for tuition, room and board.

Model 2

If a particularly suitable institution wished to participate in the ISC, but wanted neither the capital investment nor the perpetual commitment, it could enter into a five-year agreement with Queen's to purchase 250 term-seats per year, equal billing with Queen's in the name of the study centre, and an exclusive territory for re-marketing the seats. Under this arrangement, the ISC would remain the sole owner of the Castle but get a return from the associate which covered half the costs, plus 9% on all of its investment. Queen's would then have to cover only the other half of the operating costs out of its share of the seats.

Model 3

A hybrid of models 1 and 2 might also be achieved. This model would look like model 2 but, in this case, the associate would pay more for each of its 250 term-seats per year and for a period of ten years rather than five. It would re-sell its term-seats and keep the modest difference, much of which would be used for marketing. At the end of the ten years, however, and with no net cost, the associate would actually own half of the Castle, and move to model 1 with its high profit margin without ever having put up a lump sum of cash. Queen's capital would have been returned and, all the while, any outstanding balance would have been earning about 9% until it was paid off.

- Of these models, model 2 is the most likely to be achieved. Evidence suggests that the probability of finding an equity partner is not high. Most American universities that run programs abroad prefer to lease premises. Those that own premises, such as Harvard, Tufts, Johns Hopkins and Georgetown, some of which have an endowment or subsidy, all have to raise funds for their programs just to break even because of high maintenance and labour costs.

III.A.4.b. *Corporate Partnerships*

- An alternate to seeking a link with another university would be to seek a link in the corporate world. An advantage of this strategy is that corporations are not generally

operating under the same financial constraints as most universities. In undertaking an association with a corporation, however, care would have to be taken to ensure compatibility with the goals of the University with respect to the ISC.

- As with university partnerships, several possibilities exist:

Model 1: Association with a Private Sector "School"

The University might enter into an association with one or more private sector institutions that wish to offer a co-op education program. In this type of partnerships, the partner(s) would receive the use of a certain amount of the ISC's space and facilities for a period of years (a 5 year lease, for example) in exchange for a flat rate and, possibly, a percent of the profits (not the losses) of the private program. Under such an arrangement, Queen's would have to commit to running the ISC for the duration of the lease.

Model 2: Corporate Sponsorship

The University might seek a corporate sponsor who, for a financial consideration, would get visibility and a certain cachet from sponsoring the International Study Centre. At the same time, it would be important to ensure that the sponsor also lent a cachet to the ISC.

It should be noted that monies gained through corporate sponsorship might have been gained through fundraising. If this option were to be pursued, the Board of Trustees may want to re-visit its earlier decision about "no fundraising in Canada".

Model 3: Head Lease Arrangements

In this model, Queen's would identify periods of unused capacity and lease the Herstmonceux space and facilities to a company who would effectively sub-lease the space and facilities to organizations wishing to use them for meetings, conferences, artistic and other events. Under such an arrangement, limits on the use of the facilities would have to be clearly defined.

The ISC's ultimate needs for space and facilities at any given time will not be known for several years. In the meantime, however, the Centre could experiment with head leasing on a small scale and with different companies.

III.A.5. Other Strategies

III.A.5.a. *Marketing the International Study Centre*

- Students have not been attracted to the International Study Centre in the numbers that were initially hoped for even though the program has been marketed extensively and aggressively. Important keys to successfully marketing the ISC program will be to focus

in Europe?

the program, as discussed in Section III.A.2.a., above, and ensure that it is financially accessible.

- A group of Queen's alumni who are senior marketing consultants have conveyed to the Task Force their willingness to provide advice on market positioning. This offer should be accepted.

- Some of the individuals identified to the Task Force as being of potential help might also be consulted.

III.A.5.b. *Seeking Commitments for Providing Students from within Queen's and Other Institutions*

- Attainment of the needed near capacity enrollments will depend both on the quality of the ISC program and on the marketing of that program to persuade schools and faculties at Queen's and at other institutions to support the ISC. Much work has been done on this already. Several schools and faculties within Queen's have undertaken to develop new programs and integrating the ISC into existing programs. At least five other institutions have indicated that they will send groups of students to programs at the ISC and other agreements for subsequent years are being negotiated.

- The following applications are in place for the 1996/97 year:

  Summer, 1996
  - applications for the ISC's general program are confirmed at 41 students,
  - courses for the Queen's M.Ed. and Con.Ed. programs will continue with 8-12 students estimated to attend,
  - a three year program in International Relations and Strategic Studies for a minimum of 14 students from Eastern Europe will commence (growth to 25-30 students in subsequent summers is considered likely),
  - a special series of accounting and finance courses will commence for 30 students from Hong Kong (up to 40 students in subsequent years) [agreement hoped to be signed by May 5, 1996].

  Fall, 1996
  - enrollments in the ISC's general program are running approximately 35% ahead of the same time last year at 54 students,
  - approximately 15 students are expected from Kwansei Gakuin University and Nagoya University of Commerce and Business Administration,
  - a Memorandum of Understanding has been signed for 10-20 student positions from Highland College, Mass.

  Winter, 1997
  - enrollments in the ISC's general program are 50% ahead of the same time last year at 52 students.

- a European Business Term, offered by Queen's School of Business will commence, with 30-50 students expected to attend within a couple of years.

- The ISC expects additional enrollments to result from:
  - agreements that are being negotiated with Canadian International College and Highland College,
  - increased cooperation and promotion within the Faculty of Arts and Science and School of Nursing, and
  - word-of-mouth advertising from former students and promotion of the ISC by new Study Abroad contacts made over the past year is expected to generate additional enrollment.

- As noted above, some of the 1996/97 commitments extend for several years. Other longer term enrollments should arise from the following undertakings:
  - an MBA module of three weeks duration for approximately 20 Queen's students plus up to 20 more from other Canadian universities planned for Summer 1997 and beyond,
  - a Queen's Faculty of Law summer program in International Business Law for initially up to 30 students from Law and Commerce in 1997 and up to 60 in subsequent years,
  - Executive Programmes (to be run by HCE) for approximately 40 students are being developed in joint venture with the University of Brighton for 1997 and are expected to provide the income equivalent to approximately 50 full-term undergraduate students,
  - Queen's School of Nursing will provide for a 3rd year spring term course at the ISC as one of several electives, beginning in the spring of 1997 for up to 10 students.

- Programs still under consideration and/or development include: Eastern Europe
  - increased numbers of arrangements with American universities (two under discussion/negotiation with Elizabethtown College and Northern Michigan College),
  - expanded contacts with Asian universities,
  - a first year abroad option for Queen's Faculty of Arts and Science,
  - a European Studies program in Queen's Faculty of Arts and Science which would have a term at the ISC as one of its components,
  - inclusion of a compulsory international experience for Queen's Commerce students with a term or summer at the ISC, possibly as a default option for those who choose not to go on an exchange.

- Continued word-of-mouth generated growth is anticipated.

III.A.5.c. *Fundraising*

- From the outset of the ISC project, it has been assumed that the capital debt was to be retired through a "targeted capital campaign" which would seek to secure charitable gifts for the initiative, primarily in England. A fundraising planning study undertaken by Ketchum Canada (and its partner in the UK, Ketchum Ltd.) in 1993, forecast that this approach to fundraising "would be very challenging" for a variety of reasons, including

- it is difficult to raise money for capital debt: if the University had the money to start the project in the first place, the money must be there,
- giving to universities is not a well-established practice in the UK,
- there is little affinity to Queen's in the UK; they have their own universities to support,
- the project is seen as a Canadian project.

- Despite the caution in the Ketchum Report, a decision was taken to proceed with the mounting of a capital campaign seeking $7 million (Cdn) in private philanthropy, and work was begun in 1994/95 to structure the campaign effort. The corporate component of the UK campaign was begun in the summer of 1995 and that experience confirmed the difficulties of fund raising in Britain. Throughout this period, the start-up efforts of the ISC were not producing the anticipated results, further contributing to the debt obligations related to the Centre's operation. In light of growing concern about the viability of the Centre's academic program, a decision was made in February 1996 to curtail further planning on the proposed North American fundraising campaign until the future of the centre was clarified.

- Given the concerns raised in the Ketchum Report and the ISC's financial situation, the fundraising program for the Centre must be reconsidered. Two options which should be considered and are discussed in detail in Section III.A.3.c, above, are:
  1. Lift the original restrictions on fundraising for the project and including the needs of the ISC in a comprehensive capital campaign.
  2. Pursue the Herstmonceux capital appeal as originally proposed.

III.A.5.d. *Expand and Promote Herstmonceux Castle Enterprises Programs Vigorously as a Means of Supporting and Complementing the ISC Programs*

- In considering the operating budget of the ISC there has been an overriding emphasis on student enrollment and a much smaller emphasis on the non-student use of the facilities. The potential for increased revenues from HCE should be fully explored as a way of subsidizing the core academic activities of the ISC.

- Income to HCE arises from gate admissions and all other 'taxable' operations including additional bedroom sales, Pub, Tea Room, Shop, conference and meeting rentals, and special events. The amounts achieved to date are considered by the ISC management to be a minimum; substantial increases are considered possible. For example, as a result of aggressive marketing and expanded tourism attractions, gate receipts from the first weekend of 1996 were double that of 1995. Elder hostel

- While the there is considerable room for growth in HCE income, however, it must be recognized that outdoor events are sensitive to many uncontrollable factors such as weather. In addition, there are severe restrictions as to the use of the Castle and property imposed by its Charter, by the Charities Commissioner and by the Wealden District

Council which may dampen this potential. HCE's income should also stabilize as student numbers increase and the facilities capacities are reached.

Projects in hand

- The Castle facilities are fully booked until September 1997 with high-margin musical dinners, weddings and other social functions, lectures, club meetings, board meetings, retreats and conferences. Major conferences include:
  - National Youth Perspectives Conference in January 1997, with 200 Canadian students from across Canada, sponsored by the Department of Foreign Affairs and International Trade, who will be attending a study session of three days on Europe, and involving most of Canada's ambassadors in Europe,
  - the NATO Parliamentarian Conference in July 1996-97, with 150-200 participants,
  - the Regeneron Science Conference in August 1996-97, with 150-200 participants.

Suggestions received by the Task Force

- Many suggestions for ancillary use of Herstmonceux Castle have been sent to the Task Force. Many of these are already being explored or have been developed by HCE. Those that have not and which fall within the planning limitations of the Wealden District Council will be explored.

III.A.5.e. *Ensure that the ISC and HCE are Appropriately Supported*

- The ISC has been operational for less than 18 months and, as might have been expected, there have been some startup problems. Many of these problems have been resolved. The current difficulties with the ISC stem less from ineffective management on either side of the Atlantic but from the University's difficulty in establishing a clear articulation of the meaning of internationalization in relation to the ISC project.

- Repositioning of the ISC within Queen's international programs will require a careful review of and appropriate changes made to the ISC management structure and reporting relationships. In undertaking this review, the entrepreneurial breadth required in those directing and managing such a multi-faceted undertaking should be kept in mind.

III.A.6. ENROLLMENT PROJECTIONS AND CASH FLOW SCENARIOS FOR CONTINUATION

- The ISC's cash flow forecast up to and including the 1999/00 academic year is included in Appendix 1. The forecast is accompanied by explanatory notes provided by the ISC.

- The Task Force notes that, as the ISC is still relatively young, there is very little history of operations to draw upon in projecting forward. This underscores the cautionary comments, provided by the ISC, that accompany the forecast.

- The biggest assumptions contained in the forecast are those of projected enrollment and of tuition fees. Enrollment is projected to increase from an actual of 148 student equivalencies in 1995/96 to 270 student equivalencies in 1996/97, an increase of 82%. Annual increases of enrollment of between 22% and 30% are required to achieve 540 student equivalencies by 1999/00.

- The projection of 270 students for the current academic year is supported by actual applications as of April 29, 1996 of 157 students, contracts either existing or expected to be signed by May 5th of a further 91 students, and an undertaking from the School of Business to promote the EBT to students in the Commerce program in the winter of 1997. Although it should be stressed that applications do not guarantee attendance and a large percentage of applications eventually cancel, this level of interest to date is supportive of the 1996/97 projection.

- The projected loss on operations for 1996/97 including interest charges is expected to be approximately $1.9 million. This will be substantially offset by the $1 million US gift from Dr. Bader relating to the 1996/97 operations.

- Projections for the next four years are progressively less certain for many reasons:
  - "commitments" to attend or to provide students to the ISC may be withdrawn,
  - consumer uncertainty may contribute to a reluctance to spend on overseas study,
  - increased fee levels raise barriers to participation,
  - the availability of student financial assistance which would reduce the effects of the fee levels is not certain,
  - program development requires a significant lead time,
  - international agreements typically take many months to mature,
  - international conferences have lead-times of perhaps two or three years,
  - entry to both the US and Japanese international education markets is time consuming and costly, and requires successful operation before a profile can be built,
  - improvements in the efficiency and performance of the ISC as a result of earlier experience,
  - marketing is proving to be particularly worthwhile in the development of conferences and meetings, and tourism sectors.

- The projected cash expenditure for repairs and renovations may be offset by acceptance of an application to the Lottery Commission. The ISC anticipates that a decision on the application will be made by the end of 1996. However, the projection does not include any reserve for unknown capital repairs that will be required in the future. It should be noted that serious and expensive routine maintenance may also be mitigated by a proposal that has been received from the Guild Institute of Stone and Restoration Masonry of Canada.

- If the ISC continues to operate in its current form, break-even on operations will only occur at enrollment levels of 540 student equivalencies (90% capacity) at a tuition fee

of between $9,000 and $10,000, an increase of between $2,200 and $3,200 over last year's fees. This break-even point is not projected to occur until 1999/00 at which time total debt will have increased from approximately $3.9 million at April 30, 1996 to approximately $6.4 million.

- With a high level of both fees ($9,000-10,000) and occupancy (90%) required to break-even, there is little room for error. If the projections are 10 % too optimistic and the 90% capacity is never reached, then, with the operation in its current form, the operating surplus will never be sufficient to cover the interest on the operating debt and the debt will increase indefinitely.

III.B. Exit Strategy

- An appropriate exit strategy will be implemented if the ISC does not meet the benchmarks laid out in the Recommendations to the Board in Section IV, below. The details of the strategy will be decided upon if and when a decision to terminate the ISC operation is made.

- If the University decides to exit from the ISC operation, it must recognize that by so doing it removes a major focus and perhaps the only focus with genuine strategic potential for the University's commitment to internationalization.

- Upon announcement of a decision to exit, the Principal should convene a sub-committee of the Senate Committee on Academic Development to identify steps that will strengthen existing internationalization programs or initiate new ones.

III.B.1. Important Issues to be Considered in an Exit Strategy

- The purpose of an exit strategy will be to maximize the recovery or minimize the loss to Queen's on its existing loans to the ISC.

III.B.1.a. *Queen's Loans to the ISC*

- Queen's has committed to fund the operations of the ISC until the end of the 1996/97 operating year (April 10, 1997) at which time Queen's will be owed approximately $16.4 million. This amount would be $17.8 million without the $1 million (US) gift from Dr. Bader.

- As at April 30, 1996, Queen's was owed approximately $15.0 million by the ISC (including the Bader loan of $8 million). Based on the ISC operating budget (see Appendix 1), the debt to Queen's, including accrued interest, and without any fundraising success, will grow to the following amounts:

by April 30, 1997:	$ 16.4 M
by April 30, 1998:	19.1
by April 30, 1999:	20.8
by April 30, 2000:	21.5

III.B.1.b. *Estimated Recoverable Amount on Queen's Loans if a Decision were Made to Exit*

- A recent appraisal indicates that the property is valued at approximately £10 million (approximately $20 million Cdn.) on a going concern basis. It is the view of the appraiser that:
  - a sale could be concluded within one year
  - the amount realized would be 20% - 50% below the appraised value if the operation were closed, or if the buyer was aware of an impending closure. — the will be

- The process of reviewing the future viability of the ISC has been open and known to the public in Canada and the UK. Decisions concerning Queen's future involvement in the Castle are likely to be known to the public. The University should assume that potential purchasers will be knowledgable of these events and that it may not be possible to avoid the appearance of a distress sale.

- A schedule that estimates the amount that would be recovered on Queen's loans if a decision was made now by Queen's to exit from the ISC is included in Appendix 2. The assumptions underlying this estimate, detailed in the appendix can be summarized as follows:
  - a time line of one to two years to sell is required,
  - the operations are closed at the end of the 1996/97 operating year,
  - the market perceives the sale as a distress sale and discounting of between 20% and 50% occurs.

- **Given these assumptions, it is estimated that Queen's could suffer a loss of between $0.9 million and $8.6 million on its loans to the ISC.**

- **If a decision to exit is made two years from today and if the same assumptions as above apply, then the losses to Queen's would be larger due to the ongoing operating losses projected and interest accruing. These losses are estimated to increase by approximately $4.1 million under this scenario.**

III.B.1.c. *Legal Issues*

- UK legal counsel has advised on a number of legal issues that should be considered prior to initiating a sales strategy.

The Role of the Charity Commissioners

- The International Study Centre Charitable Trust (ISC) was established in 1993 as a charitable company limited by guarantee and is registered with the Charity Commissioners. Its affairs are controlled by three Trustees ("the Charity Trustees"). ISC owns Herstmonceux Castle, having been given funds by the University towards its purchase and renovation.

- The Charity Trustees are subject to the jurisdiction of the Charity Commissioners. Although the ISC is referred to as a "subsidiary" of the University, the relationship between the two is not identical with the relationship between Queen's University and any wholly owned non-charitable company, given the ISC's status as a charity and the independent supervisory role of the Charity Commissioners.

Separate Identity of the Charity

- The Charity Trustees have fiduciary duties to the ISC which can be summarized as a duty to act in the interests of the ISC in carrying out its charitable objects. The objects of the ISC are to advance international education and, in particular, to advance the educational purposes of Queen's University in the United Kingdom or elsewhere, to establish and maintain an international study centre at Herstmonceux Castle Estate or such other locations, and to preserve for use in connection with such a centre, Herstmonceux Castle and such land and buildings on the estate as may be of scientific or historic importance.

- While it is clearly a matter for the Board of Trustees of the University to consider the future of the project and to decide to withdraw the University's support, the Charity Trustees must make their own separate decision (in the light of any decision made by the Board of Trustees) on the future of the ISC and its assets and how their objects should be pursued. Any closing down of the operations at Herstmonceux would be by mutual agreement between the University and the ISC, and the ISC should be consulted in that regard.

Winding up

- It should be possible by agreement, and with no particular involvement of the Charity Commissioners, for operations to be discontinued with the ISC, as a solvent company, disposing of its assets.

- Thereafter the ISC could be wound up if this were desirable, although there might be reasons for continuing its existence as a UK Charity with another role.

- Any member of the public can make representations to the Charity Commissioners about the conduct of the affairs of any charity and if there were local disquiet about the position someone might complain. This would probably have only nuisance value.

The Assets of the Charity

- Any sale of property to a connected person would require the consent of the Charity Commissioners. Otherwise, a sale may be made by the Charity Trustees only if they have obtained and considered certain advice from a qualified surveyor acting solely for the ISC.

- If an orderly winding down of the operation resulted in a surplus after the ISC had settled its liabilities, then the Charity Trustees, prior to any formal winding up, would have power to spend those funds on another University project. Any property remaining on any winding up shall be given to the University to be held on trusts for the advancement of education or to some other charitable institution with similar objects to the ISC.

Arrangements between the University and the Charity

- The details of terminating any arrangements relating to the running of operations at the ISC, must be examined from the point of view of both the ISC and the University to ensure that the right decisions are made by the right sets of people and taking into account the interests of the body concerned.

Arrangements with Others

- The ISC's ability to terminate its obligations, and the legal and financial consequences of doing so will all need to be looked at in detail.

III.B.1.d. *Tax Issues*

- KPMG in the UK has advised of a number of potential tax issues that should be resolved prior to initiating any action plan to sell the property. These include:

Winding up the ISC

- If the winding-up occurs after the statutory year end, a set of tax computations will need to be prepared from the year-end to the date of winding up.

- A deed of covenant will need to be paid from HCE to ISC just before the cessation of trade in HCE and the winding-up of ISC to avoid a corporation tax charge in HCE for the final accounting period. As HCE holds very few assets, the sale of them will have no major tax implications.

- The business will need to be deregistered for VAT purposes and the VAT treatment of any goods sold will defer depending on whether they are sold before or after deregistration.

Selling Herstmonceux Castle and returning excess funds to Queen's

- Any gain arising on the sale of the castle will be exempt from capital gains tax provided the proceeds are applied to charitable purposes only (including such purposes within Queen's University). Given the size of the transaction, it is recommended that this be agreed upon with the Inland Revenue before the sale.

- For VAT purposes, there was no option to tax when Herstmonceux Castle was bought and therefore the sale will be treated as exempt from VAT. This means that VAT cannot be recovered on costs attributable to the sale. However, if the castle is sold to a VAT registered business which is fully taxable, the ISC could elect to charge VAT on the sale and VAT can be recovered on the costs attributable to the sale.

- If the entire business, including the castle, were to be sold as a going concern, the transaction would be treated as outside the scope of VAT. Part of the VAT on costs attributable to the sale may be recovered.

- Stamp duty of 1% will be due on the sale of the Castle to a third party and this should be considered at the time of the sale negotiations.

Forgiving the deep discount securities issued from ISC to Queen's

- New rules (currently in draft) are being introduced that will affect the tax treatment of the forgiveness of the DDS's. The outcome depends on whether the ISC is regarded as "controlled" by Queen's.

- If Queen's "is able to exercise direct or indirect control over [the ISC's] affairs" and therefore can be regarded as having control for these purposes, the waiver of the DDS's would then not give rise to any tax charge. If Queen's does not control the ISC, then a waiver would give rise to taxable income.

III.B.2. Options for Exiting

- In the view of the Task Force, two exit strategies are worth considering in the event that the ISC cannot meet the required benchmarks. The advantages and disadvantages of each are as follows:

1. **Commence marketing for sale with the intention of closing at the end of the current operating year.**

   Advantages
   - Creates greater predictability of losses until the point of sale (expected operating losses for the current year plus a loss of approximately $725,000 per year thereafter before interest and capital expenditures while not operating).
   - Reduces time and energy spent on programs and marketing beyond the end of the operating year.
   - The appraiser thinks that the property could be sold within a year (based on today's market).

   Disadvantages
   - The market place will almost certainly view this as a "distress sale" and discount the value of the castle because operations will not be continued beyond the end of the operating year. The appraiser has indicated this discount could be between 20% and 50% of appraised value.
   - Enrollment in the current year may suffer because of the announced closure thus increasing operating losses.
   - If the property does not sell before operations cease, then discounting is all the more likely to result.
   - If the property does not sell before operations cease, then out-of-pocket costs of approximately $725,000 per year will be incurred to maintain the Castle while closed.

2. **Operate the ISC until it is sold.**

   Advantages
   - Sends a message to the market place that Queen's is not looking to sell at any price. This may lessen the distress sale look and thus lessen the discounting.
   - If it takes longer than a year to sell, then it may be possible to operate at or near the out-of-pocket cost (excluding interest) of maintaining the property closed if projected operating results are achieved.

   Disadvantages
   - Projected enrollment may be less if an announcement is made that Queen's will be withdrawing from the Castle but operating until sold. This would result in greater operating losses than are presently budgeted.
   - A decision to continue to operate while seeking a buyer will still have a "distress sale" appearance which will have a negative impact on the sale price although perhaps less negative than being closed.
   - Additional time and energy devoted to marketing, developing programs and administration that could be avoided if the property is closed.
   - If this option did not lead to a sale in reasonably short period of time, the University may have to consider option 1 in any event to reduce out-of-pocket losses.

III.B.3. Implementing an Exit Strategy

- A team of individuals should be assembled in advance of a decision to exit to take responsibility for implementing an exit strategy. The team would be responsible for the following:
  - liaising with legal and accounting advisors throughout the exit process,
  - liaising with the Trustees of the ISC to reduce the likelihood of conflicts between Queen's and the ISC,
  - interviewing and engaging a sales agent as appropriate,
  - reviewing proposals from selling agents and co-ordinating the sale strategy.
  - developing and implementing a communications strategy,
  - ensuring proper legal procedures are followed to wind up the operations of the ISC and Herstmonceux Castle Enterprises Ltd.
  - reviewing all legal and contractual obligations of the ISC to ensure that they are appropriately handled through the exit strategy by way of payment or perhaps assignment to a new owner, including:
    - employee obligations and other statutory liabilities,
    - contracts with suppliers, etc., and
    - long term leases of property.

  A co-ordinated effort will be required to minimize the "distressed sale" appearance in the market place and thus try and maximize the ultimate selling price.

IV. Recommendations for the Board

The Task Force on the International Study Centre makes the following recommendations to Queen's University's Board of Trustees:

1. That the Board affirm the mission of internationalization and the important place of the ISC within this mission, as approved by the Senate in January 1996.
2. That the Board approve the continued operation of the ISC on the basis of renewed institutional commitment to developing appropriate integrated academic programs, and suitable governance and administrative structures, as outlined in Section III.A.2. of this Report.
3. That the Finance Committee of the Board review options for restructuring the capital debt associated with the ISC and recommend a course of action to the Board.
4. That the University take immediate steps to identify and negotiate an appropriate institutional or corporate partner in the ISC.

5. That by the meeting of the Board of Trustees of November 30, 1996
   a) substantial progress towards securing such a partner must be demonstrated, as must the projected impact on achieving financial viability, and on alleviating the existing debt; and
   b) the Board receive reasonable assurance of the Faculties' and the Senate's commitment to the academic goals outlined in the Report.

6. That if such progress has not been demonstrated by the November Board meeting, the University should adopt an Exit Strategy

7. That the Principal, in consultation with the Chairman of the Board, immediately appoint an individual or group to act on behalf of the University to take whatever steps are necessary to secure a partnership within the framework described above.

not in Can

APPENDIX 1: Projected Cash Flows, 1995 -- 2000 (provided by the ISC)

- A series of projected cash flow scenarios have been developed based on enrollment projections through to the 1999/2000 academic year. They do **not** include an allowance or inflation so that the operational cost changes associated with the main variables will be clear. They assume that all salaries and honoraria will remain constant across the four year period. They also assume the value of the £ to be C$1.91 until the end of the 1996-97 operating year, reflecting our forward purchase at that rate, and C$2.10 per £, the current exchange rate, thereafter.

- Inflation, which is forecast to be very low over the period, and exchange rates, which are forecast to be in Canada's favour over the period, are two important and uncontrollable variables which could affect both income and expenditure totals.

- The chart has been organized to start with the current year which, although is not yet complete, represents substantially 'known' figures. Proceeding through the next four years, the main variables affecting the annual net operating conditions are student enrollments and the level of student fees. Two different scenarios are provided for the year 1999-2000 to show the impact of a fee level of $10,000.

- Given that the goals for enrollment are met and student fees are increased as projected, a 'break-even' operating position is possible by 1998-99, and a modest to substantial surplus is feasible by 1999-2000.

- The 'ramp-up' to full operating capacity involves a number of factors and activities.
  - early experience at the ISC has contributed to improvements in efficiency and performance
  - marketing was not a budget item in the Castle budget until late 1995, and marketing efforts have proven particularly worthwhile in the development of Conferences and Meetings as well as the Tourism sectors,
  - program development has a significant lead time (eg. The initiative seeking cooperative development of MBA and Executive programs with the University of Brighton commenced in July, 1995, and some agreement on programming for 1997 is only now being achieved),
  - international agreements typically take many months to mature (eg. The initiative leading to the Polish agreement that was signed in April, 1996 was begun in 1993.),
  - international conferences have lead-times of perhaps two or three years,
  - entry to both the U.S. and Japan international education markets are time consuming and costly, and requires successful operation before a profile can be built.

- All of this is to say that there are many initiatives from which no return has yet been received, but indications of success beget further success, and the rate of acquisition of new business and opportunities continues to increase in both academic and non-academic programs.

ISC PROJECTED CASH FLOW
1995 -- 2000

	Current 95/96	Projected 96/97	97/98	98/99	99/00	99/00
Student Equivalency	148	270	330	430	540	540
Tuition per student		70@6300 200@8000	8000	9000	9000	10000
TOTAL REVENUE	1,454,000	3,068,000	3,770,000	4,912,000	5,923,000	6,463,000
TOTAL EXPENSES	3,861,500	4,152,000	4,658,000	4,728,000	4,777,000	4,777,000
Operating Revenue (loss) before interest, capital repairs	(2,407,500)	(1,084,000)	(888,000)	184,000	1,146,000	1,686,000
Repairs/Renovations	107,000	450,000	450,000	300,000	200,000	200,000
Bader Gift		(1,350,000)				
Interest @ 8% pa	197,620	321,370	407,959	498,756	505,456	483,856
Accumulated Deficit	3,925,120	4,430,490	6,176,449	6,791,205	6,350,661	5,789,061

Amounts stated in 1996 $Cdn
1995-97 £=$1.91
1997-2000 £=$2.10

INTERNATIONAL STUDY CENTRE DEBT CASHFLOW

	1995/96 148@6,800	1996/97 270@8,000	1997/98 330@8,000	1998/99 430@9,000	1999/00 540@9,000	1999/00 540@10,000
OPERATING LOSS	(2,407,500)	(1,084,000)	(888,000)	184,000	1,146,000	1,686,000
REPAIRS & RENOVATIONS	(107,000)	(450,000)	(450,000)	(300,000)	(200,000)	(200,000)
INTEREST @ 8%	(197,620)	(321,370)	(407,959)	(498,756)	(505,456)	(483,856)
BADER GIFT		1,350,000				
ACCUMULATED OPERATING DEFICIT	(3,925,120)	(4,430,490)	(6,176,449)	(6,791,205)	(6,350,661)	(5,789,061)
ACCUMULATED CAPITAL DEBT & INTEREST	(11,108,000)	(11,996,640)	(12,956,371)	(13,992,881)	(15,112,311)	(15,112,311)
TOTAL DEBT	(15,033,120)	(16,427,130)	(19,132,820)	(20,784,086)	(21,462,972)	(20,901,372)

a) Comments on Line Items in the Projections

Enrollment

- Achieving the forecast enrollment is the most critical factor in achieving the gross income targets.

- An increase in enrollment to 270 students (an increase of 82% over 1995/96 levels) is anticipated for the 1996/97 year. This projection is based on commitments of students that are already in place for the 1996/97 year (see section III.A.2.e, above) and the following additional factors:
  - Summer 1996 enrollments are confirmed at approximately 45 students,
  - Fall 1996 enrollments are running approximately 35% ahead of the same time last year at 51 students,
  - Winter 1997 enrollments are 50% ahead of the same time last year at 48 students.
  - increased cooperation and promotion within the Faculty of Arts and Science and Faculty of Nursing is expected to increase enrollments from these faculties, and
  - word-of-mouth advertising from former students and promotion of the program by new Study Abroad contacts made over the past year is expected to generate additional enrollment.

- Enrollment is forecast to increase by 22% in 1997/98, 30% in 1998/99 and 26% in 1999/00 at which point the ideal of 540 students would be achieved. These projections are based on commitments that are already in place (see Section III.A.2.e., above) as well as the following factors:
  - a potential increase in the numbers of arrangements with American universities (two already under discussion/negotiation),
  - expanded contacts with Asian universities,
  - major increases in Queen's Commerce enrollments, and
  - continued word-of-mouth generated growth.

- Other factors which could affect the predicted enrollment figures include:
  - consumer uncertainty, contributing to reluctance to spend on overseas study
  - fee levels which raise barriers to participation
  - student financial assistance, which can reduce effects of the fee levels
  - acceptance of ISC programmes in the U.S., Asia and Europe which could increase the rate of growth of enrollment

- If these projections prove to be too optimistic, operating losses will be greater than forecast.

Revenue

Student Fees and Tuition

- The student fees listed represent a composite total fee for tuition, field study travel and

accommodation. With tuition fees expected to increase in Canada over the forecast period, the ISC will keep pace with or exceed the rate of increase. For marketing purposes, fees will be broken out separately and tuition will be set at the highest level possible to maximize tax benefits for students.

- It will be extremely important that student assistance be maintained at as high a level as possible to buffer the effects of fee increases.

- For foreign students, especially those from Asia, the current and future fees are no barrier, in fact some research indicates that institutions may judge the quality of the program by the magnitude of the fee. For U.S. students, a composite fee of C$10,000 is still less than combined fees of more than US$ 10,000. Eastern European students will continue to need substantial Western government support.

Other Revenue

- Additional income to the ISC results from rents from cottages, land leases to local farmers and, commencing in 1999-2000, an additional $21,000 from the Science Centre Lease to Science Projects, Ltd.

- Herstmonceux Castle Enterprises (HCE) income included in the projections is conservative. An increase of $25,000 has been included in the 1996-97 amounts as the anticipated response from our aggressive marketing and expanded tourism attractions commenced in late 1995. Other income is anticipated from private musical events, conferences and other firm commitments. HCE income is sensitive to many factors beyond our control. Special Events are exceptionally weather sensitive, but given optimal conditions, could **net** over $45,000 commencing 1997-98. These amounts **have not** been included in these projections. HCE income does stabilize as the student numbers increase and facilities capacities are reached.

Expenses

- Increases in the expenses beginning 1997-98 represent increased costs for higher enrollment, specifically, an increase in the number of buses required for field studies and local transportation, plus two additional staff.

- No increase has been provided for faculty honoraria nor has a budget for student assistance has been included in the projections.

- Major reductions in food and accommodation costs commencing in 1996-97 will be achieved through substantial reductions in the standard of housekeeping in Bader Hall and major reductions in food choice and service, the removal of a hot breakfast and fewer choices at all meals, in particular.

- Kingston/Castle fixed operating expenses include the total costs of administration, marketing, printing of materials, advertising, accounting and professional fees *from both sides of the Atlantic*, plus utilities, routine maintenance and taxes *in the U.K.*

- Estate costs, including all grounds and garden maintenance, roadways, signs, associated equipment purchase and maintenance, security, and the wages of Pub, Tea Room and Shop staff, casual staff for functions, purchases of supplies for sale and inventory, are also contained in overall expenses.

Capital Repairs and Renovation

- The amounts included in this budget primarily reflect the costs of capital renovations which have yet to be completed. An application to the Lottery Commission is being prepared for a grant to cover a substantial proportion of these costs. The ISC management has been advised that there is "about a 70% chance of success" of having the application approved. Serious and expensive routine maintenance, e.g. repointing of the Castle walls, may be mitigated by a proposal from the Guild Institute of Stone and Restoration Masonry of Canada, who would use this activity as a training opportunity for restoration masons. Their proposal has now been received.

- Most repairs and maintenance are under contract and the contingency for emergencies has been reduced substantially to reflect this.

Accumulated Deficit

- This line represents the accumulated *operating deficit* only, plus interest calculated at 8% annually on 1 May.

b) Conclusions

- The extended projections are recognized as having a potential for error because the factors which affect student decisions, the rate of inflation and exchange rates are variable and, to some extent, unpredictable. Understanding the factors that may affect forecasts is probably more important than the forecast itself, in the long run.

APPENDIX 1: Estimate of Queen's Recovery on the ISC Debt

	Estimated Recovery[1]	
	Low	**High**
Gross sale proceeds[2]	$ 10,000,000	$16,000,000
Less: Selling costs[3]	(500,000)	(500,000)
Net proceeds available	9,500,000	15,500,000
Queen's loan position[4]	18,100,000	16,400,000
Estimated loss to Queen's[5]	**(8,600,000)**	**(900,000)**

Notes:

(1) "Estimated recovery" assumes a decision to exit is made now and it takes between one and two years to sell with operations ending in April, 1996.

(2) "Gross sale proceeds" is based on the appraised vale of £10 million ($20 million Cdn.) discounted between 20% (high estimate) and 50% (low estimate) based on the appraiser's estimate of discounting that would occur when the market learns of Queen's intention to exit the ISC.

(3) "Selling costs" assumes that transactions costs including legal, accounting, and selling commissions would be approximately $500,000.

(4) "Queen's loan positions" assumes that the property will take between one (high estimate) and two (low estimate) years to sell. It also assumes that operations will continue only until operations at the ISC would cease. Therefore, the Queen's loan position is estimated as follows:

	Low	**High**
Queen's loan position at April 30, 1996	$ 15,000,000	$15,000,000
Add: Budgeted loss for 1996/97, including capital repairs	1,505,000	1,505,000
Interest accruing on the capital debt during 1996/97	889,000	889,000
Cost of holding closed in 1997/98	752,000	N/A
Interest accruing during 1997/98	960,000	N/A
Estimated Queen's loan position at date of sale	$ 18,106,000	$ 16,394,000
rounding	$ 18,100,000	$16,400,000

(5) "Estimated loss to Queen's" does not include any costs relating to income tax or other transaction taxes that may arise upon a sale or wind up of the Castle, ISC, or HECL. Nor does it include the costs of paying any termination costs for employees or other statutory or contractual liabilities that may arise on cessation of operations or wind up.

M&I Marshall & Ilsley Bank
770 North Water Street/Milwaukee, WI 53202-3593/Tel 414 765-7680
International Banking Department

* CONFIRMATION ** CONFIRMATION ** CONFIRMATION ** CONFIRMATION ** CONFIRMATION

THIS IS A CONFIRMATION OF OUR WIRE TODAY

ALFRED R. BADER
2961 N. SHEPARD AVE.
MILWAUKEE, WI 532113435

May 4, 1994

Payment Order No.	: 169367
At your request we send today	: CAD8,000,000.00
for value	: May 2, 1994
to pay	: QUEEN'S UNIVERSITY CURRENT ACCOUNT
A/C No.	: 0000-085
At the following bank	: BANK OF MONTREAL
	: 297 KING STREET EAST PO BOX 697
	: TRANSIT NO. 0016
	: KINGSTON, ONTARIO K7L 4X5, CANADA
By order of	: DR. ALFRED BADER

Foreign bank fees to be paid by the beneficiary out of proceeds.

Amount	: CAD	8,000,000.00
Rate	:	1.37379825
USD equivalent	:	5,823,271.36
Commission	:	0.00
Wire Fee	:	0.00
Other Fee	:	0.00
Total Debit	:	5,823,271.36

Account Number : 30008499

THIS CONFIRMATION IS SYSTEM GENERATED AND REQUIRES NO SIGNATURE

EXECUTED IN ACCORDANCE WITH M&I MARSHALL & ILSLEY BANK TERMS AND CONDITIONS FOR INTERNATIONAL WIRE TRANSFERS, DATED APRIL 29, 1991.

OFFICE OF THE PRINCIPAL

Queen's University
Kingston, Canada
K7L 3N6
Tel 613 545-2200
Fax 613 545-6838

Fax Transmission

Date: May 7, 1996

To: Alfred and Isabel Bader

FROM: Margaret Hooey

Good Afternoon,

This is a fax to confirm your participation in the Wednesday, May 8 meeting of the ISC Task Force. The meeting will run from 12:30 pm - 2:00 pm. For your information the following people will be in attendance:

Ferg Devins	President, Queen's Alumni Association Senior Brand Manager, MolsonBreweries
Max Tejada	Current VP (Services) for Queen's Graduate Student Society
Patrice Merrin Best	Current Member Queen's Board of Trustees Vice-President, Corporate Affairs, Sherritt International Corporation
Alison Morgan	University Secretariat, Queen's University
Margaret Hooey	Former University Secretariate, Queen's Univ. Executive Assistant to the ISC Task Force
Bill McLatchie	Professor of Physics, Queen's University Coordinator of the ISC Task Force
Principal Leggett	Chair of the ISC Task Force
Keith McArthur	Former President, Queen's Alma Mater Society

debta
milstone

Mac Namara

I will call you at approximately 12:30 at (414) 277-0730.

Number of pages including this cover page: 1

If you have any problems receiving this fax please call Lauren Sharpe at (613) 545-2200.

Dr. Alfred Bader
924 East Juneau, Suite 622
Milwaukee, Wisconsin 53202
Phone: 414/277-0730
Fax: 414/277-0709

A Chemist Helping Chemists

L P Bayer

Principal William Leggett.

and Prof. Don Macnamara.

These are just off the cuff thoughts which Jane herself knows may not be useful, but on the other hand, a chance suggestion does sometimes turn out to be very good.

Best wishes

Isabel G Alpin

May 15 96.

New telephone no in London

0171-207-4907

41C The Cut
Waterloo
London SE1 8L
2nd April 1996

Dear Alfred & Isabel,

I'm off to Canada tomorrow but will be back on 15/4/96. Two thoughts I would like to pass by you quickly after chatting with 2 people. One was Steve Pizzey. He was at Hershmanceux setting up all the new exhibits to open on Good Friday. For their size they have invested a huge amount in providing and developing new exhibits. He is so enthusiastic about the place and feels it has a great potential and should quickly become self supporting if its programme was broader and more varied and much more international. He is trying to get money from the millenium fund where they give matching grants. His problem is that of course he doesn't own the site and

is subject to a lease which the func might question as insecure. He had heard from Sandy that things were a bit insecure at the castle but he still feel very confident in his stake of things. They have repaired the elevated floor & hope to have the big telescope operating this summer. He would be a good person on the Task force he's an excelle business man who has made his "hands on" science charity viable with no capital or backing at all. Richard Grego is full of ideas but not practical it really needs someone like Steve to make work.

He suggested, and I wonder if it is worth considering, that you take it back from Queen's if Queens don't want to make a go of it and get an international consortium to make it work with a much broader spectru than Queens fit courses for Queen's students. It would, he felt, be eligible for the millennium fund where they would probably do matching funds based on its value of approx £15,000,0

Maybe Queen's could be one among several foci with Br. Eu. U.S. SE Asia all combining to make it truly international. This may sound pie in the sky — and perhaps it is, but what seems depressing about Queen's is that they aren't committed to a new + more varied + ambitious blueprint having thrown away the limited approach of their start. This either it will work or we will close it is too negative it should be how can we make this amazing + wonderful place work for the benefit of Queen's + others! It feels as if the clause to cop out is too near the surface.

The other person I bumped into was our local MP Charles Wardle (certainly not my favourite person but of course I was friendly + polite!) He was raving about Anz but also saying it was too bad it was so Canadian. He pointed out that Sussex U. + Brighton U. were bidding for several million to become the U.K. sports centre and that

he hoped Queen's would join to be the National Sports Centre, Sports medicine, psychology, nutrition etc. This would be a major Sussex initiative and thus having so much land could be an integral part of it for equestrian, cross country, track + field etc. Both Universities, particularly Bright lack land so the castle has a great asset and might ∴ get a high profile — off sport dance + theatre could also benefit Anyhow it is worth a thought. Also Queen's has worked well with the district council but the county council is really far more important and Chris Williams is the real go getter there having faste and achieved several combined EU initiatives and getting E.U. money.

To run something in Europe and to avoid reverse colonialism with all the hazards and limitations colonialism has it seems very important to me to have U.K + EU partners who know the scene and its possibilities intimately and do no

impose from a few to make all decision from Queen's in Canada rather than nearer the coal face, has, I believe, severe limitations which have already been experienced.

This is written in a rush just in case you feel any of these ideas could be useful. Do pass anything you like on to the task force. I think our focus should be lets look at the best way to make such a wonderful opportunity come off — and leave out the ifs!

In haste with much love

Jane

Queen's University

11 May, 1996

Dear Friends and Colleagues,

I am writing to you having just returned from the meeting of the Board of Trustees of Queen's University at which the Report of the ISC Task Force was addressed. The results of the meeting you may read in detail on the attached Press Release.

The acceptance of the Report and its recommendations only tell part of the story. It is an important part because it gives us a clear opportunity to show wha we can do as well as what we are doing. In my view, however, a much more important part of the story is the overwhelming support for the ISC and its evident great potential in contributing to the 'internationalization' process at Queen's. Principal Leggett began with a moving challenge 'not to yield' to University, as Queen's motto says.The AMS representative spoke of the succ[illegible] students as they have begun to realize what 'the Castle' means. [illegible] Trustee spoke eloquently of their own visits to the Castle, of the expe[illegible] of their children, of the uniqueness of the opportunity given to Queen's, of the imperative to 'internationalize' our students, of the overwhelming support for the ISC by any and all who have attended - whether student or faculty. I cannot adequately describe the sense of concern for the need to move forward, and the commitment to do so, even under the evident financially challenging circumstances.

[illegible] integration with the various Faculties at Queen's will assure a [illegible] bility of our programmes, and we are particularly pleased to have this [illegible] recognized. Also gratifying was the recognition of the need to manage the capital debt, and the authority to seek partnerships in support of our ongoing [illegible]. We will, I am certain, be able to show the requisite progress by [illegible]

[illegible] as there the mention of how well the ISC [illegible] programmes, even though we have not achieved the enrolment [illegible] The key to the recognition of our potential and to the [illegible] of the ISC [illegible] This is because of the excellent [illegible] who have found [illegible] with a [illegible] [illegible] you. CONGRATULATIONS! BRAVO! [illegible] THANK YOU! VERY MUCH!

[illegible]

INTERNATIONAL STUDIES CENTRE
Queen's University

FACSIMILE TRANSMISSION

Patricia Kerwin Best Queen
Tolicon Bd of Trustees.
Meaningful to speak to you & Mrs B.
Will be speaking to Bd of Trustees
I will be trying to persuade them.

Expect to be travelling but will call
later to speak to

416 924 4551 in To
" 920 6216 home.

Dorma background will lead
the charge on this.

2.34 Fri.

+ Norma Scott
+ Jim Leach
+ John Ray
+

and more difficult [illegible] for many reasons [illegible]

[illegible]

(3)

INTERNATIONAL STUDY CENTRE
Queen's University Canada

HERSTMONCEUX CASTLE
[illegible]

TEL [illegible]

FAX TO: Alfred and Isabel

Date: 16 May 1996

FAX NO: 001 414 277 0709

Page 1 of 5

FROM: [illegible]

Dear [illegible]

Many apologies for the time it has taken to reply to your letter of [illegible] March. Since then we seem to have been [illegible]

I'm not sure of your arrival date but just to keep you abreast of the news I enclose a recent letter written by Sandy to the Herstmonceux [illegible] the ISC, a copy of the last 2 issues of the Parish Newsletter, and [illegible] concert April might interest you. The news of the ISC is [illegible] and as you will see from the June Newsletter we expect 27 Fulbright students from [illegible] June - 27 July and [illegible] 30 Chinese students from [illegible] August. [illegible] staff this year. Our [illegible] housekeeper, Rosemary Barnes, has gone on maternity [illegible] week until the end of October, and Bernadette Saunders, our [illegible] and Conference Manager, leaves early June for her baby due in August and is not sure if she will be back until the New Year. No stand-in for Bernadette, yet but so far we have [illegible] and [illegible] the housekeeper [illegible] and his PA Jo Brown offered to [illegible] a brochure.

Jon and Lee Macnamara arrive over here on Saturday 25 and will stay until 18 June. [illegible] that time will be spent in Europe.

Hope you are both well. It is still very cold here (and doesn't seem to be going to get warm) [illegible] very dry (and doesn't seem to be going to get wetter). [illegible] we'll probably have a drout this summer (except probably on the evening [illegible]

[illegible] are both well and look forward to seeing you [illegible]

INTERNATIONAL STUDY CENTRE HER

better to see whether some of you could help and support
Proms Classic concert, particularly Saturday 15 June but also
at the Castle. We run
e of our major fund-raising events of the year. We do need help with
ook after the car park, control the crowds, sell programmes, etc., etc. If any of you are
help either on the Saturday or the Sunday it would be most welcome.
Brick Basher of the Dame Proms and his telephone number
ssibly help please contact him, say who you are and he will be extremely pleased

another matter - in many ways far more important - that you were aware of the re
held at Queen's University on the progress a
committee was set up to oversee a review of the running of the study
and its funding. This last weekend the board of Trustees at QU held a meeting in w
the ISC Task Force was addressed. The Board has accepted th
tions of the meeting - in brief, the recommendation is that the Study Centre sh
as it is a major strength for the international
e ISC as an integral part of Queen's
portant one being that the ISC and Queen's look toward partnerships to help with the
neeing of the Study Centre and the student numbers, and a greater integration of the
and better able to cope with the needs of the students and the dinings at the Univer

e non-academic side of the business we are well on target to achieve
for weddings and receptions. We have lost some of our main contra

Ward and Villages Lions Club

[illegible]	[illegible]
[illegible]TES OPEN:	A [illegible] (Specialo [illegible]
CAR PARKING:	Ample free parking available via main East Gate e[illegible]
MAIN SEATING	[illegible]
[illegible]	
SEATING	[illegible]
NON-RESERVED SEATING	Limited seating available on night of contest. Contact the information [illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

[illegible]

[illegible] and [illegible] Mary [illegible] and volunteers who very kindly offered to [illegible] for part of the Hunt and managed to find, consume or take [illegible] buds. All the children also received an egg on departure. The egg [illegible] was judged by Mrs. Sheila Johnson, wife of our Academic Director Professor [illegible] and Mrs. Louise Schweitzer, a very active and enthusiastic Herstmonceux [illegible]. The winners were: Lauren Burns (from London) - 3 years, Charlotte [illegible] Burns (from Hastings) - 4, Devon Thorne - 8, [illegible]

[illegible] Friends' Meeting was held on 28 March and although not very [illegible] those who did are ardent supporters. There are plans also [illegible] contact with a number of art groups and [illegible] centre is progressing encouragingly and we hope it will open early in May. At present an exhibition is being mounted and labelled in preparation [illegible] We should still be grateful for any artefacts or [illegible] we to donate or loan. We should also be very glad of any volunteers [illegible] here we plan to provide a children's pla[illegible]

[illegible] was able to send a generous cheque to Ghuthigile Primary School [illegible] Maple Cross at the Castle on Sunday. [illegible]

[illegible] new students arrive from Kenya for the staff [illegible] with the kindness of local people in welcoming them into the community. This is [illegible]

FAX FROM

DR. ALFRED BADER
Suite 622
924 East Juneau Avenue
Milwaukee, Wisconsin 53202
Telephone 414-277-0730
Fax No. 414-277-0709

May 16, 1996

To: Mrs. Gillie Arnell
Herstmonceux Castle
Fax: 011-44-1323-834499

Dear Gillie:

Thank you for your two faxes.

Isabel and I will arrive in Bexhill on Sunday, May 26th, and then leave for Munich on June 2nd. In between, we do, of course, look forward to seeing you at the Castle.

The news we have heard from Queen's after the Board of Trustees meeting is quite encouraging.

Thank you for telling me about the watercolor that arrived from Edinburgh. This is not of great value, but a delightful street scene of about 1860. We look forward to picking it up soon.

Kind regards from Isabel and me from house to house, as always,

Alfred

AB/cw

FAX FROM

DR. ALFRED BADER
Suite 622
924 East Juneau Avenue
Milwaukee, Wisconsin 53202
Telephone: 414/277-0730
Fax: 414/277-0709

May 16, 1996

PERSONAL & CONFIDENTIAL

To: Dr. William C. Leggett
Principal and Vice-Chancellor
Queen's University

Dear Bill:

Isabel and I appreciate your hand-written, three-page fax of May 12th more than we can tell you.

You're very perceptive to write "I have no doubt that you both doubt my commitment to the ISC given the events of the past few months. I would certainly do so were I in your position."

What shook us up are many events, the two most important of which were (1) the suddenness of change after Dr. Cowan's very positive, full-page assessment of the ISC in the January 15th *Queen's Gazette*, and (2) our long telephone discussion with the Task Force last week.

We had thought that you would form a Task Force made up of very able people, all committed to the Castle, who could really change things around.

During our telephone discussion, it became clear to us that the members of the Task Force ranged from being truly enthusiastic (like Patrice Best) to either neutral or possibly even against the Castle. One graduate student was more concerned about his fees going up faster than his income: What could he bring to a Task Force?

We do understand the financial constraints, believe me, but we also believe the Castle presents an unusual challenge and opportunity.

CONFIDENTIAL

We are beginning to understand that you deliberately chose a number of people who were negative, in the hope that working with the Task Force would change their minds. In that you have been successful, but three months have gone by. We believe that the next Task Force, which still has a sword of Damocles over its head, must be composed of people with remarkable vision, wide experience and drive.

You know that one - I believe valid - criticism leveled against the ISC is that it is so very Canadian. Of course, there is nothing whatever wrong with being Canadian, but the hope is that this will become a truly international centre, and I think that it would be wise to involve some British and even some continental Europeans. You know that I have suggested Jane Whistler. She is a Queen's graduate and worked immensely hard to obtain for Queen's all the necessary permits. I don't think that we could have succeeded without her. Please do consider putting her on the Task Force.

Yesterday evening, at about 7:30 our time, I had a very long telephone conversation with a *Queen's Journal* reporter, Jocelyn Bell, with whom I have had some discussions before.

She asked me a good many questions, the two most important of which were: (a) How could Queen's handle the enormous debt due to the Castle?, and (b) If Queen's sold the Castle, what would be Isabel's and my plans for future gifts to Queen's?

Unfortunately, Isabel was with an old friend, a Queen's graduate, who recently had a heart attack, and so she wasn't able to field these questions with me. Isabel told me afterwards that if she had heard question (b), she would have told Ms. Bell to mind her own business.

Clearly, some members of the Board of Trustees would not agree with my answer to (a). That was that if Queen's builds or refurbishes a building, and it costs $X million, that cost will be added to the costs of buildings and will not be considered a debt. The 'debt' at the Castle is due to the very fine improvements which Queen's made after the Castle was paid for, and we have here a problem of semantics: Should this be called a debt or not?

You know better than I how very often reporters - I fear perhaps even at Queen's - misquote or take statements out of context. For that reason, I earnestly asked Ms. Bell to fax me yesterday evening whatever she would write for publication. I assured her that I would only point out factual errors, and she promised to send that fax. I stayed up until midnight, Kingston time, but sadly, the fax did not come.

I presume that her article will be in today's *Queen's Journal* and I would appreciate your faxing it to me. Perhaps, Bill, I am too much of a romantic, and in this case, I am really disappointed and just hope that I will not be even more so when I see the article.

CONFIDENTIAL

I presume that Tom Thayer will have told you that our gift of U.S. $1 million was wire-transferred to you yesterday.

I have also had a very long telephone conversation with Don Macnamara and am really encouraged by his optimism, and of, course, by his enthusiasm.

With all good wishes, I remain,

Yours sincerely,

AB/cw

Dr. Alfred Bader
924 East Juneau, Suite 622
Milwaukee, Wisconsin 53202
Phone: 414/277-0730
Fax: 414/277-0709

A Chemist Helping Chemists

To Mr. Gillie Acuella

Re opening of Castle Giftshop.
Thursday noon May 30 is fine.

Would you also like to arrange for booksigning – also for students?

Fond regards to you, Henry & Sandy

May 20.

Alfred

INTERNATIONAL STUDY CENTRE
Queen's University (Canada)

HERSTMONCEUX CASTLE
HAILSHAM
EAST SUSSEX BN27 1RP
UNITED KINGDOM

TEL: 01323 834444
FAX: 01323 834499

FAX TO: Dr. Alfred and Dr. Isabel Bader

FAX NO: 001 414 277 0709 Gisela Kerfels

FROM: Gillie Arnell

Date: 20 May 1996

Page 1 of 1

Dear Isabel and Alfred:

Sandy has asked me to fax you with the following request:

You may have read in past Castle Newsletters for the Parish Magazine about the Visitors Centre we are setting up in the garages opposite the Castle Gift Shop. It is now ready - hurrah! - and Sandy was very much hoping you would open it officially for us? I told him your dates in this country, and he wonders if either Wednesday 29 May or Thursday 30 May would be convenient for you? If so, he suggests maybe 12.00 midday would be a good time and we can organise a few nibbles for the Press.

It would be wonderful if you both would agree to this, and also if you could let us know as soon as possible so that we can organise some Press coverage.

Have a good flight home this Sunday.

Best wishes.

Gillie

Isabel

Please discuss

A.

Dr. Alfred Bader
[illegible] East Juneau, Suite [illegible]
Milwaukee, Wisconsin 532[illegible]
Phone: 414/277-[illegible]
Fax: 414/277-0709

A Chemist Helping Chemists

May 21, 1996

Ms. Jocelyn Bell
Queen's Journal
Queen's University
Kingston, Ontario K7L 3N6
Canada

Dear Ms. Bell:

We had such a good conversation last Wednesday that I was particularly disappointed that [illegible] not keep your word. You will recall that you promised me that you would fax me [illegible]le that evening, and I stayed up until midnight to be able to respond promptly.

[illegible]r editor called me the next day saying that he forbade you to send me your article [illegible] contrary to your practice. But what kept you or your editor [illegible] day evening to tell me about that?

[illegible]lly, I have talked to a good many journalists, and most of them have kept [illegible] drafts of their articles, purely for [illegible]

[illegible] romantic and had hoped that a Queen's woman could be relie[illegible]

[illegible] which was faxed to me the next day, and there was [illegible] have told you that I [illegible]

[illegible] available in your library. Chapter [illegible]

[illegible]

[illegible]

Trip file

INTERNATIONAL STUDY CENTRE
Queen's University (Canada)

HERSTMONCEUX CASTLE
HAILSHAM
EAST SUSSEX BN27 1RP
UNITED KINGDOM

TEL: 01323 834444
FAX: 01323 834499

FAX TO: **Dr. Alfred Bader** **Date: 23 May 1996**

FAX NO: **001 414 277 0709** **Oage 1 of 1**

FROM: **Gillie Arnell**

Dear Alfred:

Many thanks for your fax, and it is great news that you and Isabel have agreed to open the new Visitor Centre on Thursday 30 May at 12:00 midday. Sandy is organising a Press presence and I have notified the Castle Friends, and Ruth Wilson is organising the book-signing.

Sandy hopes you and Isabel will be able to stay for a small lunch afterwards in your honour probably in the Elizabethan Room, for about 20 people.

Greatly looking forward to seeing you both next week.

INTERNATIONAL STUDY CENTRE
Queen's University (Canada)

HERSTMONCEUX CASTLE
HAILSHAM
EAST SUSSEX
UNITED KINGDOM

TEL: 01323 834444
FAX: 01323 834499

FAX TO: **Dr. Alfred Bader** **Date: 23 May 1996**

FAX NO: **001 414 277 0709** **Page 1 of 2**

FROM: **Gillie Arnell**

Dear Alfred:

Me again, I fear! Eugene Svoboda has asked me to fax the attached for your perusal and approval. It is really a potted history to put in the Visitor Centre, next to a copy of the photograph of you and Isabel up on the flag tower (also in your book).

Perhaps you could kindly let us know if you are happy with what Eugene has written? Many thanks.

Gillie

FAX FROM

DR. ALFRED BADER
[illegible]
[illegible] Road
[illegible]
[illegible]
[illegible]
[illegible]

[illegible]

[illegible] May 30th 1996

Pages [illegible] 1

[illegible]

Dear [illegible]

[illegible] [illegible] (son of [illegible] Aldrich) is speaking at the [illegible] [illegible] this week. [illegible]

BUILD A NEW TREASURE IN TORONTO ETC

[illegible]

Best [illegible]

[illegible]

INTERNATIONAL STUDY CENTRE
Queen's University (Canada)

HERSTMONCEUX CASTLE
HAILSHAM
EAST SUSSEX BN27 1RP
UNITED KINGDOM

TEL: 01323 834444
FAX: 01323 834499

4 June 1996

Professor Carlos Seoane
Vice-Rector for International Affairs
Rectorado
Universidad Compluteupe de Madrid
28040 Madrid
SPAIN

Dear Professor Seoane,

Dr. Alfred Bader has suggested that I write to you to introduce myself and my colleague, Professor Lewis Johnson who is the Academic Director and Dean of Studies at the International Study Centre at Herstmonceux Castle. I hope that by now you will have received the I.S.C. information pack which we sent to you last Friday on behalf of Dr. Bader and that you found it of interest.

Both Dr. Johnson and I should be delighted to welcome you if you were able to visit us here at the Castle, or to establish any academic links that might be conducive between our two universities. Please let me know if there are any queries we can answer, or if you are planning to visit the United Kingdom in the near future so that we can arrange a tour of the ISC and Castle for you.

With kind regards.

Yours sincerely,

Alexander Montgomery
Operations Manager

cc: Dr. Alfred Bader

96/06/12

Dear Alfred:

This brief note is to let you know that we continue to work diligently on the ISC and on assuring its future. I remain optimistic.

Please allow me to say once again how grateful I am for your latest gifts in support of the ISC and the programs in Art. The Agnes Benedickson Gallery campaign is now also in full flight.

I wish you and Isobel a wonderful summer and, as always, my warm personal regards

Sincerely,

The Principal and Vice-Chancellor Queen's University Kingston Canada K7L 3N6

ISC Steering Group
Room D217, Mackintosh-Corry Hall
Queen's University
Kingston, Ontario K7L 3N6

Queen's University Memorandum

To: Members of the Board of Trustees, Dr. Alfred Bader, Mr. Allan Taylor and Mr. Peter Lougheed

From: Margaret Hooey
The ISC Steering Group

Date: July 3, 1996

Re: Progress re the International Study Centre

In my memorandum to you dated June 7, 1996, I outlined roughly the process undertaken by the ISC Steering Group to achieve the goals set by the Board at its May meeting.

I am pleased to report that work is proceeding on the basis outlined in that memo. I wish, however, to update you on our activities, to tell you about some additional personnel who have become directly involved in this process and to ask for your help in identifying potential contact persons in a variety of academic institutions.

You will note from the attached organization chart, the addition of several new faces to our formal working groups. A new Advisory Group has been established, to be headed up by Allan Taylor. This group will provide advice on a number of key matters including potential corporate affiliates and strategies for approaching corporations and is expected to add a tremendous depth of experience and expertise to our efforts.

Another new name on the "chart" is that of John Gordon, a former Dean of the School of Business who is well known on the international management scene. John has joined the Steering Group and he will also chair the Committee on Corporate Affiliates. We feel fortunate that Don Rickerd is advising on a regular basis and is a member of the Committee on Academic Affiliates and the Committee on Corporate Affiliates.

In terms of potential academic affiliates, the group is currently in communication with about 12 academic institutions. Discussions are at a variety of stages—most of them very preliminary at this point, although 2 or 3 are at a more advanced stage. Work is continuing in an effort to identify additional potential institutions who will be added to the roster as some of those from the first group are eliminated.

A similar method is being employed with regard to potential corporate affiliates. Discussions with two such corporations are currently underway, with one at a more

.../2

advanced stage. Research continues on additional potential corporate affiliates, to be pursued, depending on the outcome of the first two initiatives.

A further encouraging development is that Bill Leggett has persuaded the Group of Ten universities (Canada's research intensive universities—Queen's University, Université Laval, the University of Montreal, McGill University, the University of Toronto, the University of Waterloo, the University of Western Ontario, McMaster University, the University of Alberta and the University of British Columbia) to hold their semi-annual meeting at the ISC in September with the provision that a central agenda item will be to discuss a proposal to form a consortium of Canadian universities to sponsor students attending the ISC. Not only would such an arrangement provide needed students but it would have the potential of giving the ISC a national presence and would undoubtedly be seen by the Canadian government as a positive international development for Canada.

And now, a request to Trustees! You will understand the importance of identifying key people in the various institutions and corporations as we consider making approaches. Our own alumni data base has been a very helpful tool in this effort. We have now obtained lists of the Trustees/Directors of several US institutions which are attached to this memorandum. We would greatly appreciate it if you would examine the membership of these Boards carefully and let us know as soon as possible if you are familiar with any of the persons listed or if you know individuals who are familiar with the persons listed. Also attached is a list of US institutions which we have identified as promising potential affiliates. It would be very helpful if you would review this list and give us the names of persons in these institutions with whom you have a personal connection. We feel that the importance of "connecting" with the appropriate people must not be underestimated.

Please let us hear from you on this and other matters relating to this important task.

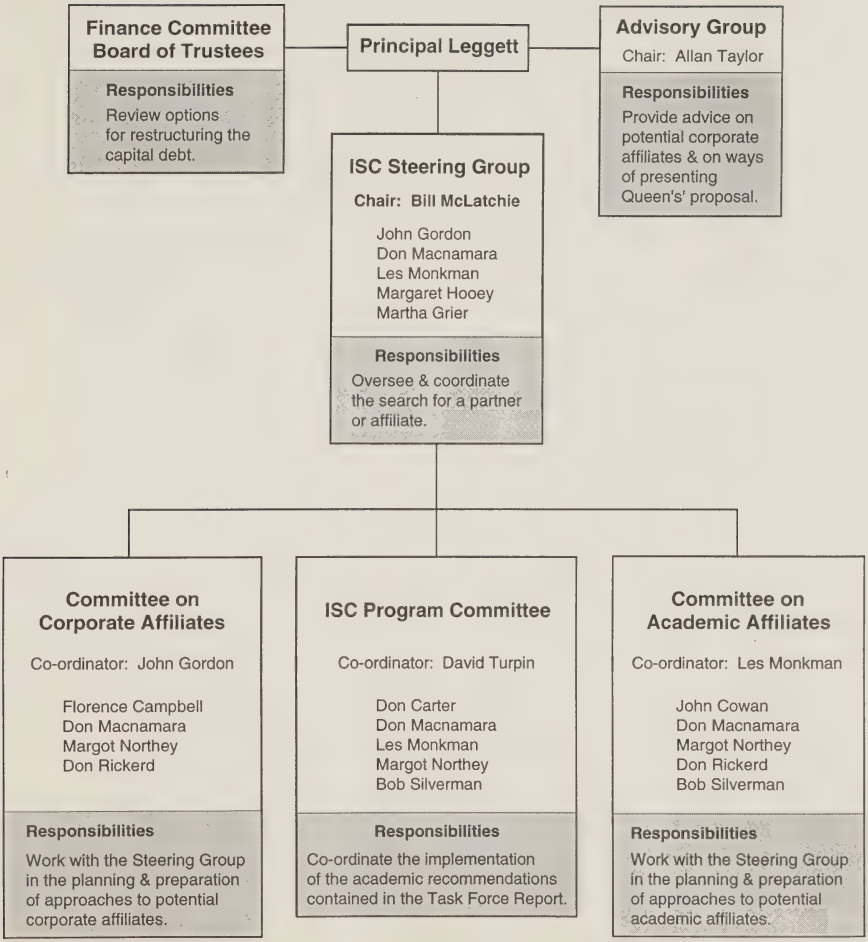
Our group has been relocated and is now in Room D217, Mackintosh-Corry Hall. The telephone number is 613-545-2923 and the fax number is 613-545-6511.

Margaret Hooey

Margaret Hooey
Executive Assistant
ISC Steering Group

Encls.

ISC Steering Group
Organization Chart



Process for Securing an Affiliate

The Steering Group & all other resources*	*Phase One* • establish Queen's' and the ISC's requirements • collect basic information on potential affiliates • canvas trustees, faculty, alumni and other contacts we know about what they know about specific institutions, i.e. possible interest and contacts • prepare PR material
The Steering Group, Principal Leggett, the Committee on Academic Affiliates & the Committee on Corporate Affiliates	*Phase Two* • decide on whether an institution should be approached • develop a strategy for making an approach, based on first phase information (i.e. who & how) • decide on supporting material that will back up the initial personal approach
The Steering Group & others as appropriate	*Phase Three—Initial Approach* • approach individuals at various levels at the targetted institution to determine interest and needs
The Steering Group, Principal Leggett and the Advisory Group	*Phase Four—Consolidating Interest* • identify the best ambassadors and strategies for generating and consolidating interest at the decision-making level
Negotiating team, coordinated by the Steering Group	*Phase Five—Closure* • negotiate the details of the affiliation agreement

*Please refer to the accompanying organization chart for an overview of the participants in the search for an affiliate or affiliates.

ISC Steering Group
Queen's University at Kingston
June 26, 1996

1995-1996

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TRUSTEES AND FELLOWS

CORNELL UNIVERSITY BOARD OF TRUSTEES
1995-96

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10/25/95

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1996-97 Princeton University Board of Trustees

Ex officio

Harold T. Shapiro '64, President of the University

Christine Todd Whitman H'22, Governor of the State of New Jersey

Trustee	Term Ends	Residence	Occupation
Hewes D. Agnew '58	1997	Billings, MT	Cardiovascular Surgeon, Billings Clinic
James A. Baker, III '52	1999	Houston, TX	Attorney; Senior Partner, Baker & Botts, L.L.P.
Jon E. Barfield '74	2001	Ann Arbor, MI	President, The Bartech Group
John C. Beck '53	1998	Mt. Kisco, NY	Senior Partner, Beck, Mack & Oliver (invest. counsel)
Frank J. Biondi, Jr. '66	1999	Bronx, NY	Chair and CEO, MCA Inc. (entertainment industry)
Dennis J. Brownlee '74	1999	Washington, DC	President and CEO, ADVANCE, Inc. (telecommunications)
W. Hodding Carter III '57	1998	Alexandria, VA	Knight Professor of Journalism, U. MD; Journalist
Janet M. Clarke '75	1997	Essex, CT	Senior VP, R.R. Donnelley & Sons (printing co.)
W. Robert Connor *61	1997	Chapel Hill, NC	President, Director, National Humanities Center
Lloyd E. Cotsen '50	2002	Beverly Hills, CA	President and CEO, Cotsen Management Co.
Donald G. Fisher H'76	1997	San Francisco, CA	Chairman, The Gap, Inc.
Malcolm S. Forbes, Jr. '70	2002	Bedminster, NJ	President and CEO, Forbes Inc.
Alice Cooney Frelinghuysen '76	1998	New York, NY	Curator, Department of American Decorative Arts, Metropolitan Museum of Art
William H. Frist '74	2001	Washington, DC	U.S. Senator from Tennessee; Surgeon
Preston H. Haskell III '60	2006	Jacksonville, FL	President, The Haskell Co. (construction co.)
Robert P. Hauptfuhrer '53	1997	Wayne, PA	Corporate Director
Juanita T. James '74	1998	Stamford, CT	Sr. VP, Editorial, Book of the Month Club
Dennis J. Keller '63	1998	Hinsdale, IL	Chairman and CEO, DeVry Inc. (education)
Randall Kennedy '77	1998	Dedham, MA	Professor, Harvard Law School
Doris S. Lee '93	1997	Boston, MA	Graduate Student, Harvard University
Marsha H. Levy-Warren '73	2001	New York, NY	Psychoanalyst
Karen Magee '83	2000	New York, NY	General Manager, *Time*
Edward E. Matthews '53	2001	Princeton, NJ	Vice Chairman, Finance, American International Group, Inc. (insurance holding co.)
Robert S. Murley '72	2005	Lake Forest, IL	Managing Director, CS First Boston Corp. (investment banker)
Elizabeth Plater-Zyberk '72	2003	Coral Gables, FL	Principal, Duany & Plater-Zyberk, Architects; Dean, U. Miami School of Architecture
Robert H. Rawson, Jr. '66	1999	Shaker Heights, OH	Attorney; Partner in Charge, Cleveland Office, Jones, Day, Reavis & Pogue
W. Taylor Reveley, III '65	2001	Richmond, VA	Attorney; Partner, Hunton & Williams
Brian A. Rosborough '62	1999	Concord, MA	President, Earthwatch
Harold H. Saunders '52	2000	McLean, VA	Dir. of Int'l. Affairs, Charles F. Kettering Foundation (research foundation)
John H. Scully '66	2000	Ross, CA	Managing Director, SPO Partners & Co. (investment counsel)
Sejal A. Shah '95	1999	Searington, NY	Management Associate, Met Life (insurance)
John J. F. Sherrerd '52	2000	Bryn Mawr, PA	Corporate director and private investor, Sherrerd & Co.
Hugh W. Sloan, Jr. '63	1998	Bloomfield Village, MI	President, Woodbridge Automotive Group of Troy, MI (auto parts supplier)
Annalyn Swan '73	1999	New York, NY	Writer
George Whitesides '96	2000	Newton, MA	
Paul M. Wythes '55	2005	Atherton, CA	Founding General Partner, Sutter Hill Ventures (venture capital)
Christopher D. Young '94	1998	Washington, DC	Research Analyst, Mercer Mgmt. Consulting, Inc.

REV 6/17/96

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To MARTHA GRIER	From TH WRIGHT
Co. ISC STEERING	Co. PRINCETON
Dept.	Phone #
Fax #	Fax #

Potential academic affiliates for which the Steering Group is seeking contacts

Babson College
Bucknell University
Case Western Reserve University
College of William and Mary
Cornell University
Dartmouth College
Emory University
Lehigh University
Michigan State
Northwestern University
Oberlin College
Pennsylvannia State University
Princeton University
Purdue University
Rutgers University at New Brunswick
Smith College (Massachussetts)
Syracuse University
Tufts University
University of Chicago
University of North Carolina
University of Rochester
Wake Forest University

International Study Centre
Queen's University
Kingston, Ontario
Canada K7L 3N6

Tel 613 545-2923
Fax 613 545-6838

International Understanding through International Education

August 7, 1996

Dr. & Mrs. Alfred Bader
Alfred Bader Fine Arts
Astor Hotel, Suite 622
924 East Juneau Avenue
Milwaukee, WI 53202

Dear Alfred and Isabel:

As I reported during our last conversation we are now engaged in discussions with a number of US institutions. our strategy is to use our existing academic programs and those under development as a basis for discussing joint academic ventures. When we have indications of serious interest we will arrange for senior officials to visit Herstmonceux. If you have contacts at the universities listed, from whose influence we might benefit, we would appreciate some Bader diplomacy.

The Advisory Committee, chaired by Allan Taylor, is now in place, and will meet soon. Preliminary discussions with BCE were quite useful. The notion of using the castle as a demonstration site for state of the art communications bells and whistles is of some interest to Northern Telecom. The main impediment to use of the facilities for corporate executive conferencing appears to be the Spartan nature of the "hotel". I had thought that for a short stay the frenzy of nostalgia from times in university residence would provide a delightful escape from the banality of jacuzzi existence. But you never know.

Yours sincerely,

W. McLatchie
Co-ordinator
ISC Steering Group

US universities with which we are engaged in discussions about the International Study Centre

Babson College
Babson Park, MA
02157
Mr. William Glavin, President

Cornell University
410 Thurston Avenue
Ithaca, NY
14853
Dr. Hunter S. Rawlings III, President

Lehigh University
27 Memorial Drive, W.
Bethlehem, PA
18015
Dr. Peter Likins, President

New York University
The Stern School
22 Washington Square N.
New York, NY
10012
Dr. L. Jay Oliva, President

Syracuse University
201 Tolley Administration Building
Syracuse, NY
13244
Dr. Kenneth A. Shaw, President

Dr. Alfred Bader
924 East Juneau, Suite 622
Milwaukee, Wisconsin 53202
Phone: 414/277-0730
Fax: 414/277-0709

A Chemist Helping Chemists

August 7, 1996

Ms. Margaret Hooey
ISC Steering Group
Room D-217, Mackintosh-Corry Hall
Queen's University
Kingston, Ontario K7L 3N6
Canada

Dear Ms. Hooey:

As Queen's in considering working closely with Cornell University and the University of North Carolina, I would like to tell you about two good friends who might be helpful in your negotiations.

One is Professor Roald Hoffmann at the Department of Chemistry at Cornell. He is a Nobel Laureate, a widely known author, a poet, and a great human being.

Professor Ernest Eliel, professor emeritus at the Department of Chemistry at the University of North Carolina, is one of America's most distinguished physical organic chemists. Like Roald Hoffmann, he has won the American Chemical Society's most prestigious award, the Priestley Medal. Like myself, he was sent from England to Canada in 1940 and interned as a prisoner of war, class II.

Neither, of course, is on the Board of Trustees of their universities, but might nonetheless have a good deal of influence in the decision-making.

With all good wishes, I remain,

Yours sincerely,

AB/cw

for the Master's Degree working in the field of Spanish Baroque art with Jonathan Brown. He and all my colleagues who have taught her so far are enthusiastic about her future. Ms. Leader is a student in the field of Renaissance art, an advisee of Kathleen Brandt's, and is currently completing the coursework for the Ph.D. She is a bright, motivated, very promising young scholar.

Fifteen students received funds from the Isabel and Alfred Bader Student Travel Fund. In February, Andrei Molotiu was able to present a paper at the College Art Association conference in Boston. Five Curatorial Studies students, Elizabeth Barker, Karen Baji, Anne Leader, Mary Weaver, and Jeffrey Schrader were able to see two exhibitions of fifteenth-century Italian drawings in Washington, DC, last fall, and two weeks ago, Professor Linda Nochlin took six students (Larissa Bailiff, Michael Dorsch, Leslie Jones, Jennifer Park, Edward Powers and Miriam Wattles) to see the Cezanne exhibition in Philadelphia. Three Conservation Center students received travel awards. Kirsten Younger just received a grant toward her airfare to go to the Victoria and Albert Museum to work on a Spanish altarpiece; in May Sarah Nunberg was able to attend the French section of the ICC Conference on Desalination of Porous Materials in Poitiers, France; and Dylan Smith saw the Jasper Johns sculpture exhibition at the Menil Museum in Houston in February.

The Bader fellowships are, once again, providing just the right kinds of support for the work of first-rate Institute students. On behalf of all of us, I offer our deepest thanks for this critical support and encouragement.

With all good wishes,

Yours sincerely,

Donald Posner
Deputy Director

FAX FROM

DR. ALFRED BADER
Suite 622
924 East Juneau Avenue
Milwaukee, Wisconsin 53202
Telephone: 414/277-0730
Fax: 414/277-0709

August 19, 1996

To: Professor W. McLatchie
Coordinator, ISC Steering Group
Fax: 613/545-6838

Dear Bill:

Thank you for your letter of August 7th, only just received. As Canadian mails can be so slow, I am responding by fax.

Just recently, I wrote to Ms. Margaret Hooey about my connections with Cornell University and the University of North Carolina, and I enclose a copy of my letter. I have a good deal of contact with New York University, but entirely through its Institute of Fine Arts. There, Isabel and I have funded a number of scholarships and fellowships, mainly for students to study abroad. The enclosed letter from Professor Donald Posner will be self-explanatory.

I must tell you that I was rather staggered by your writing that the accommodations at Herstmonceux are rather "Spartan". I found them elegant, but I guess that it is in the eye of the beholder.

With all good wishes, I remain,

Yours sincerely,

AB/cw/

Enclosures

New York University
A private university in the public service

Institute of Fine Arts
Office of the Director

1 East 78th Street
New York, NY 10021-0178
Telephone: (212) 772-5800
Facsimile: (212) 772-5807

17 June 1996

Dr. Alfred Bader
Alfred Bader Fine Arts
Astor Hotel Suite 622
924 East Juneau Avenue
Milwaukee, WI 53202

Dear Dr. Bader:

Jim McCredie has left for his annual excavations in Greece, and it is therefore my pleasure to tell you about the activities of the Institute students who received awards in 1995-96 from the several fellowship funds which you and Mrs. Bader have so generously endowed.

The recipients of the Isabel and Alfred Bader Fellowship for a resident student and the Alfred Bader Fellowship for Study in Holland are again Mary Brantl and Rebecca Tucker. This year, Ms. Brantl was awarded the fellowship for resident study and Ms. Tucker is now in Holland as the Bader Fellow.

Ms. Brantl spent the year primarily in Washington, DC, working on her dissertation, "Dealing and Diplomacy: Michel le Blon and the Elite International Art Trade of the 17th Century." She expects to complete it by September. As you know, Egbert has very high regard for Ms. Brantl and is enthusiastic about the results of her work.

Rebecca Tucker is currently in Holland, conducting research for her dissertation, "The Artistic Patronage of Frederik Hendrik, Count of Nassau and Prince of Orange, 1585-1647." She is based in The Hague and is making use of the royal archives there. She intends to travel to other centers in Holland to visit archives and to see works of art relevant to her topic. Egbert expects a great deal of her.

Three students were awarded Isabel and Alfred Bader Fellowship for Study in Italy. Erica Dolphin, Anne Leader, and Seth Jayson are in Florence taking a course offered at La Pietra by Eve Boorsook of I Tatti on Mural Painting from 1250 to 1530. In addition, while there, Mr. Jayson will conduct preliminary research for his dissertation topic, in order to produce an outline for faculty approval in the coming fall. He specializes in Renaissance sculpture and is working with Professor Kathleen Brandt who thinks very highly of him. Ms. Dolphin is a candidate

I found my tour of your Center for Great Lakes Studies just fascinating, and I very much hope that Isabel, Linda and Daniel will be able to take a similar tour.

With many thanks and all good wishes, I remain,

Yours sincerely,

AB/cw

Enclosure

c: Daniel Bader

bc: Dr. W. Donald Macnamara, Executive Director, ISC (w/enclosure)
Via fax: 613/545-6453

Dr. Alfred Bader
924 East Juneau, Suite 622
Milwaukee, Wisconsin 53202
Phone: 414/277-0730
Fax: 414/277-0709

A Chemist Helping Chemists

August 7, 1996

Dean Marshall Goodman
College of Letters & Sciences
UW-Milwaukee
Holton Hall
Milwaukee, WI 53201

Dear Dr. Goodman:

I am sorry that a long trip to Europe has delayed my thanking you for your letter of July 18th.

By separate letter, I am writing to you approving your sale of any or all of the paintings which I have given to UWM.

Of the paintings UWM owns, I believe that *The Church* is the most valuable. Probably the University would do best if you sent all the paintings which you would like to sell to one of the two auction houses in New York. Recently, I have found Sotheby's somewhat more aggressive in their salesmanship than Christie's, and so you might do better with Sotheby's.

On consideration, I don't think that it would be quite right for me to appraise the paintings which I have given, and I don't know enough about important American Impressionists to value *The Church*.

It would be great if UWM and perhaps Madison also could work with Queen's University in sending students to Herstmonceux Castle in Sussex. By now, hundreds of students have returned from there, and I believe that their experiences have been just great. The man to talk to is the Director of the International Study Centre at Queen's University, Professor Don Macnamara, whose telephone number is 613/545-2815 and whose fax number is 613/545-6453. His address is International Study Centre, Queen's University, Kingston, Ontario K7L 3N6, but you probably know that Canadian mails can be quite slow.

UNIVERSITY OF WISCONSIN MILWAUKEE

College of Letters and Science
Office of the Dean

UWM

July 18, 1996

Drs. Alfred and Isabel Bader
924 E. Juneau, Suite 622
Milwaukee, WI 53202

Dear Isabel and Alfred:

I hope this quick note finds you doing well and enjoying the summer.

Enclosed please find photographs of the beautiful paintings you have so generously donated to the L&S art collection and museum. I appreciate very much your willingness to have a new appraisal evaluation done and your consent for the College to sell some of the pieces. I have also enclosed photographs of the other paintings in the College's collection for which you have graciously offered to do an appraisal update. This will enable us to support some of the College's most important activities during a time when State funds have been so seriously diminished. If you could please provide us with a signed letter of release, we will be able to proceed. This letter should read:

> "Dean Marshall Goodman and the UWM College of Letters & Science have my permission to sell any paintings I have given to the College, the funds of which may be used at the discretion of the Dean to enhance the special projects of the College."

Also, if you could pass along the name of the individual with whom I should speak regarding UWM's participation in the student exchange program you have established at Queens College, I would be most grateful. We are simply delighted by your generous offer for our students and are anxious to begin working out the necessary details.

Finally, as you have requested, I have asked my secretary to arrange a tour of UWM's Center for Great Lakes Studies for Isabel, Dan, and Linda. I am pleased that you were impressed by the Center and hope it will be of interest to the rest of your family. Enclosed please find the latest issue of the UWM Report, which features the Center on pages 8-9.

I look forward to seeing you again soon. Until then, all best wishes for a pleasant summer.

Cordially,

Marshall Goodman
Dean and Professor

MG/jbm
Enclosures

Holton Hall • PO Box 413 • Milwaukee, WI 53201

Dr. Alfred Bader
924 East Juneau, Suite 622
Milwaukee, Wisconsin 53202
Phone: 414/277-0730
Fax: 414/277-0709

A Chemist Helping Chemists

August 26, 1996

Ms. Thaba Niedzwiecki
256 Monarch Park Avenue
Toronto, Ontario M4J 4S5
Canada

Dear Ms. Niedzwiecki:

Please accept Isabel's and my sincere thanks for the thoughtfulness of your four-page letter of August 16th and for taking the time to chat with me yesterday.

Your letter is so constructive that I am taking the liberty of sharing it with nine people who really want to make the Castle a success and who will learn, in one way or another, from your constructive suggestions.

As far as your first observation, that the Castle is not "a unique, intensive, international education experience" in concerned, you are running into one of Isabel's and my open doors. We have been saying this ever since the Castle opened, but I believe that there has been some improvement. Recently, there were a number of Polish students, funded by the Canadian government, and the year before a number of Japanese. Of course, some of your suggestions have been seriously considered and may be "in the works". For instance, I am certain that Professor Manuth has considered a symposium at the Castle dealing with 17th century Dutch art, and knowing his world-wide reputation, I am convinced that this would be a success with scholars and with students.

Living in Milwaukee 9 months of the year and in Bexhill 3, we cannot judge how effective the promotion of the Castle has been, but you know the old saying: The proof of the pudding is in the eating. If only enough students came to the Castle, there wouldn't be a financial problem. The Castle has done very well booking for weddings and international meetings, but that is not enough.

Incidentally, what put you off from going to the Castle?

You sound as much a business major as one in art history, and you must know that when you make a great many suggestions, not all of them will work.

I wouldn't want to be the person walking with sandwich boards along University Avenue, nor do I think that any student would want to buy a raffle ticket to have dinner with the Baders. After all, we have lunch at the Castle quite frequently and the way to my heart is to invite me to speak, on art history or the history of chemistry or the company I founded.

The great danger to which you expose yourself when you write such a constructive letter is that you will be asked to join a group to help the Castle. But as you plan to go to study in Guelph, that may not be possible. But I am certain that your suggestions will be carefully considered.

Please accept Isabel's and my sincere thanks, and I hope that we may meet you somewhere someday to thank you personally.

With all good wishes for your future, I remain,

Yours sincerely,

AB/cw

copies (with enclosures):
Ms. Patrice Merrin Best
Mr. Donald C. Elliott
Dr. Len Johnson
Principal William Leggett
Professor W. McLatchie
Dr. W. Donald Macnamara
Professor Volker Manuth
Mr. Sandy Montgomery

bc: Ms. Jane Whistler

Thaba Niedzwiecki
256 Monarch Park Avenue
Toronto, Ontario
M4J 4S5

416 465 1341

Alfred and Isabel Bader
924 East Juneau
Suite 622
Milwaukee, Wisconsin
53202

August 16, 1996

Dear Dr. and Mrs. Bader,

My name is Thaba Niedzwiecki and I just completed my degree in Art History and English at Queen's this spring. I'm writing because I wanted to pass on to you some thoughts I have about Herstmonceux International Study Centre.

The two of you have been caring, thoughtful and generous benefactors to Queen's over the years. I myself benefited from this generosity when I received last years Alfred Bader Award for Art History. I am worried however, that the current state of affairs at Herstmonceux reflects a neglect on the part of Queen's to make the castle a dynamic and exciting place for students to study. Or perhaps not so much a neglect as a frequent blindness to what students would really like to see Herstmonceux become. I made myself a promise that before I left Kingston I would write to you and let you know what I have heard and thought after five years of speaking to students about the castle. It shouldn't take a large infusion of money from you to keep the castle running - it ought to generate its own steam, its own hype, its own raison d'être.

My main concerns about Herstmonceux rest on two observations: it is not really an "international" study centre, and it is not promoted by Queen's as effectively as it could be. I'd like to expand a little on these observations. I'll try and match any critique with a positive suggestion for change.

1. Herstmonceux isn't "a unique, intensive, international education experience" (Arts and Science Course Calendar).

Herstmonceux has been promoted as being international in its scope, but has been to date more like a smaller, transplanted Queen's. Students are almost wholly from Queen's, teaching staff is from Queen's, courses are from Queen's. The reason why I think this is detrimental to the viability of Herstmonceux is that students are already at Queen's - they don't need to pay a large amount of money to study the same things with the same people in a different place.

Queen's has a number of excellent exchange programs that actually promote inter-cultural experiences and exploration. One of my best friends went on the Glasgow exchange. A number of other close friends went to Herstmonceux. My friend in Glasgow spent a year living like a Glaswegian student, in the milieu of a different university. She came back with a much deeper understanding of Scottish culture, a plethora of Scottish friends and even a Scottish accent. My friends who went to Herstmonceux came back having gotten to know each other much, much better. They hadn't gotten to know anyone who lived in their locale, and their professors had all been people they could have studied with at Queen's. And, after only half a year, they had much less money in their back accounts than my friend who went to Glasgow.

This is not to say that the people I know who have attended Herstmonceux did not enjoy the experience; they did. They (and I) just have some ideas about how to improve the experience and how to make people excited about Herstmonceux.

Number one among these is to have an international mix of students. The ISC steering committee has naturally recommended partnerships with other schools, but what would make Herstmonceux a really vital place to be would be to create a dynamic mix of students, staff and subjects. My friends and I have come up with a number of possibilities for this:

- Have international faculty who are experts in their area.
- Focus on a particular topic or issue and attract a group of professors from around the world who are working on that topic. For example instead of having just one art history prof from Queen's, have a two week or month long period in which the top-notch professors in art history from across Europe would meet and teach (kind of like the Rembrandt colloquium in Amsterdam last summer). Or have a group of faculty focused on international finance - and have folks from all over take part. There's such a possibility for diversifying the teaching backbone and for invigorating the research that might be involved with the ISC - seize these opportunities and possibilities! What is needed is creativity and foresight.
- If it is not possible to fund professors through Queen's, offer other universities the possibility of sending one staff member and three students to Herstmonceux - they pay for the professor to have the opportunity to work with their eminent peers, and there are spots reserved for students from the university.
- Also, imagine the kinds of guests that could spend an afternoon at the castle and chat to students - people we'd never have the opportunity to meet in Canada; people from all fields of experience. Tap these avenues...what about alumni in Europe or nearby? Get them involved not just as benefactors or social butterflies but as mentors for students who are studying at Herstmonceux.
- Use the space for seminars, colloquiums or conferences that also connect with the courses offered.
- Work out a program by which students could take courses at Herstmonceux for half the year and then do an internship in Europe for the second half. Students would then get the best of both worlds: relevant course credits and work experience.

- Essentially, there should be something unique about the Herstmonceux experience that is not available anywhere else. This uniqueness should not be limited to the fact that classes are being offered in a castle.

I know these ideas may at first seem implausible. But the important thing is to think expansively and creatively. It's not necessarily a matter of yes or no, but rather playing with the ideas in order to spark other ones that will work.

2. The promotion of Herstmonceux has not been as effective as it has the potential to be.

After the announcement this spring that Herstmonceux might be closed, a group of past students created a save-the-castle task force. They printed up a sheet of the top ten reasons why students should go to the castle and distributed these sheets to all students in residence (I was a don and so I got one too). Unfortunately, their list made it all too clear why Herstmonceux was in trouble. I don't have the exact copy any more, but two of the reasons to go to the castle were " to study in England" and "there's a pub on campus". The rest were hardly any more inspiring.

What have been the major problems with promotions and what are possible solutions?

- Students were not effectively consulted about Herstmonceux. When I was in first year, students in meal lines were asked what they would pay to go to Herstmonceux. Not what they would like to see once they got there, but how much they would pay. Since then, no one I know has been consulted about Herstmonceux. Students were up in arms at the announcement that the castle might close, but none had ever been a part of a focus group or even a casual consultation. The needs of the students must be known in order to make Herstmonceux successful.
- The promotions for the castle have been abysmal. The office for Herstmonceux is in a busy student area right before the Mac-Corry student street. But its doors are never open! It is not an inviting place to consider entering - but it should be. It should welcome students in, ask them to chat about what they think about Herstmonceux, and invite them to become involved with the castle. If the problem is that the office is air conditioned and the rest of Mac-Corry isn't -- well then, scrap the air conditioning and open the doors.
- The ads for Herstmonceux are cheesy. Let's face it. A fold-up castle? "The castle becons" (trademarked). Come on - think up something that will get students going. Something that will make the castle seem like something different from Queen's. It is also problematic that what is offered by the ads (i.e. an international experience) is not fulfilled by the Herstmonceux experience. What is required is serious substance not just patter about an idyllic experience in England. Students have so little money nowadays (and will have even less in the future) that any kind of promotion really needs to play up on what value the experience will be to them in the future.
- In light of the somewhat uninspired ads, why not consult with students about what would draw them to the castle? Why not have a competition to design a new poster for the castle? We've got the talent, let's use it.

- Daily promotions are not creative. Herstmonceux has the first page in the Arts and Science Course Catalog. It has three pages in the Who's Where. But what kind of presence does it have on campus? Well, I work at the John Deutsch University Centre and we do bookings for tables in the JDUC and in Mac-Corry. The other day a representative called up from the ISC office and asked to book a table in Mac-Corry and the JDUC everyday throughout the year. Now, what the ISC might know if it consulted with any students is that tables in Mac-Corry and the JDUC are effective when they are used for a few days or a week to highlight a particular issue or to promote a particular event. The tables that do best offer food or free pens. A table that is around everyday simply becomes part of the scenery that students walk by and do not notice. So what could the ISC office do?
- Again, be creative. Have folks in sandwich boards walking University avenue. Have a castle smoker at a pub like the Welly with an "English" atmosphere. Have a taste test of yucky British food. Have an outdoor display of replicas of paintings that students would see if they went to Herstmonceux. Sponsor a castle building contest. Have a few students that work as a team for the office to promote the castle around campus. Get into cahoots with GW to do a funny promotion. Have a medieval buskers festival. Have a panel discussion between students who've been to the castle. Have a speakers series of professors who've taught at the castle. Sponsor an entry into Engsoc's Beer Brewing contest. Have a poetry reading of traditional English poetry. Raffle off a dinner with Alfred and Isabel Bader. Have a cool web page. Talk to frosh every year about what they'd like to see at the castle. Have free food at the ISC office. OR just start it all rolling with a lot of brainstorming with students.

As I was writing this letter to you, my co-worker who has been to Herstmonceux came in and asked what I was doing. I told her and she said, "I would have loved to meet people from all over - Canada, the States, the continent - but look at the pictures in the Who's Where: Queen's, Queen's, Queen's, Queen's, Western, Queen's, Queen's."

I don't want Herstmonceux to fade away or to be lost by Queen's because we didn't try hard enough to make it dynamic enough to last. I don't want to tell anyone who visits the info centre that they'd have a better cross-cultural experience through an exchange than through the castle. And I hope that the approach we take to Herstmonceux changes so these losses don't take places. Losses not just for students, not just for Queen's, but for the wider community around the world that could also benefit from the enrichment Herstmonceux has the capability to provide.

Thanks for your time,

Thaba Niedzwiecki

Thaba Niedzwiecki
(416) 465-1349
email 3tn5@qucdn.queensu.ca

Copies to
Prof Don Macnamara
Sandy Montgomery

Alternatively, would a satellite link from an English University, perhaps University of Sussex, be possible? We could then discuss dates that would be mutually acceptable.

I will try and telephone you this weekend to discuss all this.

With fond regards from house to house, I remain,

Yours sincerely,

AB/cw

bc: Professor Don Macnamera (via fax; w/encl)
Mr. Sandy Montgomery (via fax; w/encl)

INTERNATIONAL STUDY CENTRE
Queen's University (Canada)

HERSTMONCEUX CASTLE
HAILSHAM
EAST SUSSEX BN27 1RP
UNITED KINGDOM

TEL: 01323 834444
FAX: 01323 834499

FAX: 001 414 277-0709

TO: Dr. Alfred Bader

DATE: 7 October 1996

****

Dear Alfred

and Dr. Margarita Seoane, his wife

I note the date and arrival of Prof. Seoane and the Rector Mr. Puyol and his wife. Would you like us to organise a mini-bus to pick them up from Gatwick on that day, and if we do so, would you like to go up with the mini-bus as well?

Yours sincerely

Sandy

Yes and yes.

Best wishes

Alfred

TO

Sandy Montgomery (Mr)
Operations Director.

International Study Centre
Queen's University
Kingston, Ontario
Canada K7L 3N6

Tel 613 545-2923
Fax 613 545-6838

International Understanding through International Education

October 8, 1996

Dr. Alfred Bader
Alfred Bader Fine Arts
Astor Hotel, Suite 622
924 East Juneau Avenue
Milwaukee, WI
53202

Dear Dr. Bader:

I thought you might wish to look over the enclosed brochure, prepared by our ISC Steering Group. We had felt that the University lacked a general information tool which included the ISC as an integral part. The distribution is directed primarily to US institutions in whom we are interested, many of whom know relatively little about Queen's.

We hope that your visit to the campus later this month will provide an opportunity to brief you on the status of our efforts. I believe that Joyce Zakos of the Principal's staff will be arranging some time, probably on Friday the 25th, for you to get together with Les Monkman, Associate Vice-Principal (Academic), for a progress report. Les has been working in very close collaboration with Bill McLatchie and is chairing the group which is developing links with other academic institutions. In his position as Associate Vice-Principal (Academic), Les has had the primary responsibility for developing general strategies and structures for pursuing Queen's goals for internationalization and he has done a great deal to increase institutional consciousness in this area.

We look forward to your visit.

Yours sincerely,

Margaret Hooey

Margaret Hooey
Executive Assistant to the
ISC Steering Group

Encl.

Queen's University

One of Canada's leading universities, Queen's is located on the northeastern shore of Lake Ontario in the historic city of Kingston. It is a research-intensive university but one that is justly proud of its undergraduate programs.

When it was established in 1841 by Royal Charter of Queen Victoria, Queen's consisted of a group of professors and students who met in a small house in the old part of Kingston. Today the University offers undergraduate, graduate and professional degrees and diplomas in 15 faculties, schools and colleges to students from every Canadian province and over 80 countries around the world. More than 13,000 students enroll annually, 2,200 of these as graduate students, medical residents and interns. In addition to the full-time contingent, 4,000 students enroll in part-time and distance education programs.

Queen's faculty – more than 1,000 strong – have come to the University from leading institutions around the world. They, along with the students and staff, work to help the University achieve its mission of teaching, research and scholarship, and service to the community.

Grant Hall is Queen's most distinctive landmark.

The University's main campus is located on 150 acres of parkland on the Kingston waterfront. The limestone buildings that make up the old part of the campus are recognized by the Government of Canada as a national historic site. Additional facilities include the Kingston West Campus; the International Study Centre, situated at Herstmonceux Castle on a 500-acre estate in East Sussex, England; and the Queen's Biology Station encompassing 4,500 acres on the shores of Lake Opinicon in eastern Ontario.

KINGSTON, ONTARIO, CANADA

Throughout its history, Queen's has been lauded for the quality and rigour of its academic programs and research, its innovations in teaching, and its tradition of public service. The first university in Canada to offer correspondence study, it was also the first to establish programs in more than a dozen academic areas, including business and commerce, engineering physics, art conservation, policy studies and industrial relations. In 1994, Queen's was the first Canadian university to offer a privatized MBA program. It is also the home of the Queen's Quarterly, Canada's oldest scholarly journal, which was first published in 1893.

At present, the University participates in 13 federal and provincial research 'centres of excellence' and is the home of more than 20 Queen's research groups and institutes. Notable among these are Canada's Cancer Clinical Trials Group and the University-based Sudbury Neutrino Observatory Institute through which Queen's physicists are currently leading Canada's largest scientific undertaking – construction of the world's first heavy water neutrino observatory. In total, the University receives more than $70 million in research grants and contracts annually from business, and federal and provincial governments.

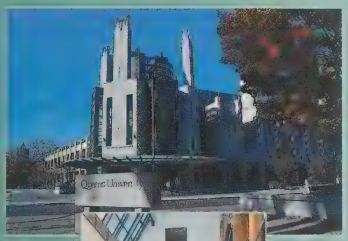
The Sudbury Neutrino Observatory will be the world's most powerful tool for the study of the fusion processes in the solar interior.

Queen's continues to serve the wider international community through involvement in global collaborative research and active faculty and student exchange programs. The 95,000 Queen's alumni, who work and live in more than 130 countries around the world, provide a vital international network.

Queen's graduates live and work in more than 130 countries.

The University's quality is recognized by national magazine polls which rank it consistently as one of the top three research-intensive universities in Canada and first in terms of its reputation for the quality of its programs and in "educating Canada's leaders of tomorrow". In the last 10 years, for instance, 11 Queen's graduates have won Rhodes Scholarships. Polls also rank Queen's first in Canada in terms of the admission grades of its entering students.

At a time when the challenges facing society transcend specific disciplines and cross national borders, Queen's is fostering new and emerging areas of scholarship and teaching, including those which cross traditional disciplinary boundaries. The University is also incorporating new technologies and techniques in the delivery of its academic programs.



The Stauffer Library, which holds more than 5 million items, is wired to the world.

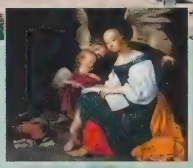
Recognizing that an understanding of international culture and affairs, and a familiarity with international milieus are essential for the development and future success of its students and graduates, the University is moving to enhance its international opportunities. It has added international dimensions to its programs and developed exchange programs with more than 50 universities around the world. With the opening, in 1994, of the International Study Centre at Herstmonceux Castle, England, the University embarked on a new international venture, offering students from Queen's and other universities around the world the opportunity to pursue a course of studies in a European setting while receiving credits towards their degrees. The development of the International Study Centre has provided an exciting new dimension to Queen's University's goals for strengthening its international character.

Canada's first privatized MBA program focuses on science and technology.

Queen's students are enthusiastic participants in more than 40 intercollegiate athletic teams.

Special Assets

include the **AGNES ETHERINGTON ART CENTRE** which is one of Canada's most respected art museums and the third largest gallery in Ontario. Its permanent collection of more than 11,000 works ranges from the 14th century to the present, with an emphasis on Canadian and Dutch Baroque art. The Centre schedules approximately 30 exhibitions of contemporary and historical art annually.



François Verwilt's 'The Education of Mary' from the Bader collection of Dutch Baroque art.

© Agnes Etherington Art Gallery

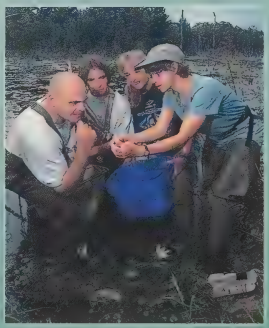
The **BIOSCIENCES COMPLEX** will be one of the nation's most advanced facilities for biotechnology and environmental science, and is scheduled for completion in 1997.

Queen's new Biosciences Complex will be dedicated to sustainable, knowledge-based innovation.

The newly renovated **DONALD GORDON CENTRE** is a state-of-the-art conference facility with fully equipped meeting rooms, dining areas and accommodations.

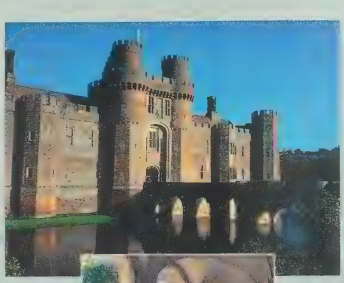
The **MILLER MUSEUM OF GEOLOGY AND MINERALOGY** houses an extensive collection of minerals from around the world, and features exhibits on the geology and fossils of the Kingston area and the dinosaurs of Alberta.

Queen's **BIOLOGICAL STATION** provides the University with a 4,500 acre outdoor laboratory. It is located north of Kingston on Lake Opinicon and includes the Hilda and John Pangman Conservation Reserve. The Station is internationally recognized as one of North America's most important fresh-water biology study centres.



Queen's Biological Station attracts scientists and researchers from around the world.

Queen's **INTERNATIONAL STUDY CENTRE** (ISC) provides students from Queen's and other institutions from around the world with an international experience in which locational advantages are exploited in the study of the arts, humanities, social sciences, business and law. Housed at Herstmonceux Castle on a 500-acre estate in East Sussex, England, the ISC is the University's latest international endeavour.



The advantages of having a Queen's facility in England are many. Academic programs can be designed as integral components of Queen's programs and tailored to fit the needs of affiliated institutions. The learning environment and the quality of academic programs, costs and tuition fees can also be controlled in a way that is not possible with traditional exchanges.

The International Study Centre offers an international experience to students from around the world.

Enrollment at the ISC is limited to 200 students per semester. The small class size and the possibilities for interaction with faculty contribute to what students who have attended the ISC unanimously describe as a very exciting academic experience.

Queen's is among the top universities in Canada in both library aquisitions and holdings per student.

QUEEN'S LIBRARY collections exceed 5 million items. On-line catalogues, other new technologies and powerful network links offer instant access to text and graphics from libraries and information systems worldwide. The new **STAUFFER LIBRARY**, wired with 60 kilometres of networked electronic and fibre-optic cables, is the core of the library system. Major renovations to the **DOUGLAS LIBRARY**, to be completed in 1997, will add a state-of-the-art information facility for science and engineering to the system.

The **SUDBURY NEUTRINO OBSERVATORY** is under construction near Sudbury in northern Ontario. When completed in 1997, it will be the world's first heavy water neutrino observatory.

ACADEMIC UNITS

Applied Science
Arts and Science
Business
Education
Graduate Studies
- Law
- Medicine
- Nursing
- Theology
- Industrial Relations
- Music
- Policy Studies
- Physical and Health Education

Rehabilitation Therapy
Urban and Regional Planning

Queen's Centre for Advanced Combustion Technology collaborates closely with industry.

CANADIAN CENTRES IN WHICH QUEEN'S FACULTY PARTICIPATE

Canadian Genetic Diseases Network
Canadian Institute for Telecommunications Research
High Performance Concrete Network
Institute for Robotics and Intelligent Systems
Mechanical and Chemimechanical Wood-Pulps Network
Microelectronic Devices, Circuits and Systems for Ultra Large Scale Integration
Neuroscience Network
Protein Engineering Network
Respiratory Health Network

ONTARIO CENTRES IN WHICH QUEEN'S FACULTY PARTICIPATE

Information Technology Research Centre
Manufacturing Research Corporation of Ontario
Ontario Centre for Materials Research
Telecommunications Research Institute of Ontario

RESEARCH GROUPS INCLUDE

Biomedical Engineering Unit
Cancer Research Laboratories
Centre for Advanced Gas Combustion Technology
Centre for Canada-Asia Business Relations
Centre for International Relations
Centre for Resource Studies
Centre for the Study of Public Opinion
Disraeli Project
Ergonomics Research Group
Geographical Information Systems Laboratory
Health Policy Unit
Industrial Relations Centre
Institute for Intergovernmental Relations
Institute of Women's Studies
Interdisciplinary Legal Studies Group
John Deutsch Institute for the Study of Economic Policy
Medical Research Council Group in Sensory Motor Physiology
Northern Studies Group
Paleoecological Environmental Assessment and Research Laboratory
Radiation Oncology Research Unit
Social Program Evaluation Group
Sudbury Neutrino Observatory Institute

The University enrolls more than 2,200 graduate students each year

MEMBERSHIPS

Queen's is a member of the Council of Ontario Universities, the Association of Universities and Colleges of Canada and the Association of Commonwealth Universities.

QUICK FACTS

Enrollment	
Undergraduate	13,000
Graduate	2,200
Part-time	4,000
Faculty	
Full Time	1,000
Financial	
Annual Operating Expenditures:	$180.0 million
Scholarships and Student Aid:	$8.5 million
Research Grants and Contracts:	$70.0 million

Kingston

Queen's main campus is situated in the city of Kingston, Ontario, which lies halfway between Toronto and Montreal on the northeastern shore of Lake Ontario. First established in the 1600's as Fort Frontenac, Kingston has developed into a vibrant small city. Its long history is reflected in the beautifully restored buildings of the downtown core, the University campus, and Fort Henry and the five martello towers that were built in the early 1800's to guard the harbour and the mouth of the Rideau Canal.

Site of the 1976 Olympic sailing events, Kingston features some of the world's best fresh-water sailing.

In addition to Queen's, Kingston is home to five colleges and universities including the Royal Military College and St. Lawrence College. The area's four hospitals are associated or affiliated with Queen's Faculty of Medicine. The city's strategic location and the intellectual resources of the community have also attracted businesses such as Alcan, Bombardier, Bosal, Celanese and Dupont to the area, as well as a number of emerging technology companies such as Andyne. More than 1 million tourists visit the city annually to explore the museums and historic sites, enjoy the offerings of theatre troupes, classical concert groups, the Kingston Symphony, art galleries and studios, and the pleasures of boating in one of the best fresh-water sailing areas of the world.

Kingston was the capital of Canada during the 1840's.

Historic Summerhill was the first permanent home of 'Queen's College'.

For further information, please contact:

International Study Centre Steering Group
D-217, Mackintosh-Corry Hall
Queen's University
Kingston, Ontario
Canada K7L 3N6

Tel 613 545-2923
Fax 613 545-6511
E-mail isc@post.queensu.ca

DESIGN: Graphic Design Unit, Queen's University PHOTOS: John Ruskay, *Stauffer Library (exterior)*; Bob Chambers, *Sudbury Neutrino Observatory*; Agnes Etherington Art Centre, *The Education of Mary*; Bernard Clark, *all others*

1775 - His half-brother, Robert Hare, demolished the castle 1776. The estate was inherited by his son Francis Hare Naylor. He sold Herstmonceux in 1807.

1807 - Bought by Thomas Reed Kemp.

1819 - Bought for John Gillon, M.P.

1846 - Bought by Herbert Barrett Curteis, M.P. and remained in the same family through his son Herbert Mascall Curteis and grandson, Herbert Curteis.

1911 - Bought by Lieutenant-Colonel Claude Lowther. Restoration begins.

1929 - Lowther dies. Herstmonceux is bought by Reginald Lawson.

1932 - Estate purchased by Sir Paul Latham who complete the restoration.

1946 - Bought by the Admiralty for the Royal Observatory.

1965 - Transferred to the Science (later Science and Engineering) Research Council.

1989 - Bought by James Developments. Ends up in the hands of a receiver, the Guinness Mahon Bank.

1993 - Purchased by Queen's University, Ontario (Canada), with a generous gift from Dr. Alfred and Mrs. Isabel Bader.

Previous Home Help Send Mail

ALFRED AND ISABEL BADER

A £6 MILLION QUESTION

On a mid summer day in 1992, a former Hove schoolboy and his wife were on a train somewhere between London and their modest house in Sussex. Looking up from the property columns of the Times, the bespectacled husband turned to his wife (also bespectacled) and repeated a question he had already asked on two previous occasions, once in England, and once in Moravia. Isabel, he inquired, would you like a castle?

Interested to see which castle was being offered this time, Isabel glanced quickly at the advertisement that Alfred held out to her. "Oh, it's Herstmonceux!" she replied. "It's a lovely castle, but no thank you. Too many rooms to clean." Then Alfred asked, "Have you ever seen it?" "Of course. It's only 8 or 9 miles from home. It was the home of the Royal Greenwich Observatory for many years." Alfred, however, was not

"Of course. It's only 8 or 9 miles from home. It was the home of the Royal Greenwich Observatory for many years." Alfred, however, was not going to be put off so easily. "Let' s take a look anyway - just for a lark." "We'll need an agent, Alfred", Isabel advised. We just can't knock on the door and ask to go looking around".

An Austrian Jew of Czech descent, Alfred Bader fled from Europe to Hove, Sussex, at age 14 to escape the Nazis. In 1938 Britain made 10,000 entry visas available to Jewish children who had no relatives outside Austria or Germany. On his arrival in England, Bader's board and lodging were paid for by a Mrs. Wolff who lived in Hove and who, he later recalled, often spoke of her son in Montreal and his wife and six daughters. He attended East Hove School for Boys and moved on to Brighton Technical College until the increasing hostilities of World War II led the British government to intern refugees from the continent and deport them to Canada and Australia as enemy aliens and prisoners of war in 1940.

Bader ended up in an internment camp near the Canada-U.S. border in southern Quebec. At first the Canadian guards believed the internees had actually parachuted into England as spies. When they found out that the prisoners were not spies but Jewish refugees, relations improved, but only marginally. In those troubled times, anti-Semitism was not wholly confined to Europe. A school was set up in the camp by some of the academic internees and an arrangement was made with McGill University which enabled students to take that university's matriculation examinations. Bader took the exams and did well. One of the hard parts of being interned, however, was that you were cut off entirely from the outside world. Radios and newspapers were not allowed in the camp and mail, whether it was coming or going, was heavily censored. Newspapers would occasionally blow into the camp compound. The internees would carefully collect the pages and circulate them throughout the camp. In one of these papers in August 1940, Bader unexpectedly came upon the obituary of a certain Mrs. Martin Wolff in Montreal. It noted that she was survived by her husband and six daughters. Bader could hardly believe his eyes: Martin Wolff was the son of his benefactress in Hove.

Bader tried to reach Wolff by post but his letter was intercepted by camp censors. No letter could leave the camp unless it was in reply to a letter received. On the verge of giving up hope, Bader was finally able to tell a social worker sent to the camp from the Jewish community in Montreal that he knew a Canadian citizen. When he told her the name, she looked at him incredulously. "Martin Wolff?",she said, "Why, he lives right close to me! I know him well."

On the second of November 1941 Bader became, with Martin Wolff's help, one of the first internees to be released from the detainment camp. The very next day he applied to McGill University in Montreal. McGill rejected his application. Bader's second application, to the University of Toronto, was also unsuccessful. Finally, Bader applied to Queen's University, a smaller university with a strong academic reputation located in Kingston, Ontario, a small town mid-way between the cities of Toronto and Montreal. As it happened, one of Martin Wolff's daughters had gone to Queen's. She wrote to the registrar on Bader's behalf while her father also wrote to a friend who was a professor in the university's civil engineering faculty. Queen's accepted Bader's application and told him to report to the university as soon as possible. It was to be the beginning of a long and mutually rewarding relationship.

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THE BIRTH OF THE INTERNATIONAL STUDY CENTRE

A MODEST PROPOSAL

In August 1992, Dr. Bader telephoned David Smith, then Principal and Vice Chancellor of Queen's University, to ask if a castle might fit into the university's plans for the future, perhaps as an international study centre. From the Principal's perspective, this was an enormously difficult and completely unanticipated question. The provision of public funds for universities in Canada has been declining in real terms for quite some time. Like many other public institutions faced with declining budgets and rising costs, Canadian universities have had to develop aggressive fundraising campaigns to confront increasingly difficult financial circumstances. Dismayed by an initial vision of the potentially high costs associated with buying an historic property over 6,000 kilometres from Queen's, Principal Smith could only reply that he did not believe that the university would be able to undertake such a project. Bader listened sympathetically, but he ended the conversation by asking the Principal to think about the proposal very seriously.

Dr. Bader's renown in purchasing important works of art at tremendously low prices was one the factors that encouraged Principal Smith to pursue Dr. Bader's curious proposal. By chance, Kingston's local member of parliament was already in England on official business and agreed on very short notice to take a look at the castle for the university. In the weeks that followed, other special appointees provided the Principal with reports on aspects of Herstmonceux. Finally, in the fall of 1992, Smith himself was able to arrange a one-day visit to the estate.

FIVE SHORT MONTHS

The visit gave the Principal an opportunity to view the project from Alfred Bader's point of view. Visiting the office complex built by the Royal Greenwich Observatory, he saw first-hand that it could be converted into a student residence relatively easily. It became clear as well that the R.G.O. had taken quite goodcare of the estate and its buildings. As Bader had suggested, the time had come for Queen's to develop the idea of an international study centre at Herstmonceux very seriously. In December 1992 the Board of Trustees of Queen's University endorsed the acceptance of a gift from Dr. and Mrs. Bader for the purpose of purchasing Herstmonceux. The Board was much in favour of the university increasing its international exposure and of providing more opportunities for international experience to members of the Queen's community and to scholars and students from around the world. The Bader gift would allow for the purchase of the estate and its exquisite buildings, as well as provide a significant contribution towards the cost of renovating the estate.

Within five months of that first phone call to Principal Smith, Alfred Bader's vision of having an International Study Centre at Herstmonceux Castle had begun to become a reality. Detailed negotiations between Queen's and merchant bankers Guinness Mahonand Company Ltd. took an additional number of months to complete. The castle is a Scheduled Ancient Monument, so the process of securing appropriate planning permissions for the property's renovation as an educational facility was complex and required approval from many levels of government, including Cabinet.

Queen's interest in the site as an educational facility was very warmly received by the local community. Reassured both by Queen's commitment to the historical character and scale of the estate, and by its plans to make the property more accessible to the public than it has been since before the war, British authorities eventually granted the necessary planning permissions. The final contract of sale was signed and exchanged in August 1993.

MORE RENOVATIONS

The castle has been newly renovated to become a first-class educational and conference facility. Its three floors now contain classrooms, common rooms, a dining hall, a library, study rooms, computer labs, lounges, a few offices, and a small cinema. The office complex has been converted to a student residence, Alfred and Isabel Bader Hall, complete with games room, kitchenettes, lounges, and common rooms. Other buildings are being restored to provide additional space and facilities for faculty, staff and for conference participants.

THE MISSION OF HERSTMONCEUX

The formal mission of the International Study Centre at Herstmonceux Castle is to enhance Queen's role in international educationand research. Throughout its history, faculty and students at Queen's have been encouraged to participate in a broad range of international activities including collaborative research, exchange programmes, and other scholarly endeavours. Thus, the mission of Herstmonceux represents an extension of a well-established tradition at Queen's. In a world confronted by forces of globalization and by rapid advances in technology it is increasingly important for students to get some international experience. Although technology makes us perhaps more able to communicate across national boundaries than ever before, the widespread violence and upheaval which continues to occur within and between countries reminds us all too clearly that different nations and communities will always need to learn to understand one another. The International Study Centre at Herstmonceux Castle will allow Queen's to provide a variety of people - students, scholars, professionals, executives and citizens- with an opportunity to improve their sense of how different nations and peoples might learn to work together to achieve common goals.

A BRIGHT FUTURE

After that first visit, Principal David Smith quickly became a strong advocate of Queen's involvement at Herstmonceux. "This project could be, I think, the best example of an international study centre anywhere. I think it has that potential. It has the physical facilities for it, it has the planning and commitment necessary to develop a top-ranked facility with programmes of exceptional quality. It could be a world leader in many respects."

It seems somehow appropriate, and very much in keeping with Dr.Bader's own personal experiences as a young refugee from Europe, that his and Isabel's generous contribution to the purchase and renovation of the Herstmonceux estate will allow Queen's to playa role in fostering an improved understanding of international affairs in literally thousands of future visitors to the castle. "As with their many previous contributions to the university, this very special gift", says Principal Smith, "is one of enormous vision and tremendous usefulness."

Over fifty years ago, Queen's university put its faith in a young man robbed of the opportunities he required to develop to his potential. Today, Alfred and Isabel Bader have made the circle of that story complete by acting with a similar faith in the Queen's community. Whether in 1994 or in 1941, the pursuit of excellence has always been an honoured Queen's tradition: If Alfred Bader's life offers us a glimpse of what can happen when faith and opportunity meet, then the International Study Centre at Herstmonceux can look forward to a long and distinguished career.

Cha Gheill!

Previous Home Help Send Mail

FROM

Post-it® Fax Note 7671	Date NOV. 4/96	pages ▶ 8
To ALFRED BADER	From LESLIE MONKMAN	
Co./Dept.	Co. QUEEN's UNIVERSITY	
Phone # 414-277-0730	Phone # 613-545-2020	
Fax # 414-277-0709	Fax # 613-545-6991	

I hope that the [illegible] of God and by Eve
made in the eyes of such [illegible] prayers
by these Indian and the [illegible]
were cut up [illegible] the [illegible]
[illegible] period of [illegible] that was
[illegible]

APPENDIX

Alfred and Isabel Bader Harpsichords Awards Granted 1996-[illegible]

[illegible] 1996 [illegible]

[illegible] 1996

NAME [illegible] [illegible]

[illegible]

Date 6 November 1996

you are both well
seem to have been
an universities
r for an exceedingly successf
about it already, and I understa
and Mrs. Lodge
we
Health all Monday

It is amazing to think that these students will be going home in less
but hope they are enjoying themselves. We have
students so presumably they are. One was from the very
had changed. He noted that we appeared to be "much

Newsletters if you have time to read them which you
to date with the happenings here. Our Librarian
weekend for past Royal
d enthusiastically received. They are

We are enjoying marvellous autumn
weather in fact

EMBER PARISH NEWS

We [illegible] aid of the Friends of Wantling [illegible] Covent Garden and Heidleberg [illegible] bass-baritone Allan Parkes [illegible] and gave enthusiastic [illegible] Rigoletto and the [illegible] a part-song by Elgar in the [illegible] e of a special arrangement [illegible] Francis presented the ladies [illegible] a reception in the

[illegible] med to the Castle after [illegible] endly Society who were [illegible] had slept in the present [illegible] used to lift him, bed and [illegible] embered seeing one of the first [illegible] Little [illegible] ommon; the crashing of a German [illegible] the aircraft officer; and the crashing of [illegible] by Mr. Piggott, a Director of Hearts of Oak, who [illegible] the Society's 150th anniversary commemorative [illegible] If any reader has any wartime reminiscences, Eugene [illegible] to his compilation (tel. 01622 814829). Hanging in the [illegible] Room is a painting by Kenneth D. Fines, a descendant of Sir Roger [illegible] The painting depicts world landscapes and the [illegible] depicted is Hersmonceux Castle [illegible]

[illegible] with Mr. Gordon [illegible] an ex-ESU employee [illegible] the garden, this is a horizontal sundial whereby the [illegible] casting a shadow.

[illegible] held over August Bank Holiday weekend

NEWSLETTER November 1996

Parish News

iday, but unfortunately only
ude of rain of previous days which
sappointment, but did not
delighted praise from the
ges of the Castle
ife of 500 years ago with the
Falconry displays attracted
a trophy representing a falcon in
so this will be an annual event and the trophy

attracted to the site, including some from
15 craft stalls, which together with the Buxon
ale) attracted many customers. Provided free was
An innovation this year was an information booth
Herstmonceux ,also including a 'lost and found' service). It is pleasing
there were no major incidents of theft or injury! The local police cadets were very
as usual and parking was organised by special constables led by Colin Baker. The
pedestrianised It is very gratifying that the Festival seems so popular and we
e to please visitors in future years

September on ITV at 6.30 p.m. centred around the
and answer time' was conducted in the Folly. The
ng and Queen and took part in the Festival, which they
about the Castle.

, Japan USA and Germany as well as
erstmonceux as much as their predecessors.
rence Manager Bernadette Saunders, I am
e birth to a bouncing baby boy called Colm on
Martin their heartiest congratulation
Barnes being born on 1 July to our
es and her husband Kevin.

garden have just been rebuilt,
Both staff and visitors have
e reason for which we don't know
w hedges have been clipped
ally in the treatment of certain
ing out the moat and unblocking
than 30 years - quite a job!

INTERNATIONAL STUDY CENTRE
Queen's University (Canada)

HERSTMONCEUX CASTLE
HAILSHAM
EAST SUSSEX BN27 1RP
UNITED KINGDOM

TEL: 01323 834444
FAX: 01323 834499

November 29, 1996

Dr. Alfred Bader
White Gables
2A Holmesdale Road
Bexhill on Sea
East Sussex TN39 3QE

Dear Dr. Bader,

I am writing, first of all, to tell you how much I enjoyed your lecture last week and how much I believe I learned. I appreciated, as well, your gifts of the two Japanese catalogues and the three books for the library here at Herstmonceux. I have given the library books to Eugene, and he has probably already put them on the shelves with labels in them indicating they are gifts from you.

When you left on Saturday evening, you indicated that I could ask for more of the books for prizes for my students. It turns out that there are three students in this class who have performed exceptionally well, and I would like to award all three of them prizes. The catalogues in Japanese would be perfect.

Would it be possible to get another copy of *Rembrandt: his Teachers and his Pupils* to give to the third student here at Herstmonceux? I would also be delighted to be able to take copies of the two books home to Canada to use as prizes there. The students there would not only appreciate the books but would also enjoy a gift from you.

I look forward to the possibility of working with your friend Carlos in the summer, 1997 intensive English language course. Thank you for encouraging your Spanish colleagues to send students here.

Yours most sincerely,

Eleanor Rogers

(Mrs) Eleanor Rogers
Director
School of English

A Limited Company registered in England No: 2837809
Registered Charity No: 1025387
Registered Office: Herstmonceux Castle, Hailsham BN27 1RP

POND COTTAGE
HENLEY DOWN
BATTLE
EAST SUSSEX
TN33 9BN

Dear Alfred + Isabel,

It was good to hear from you and to get copies of the faxes you had had, particularly the one from Dr Malcolm Peat. It confirms what I had discovered about confusion, competition and lack of coordination in Sarajevo. It does sound as if Queen's is doing its best to keep all the lines of communication and coordination of service delivery open. I was also pleased to see confirmed the fact that Dr Mulebegovic was seeking and getting help from many quarters and that ~~he~~ Queen's had been kept informed about this. I do hope your generous offer will lead to the Canadian government donating a far greater sum to allow Queen's to provide training that will help the long term restructuring of medical training in an appropriate way. It sounds to me as if nursing and primary care given by non medical staff also needs attention and an overhawl. I personally feel it is a very worthwhile area of relief with a development prospective to bring long term benificial results. I also feel sure that what you have provided for World Jewish Relief will have immediate results for civilians of all ethnic groups in Sarajevo. I feel sure we are now all holding our breath and praying for the peace to take hold. It may be too much to hope for multicultural harmony but even that is being attempted in Sarajevo itself.

It sounds as if the great snowfall in the eastern US may not have affected you badly, and at least you are better prepared than Washington or Virginia! Ihope the winter is going well for you both and that you are avoiding coughs and colds. The holiday season seemed to go on for a long time this year, but all went well and her Finn managed to fight off a cold without being hospitalised so we are hopeful that that bodes well for the future. I find my new job is more time consuming than I envisaged at first but I am enjoying the challenge. I still hope to be involved on the fringe of the work being done by York University in mediation and recovery in Bosnia.

I have been having lots of trouble with my computer and only realized I had not sent this when I came home this weekend. I thought you might be interested in the Sarajevo Charter which I have recently become involved in. (I can't think how I missed it earlier) They had a wonderful concert last week provided by Bosnian musicians including Vedran S—. (haven't got his name here. He played cello in the market place in

the snow dressed in his tails with the guns shelling from the hills and inspired the people to take heart. When a CBS reporter said "You must be crazy to sit exposed in such danger" He said you think I'm crazy! You should be asking the people who are shelling they're the crazy ones. The concert was filmed by CBS perhaps you will hear it or see a bit of it on your TV.

There is snow here now and I am home for the weekend — babysitting and visiting Benedicta my sister-in-law in hospital — I need to try to arrange some time to myself I'm in danger of overworking! I enjoy it of course, but have decided to limit it to 3 days a week. I know time off isn't high on your agenda but I hope you find time for peace + rest too

Love to you both

Jane

THE SARAJEVO CHARTER

PATRONS

The Right Revd
Richard Harries
Bishop of Oxford

Dr Rana Kabbani

Rabbi Hugo Gryn
CBE

Sir Georg Solti
Lady Solti

MANIFEST

Sarajevo, svjetska metropola, bila je napadnuta između1991 i 1995 od strane onih koji su htjeli da unište multietnički, multireligiskii i multikulturni indetitet. Otpor grada i integritet pod opsadom predstavljaju vječni simbol dostojanstva, hrabrosti i odanosti pluralizmu.

Sarajevo Charter je osnovan jula 1995. u cilju podizanja glasa protiv ´etničkog čišćenja´ u bivšoj Jugoslaviji. To je bio naš odgovor padu ´Zaštićenih Zona´Ujedinjenih Nacija u Bosni. U to vrijeme u britanskoj stampi je objavljeno otvoreno pismo koje je potpisalo hiljade ljudi. Charter sada omogucava potpisnicima da na svom forumu govore o ovim i drugim zločinima protiv humanost. Svi zajedno smo svjedoci razvlašćenja čitavih zajednica ljudi - bez obzira o kome se u ovom svijetu radi - i otuda naša kampanja da se te zajednice zaštite.

Ništa ne može dati legitimitet politici koja ima za cilj raseljavanje ili uništavanje ljudi. Život, sigurnost, religiozni i etnički indetitet su osnovna ljudska prava. Da bi se zaštitila u bilo kojoj zajednici ona moraju biti priznata od strane svih zajednica. Ni manje ni vise, nase prezivljavanje je sposobnost da živimo zajedno sa onima koji su drugačiji od nas.

AKTIVNOSTI

Sarajevo Charter će raditi na podizanju svijesti kao i obebjedjivanju fondova za pet širih programa: politički; kulturni; obrazovni; istraživacki i program pomoć izbjeglicama

1 Politički Program: Mi zastupamo prava etničkih i manjinskih grupa i o njihovom statusu cemo obavijestavati javnost

2 Kulturni Program: Kulturne aktivnosti u raznim formama proširuju naše ljudske veze i doprinose medjusobnom razumijevanju. Mi ćemo organizovati događaje koji približavaju ljude sa novooživljenom potrebom i inspiracijom, a koja se tiče sve ukupne humanosti iz zajedničkih izvora.

3 Obrazovni Program: Mi ćemo podizati svjest o opasnostima političkog extremizma i etničkog nacionalizma, pogotovo tamo gdje kršenje ljudskih prava predstavlja opasnost indetitetu bilo kojeg naroda.

4 Istraživanje: Organizovati ćemo konferencije i istražicačke programe koji će se baviti i proučavati etničke konflikte, njihove uzroke, posljedice i prevenciju

5 Pomoć izbjeglicama: Mi ćemo sakupljati donacije u ime izbjegica i voditi kampanje za podršku izbjeglicama i radit ćemo sa drugim organizacijama kako bi pomogli obezbjedivanju njihovih prava na azil, sigurnost i rehabilitaciju.

The Sarajevo Charter: Privremeno sjedište: c/o Sternberg Centre, 80 East End Rd., London N3 2SY.
Tel: 0181 349 4731/346 2288 Fax: 0181 343 0901. Komitet: Wissam Boustany; Heather Formaini (pod predsjednik); Harriett Goldenberg; Linda Joseph; Vivien Lichtensein (sekretarica); Stephen Ross (finansije); John Schlapobersky (predsjedavajući); Xenia Wilding

THE SARAJEVO CHARTER

PATRONS

The Right Revd Richard Harries Bishop of Oxford

Dr. Rana Kabbani

Rabbi Hugo Gryn CBE

Sir Georg Solti KBE Lady Solti

MANIFESTO

Sarajevo, a world capital, was attacked between 1991 and 1995 by those who sought to destroy its multi-ethnic, multi-religious and multi-cultural identity. The City's resistance and integrity under siege provide an enduring symbol of dignity, courage and commitment to pluralism

The Sarajevo Charter was established in July 1995 to make a statement of conscience and to raise a voice of protest against 'ethnic cleansing' in the former Yugoslavia. It was a response to the fall of the United Nations' 'Safe Havens' in Bosnia. At that time an Open Letter was placed in the British Press signed by many thousands of people. The Charter now provides its signatories with a forum through which to speak out about these and any other crimes against humanity. Together we bear witness to the dispossession of whole communities - whoever in the world they may be - and campaign for resolute action to protect them.

Nothing can legitimise policies that seek to displace or destroy a people. Life, liberty, security, religious and ethnic identity are basic human rights. To protect them in any community they must be upheld by every community. Our survival is no more nor less than our ability to live with those different from ourselves.

ACTIVITIES

The Sarajevo Charter will work to raise awareness and funds in five broad programmes: political; cultural; educational; research; and refugee relief and assistance

1 Political Programme: We speak for the rights of threatened ethnic and minority groups and will bring information about their predicaments to public attention

2 Cultural Programme: Cultural activity in all its forms extends our human ties and widens our understanding of each other. We will create cultural events that bring people together with a renewed sense of inspiration about our shared humanity and common resources

3 Educational Programme: We will contribute towards an awareness of the dangers posed by political extremism and ethnic nationalism, in particular where the violation of human rights threatens the identity of any people

4 Research: We will organise conferences and research programmes to study and explore ethnic conflicts, their causes, consequences and prevention

5 Refugee relief and assistance: We will raise funds on behalf of and campaign in support of refugees and will work with other organisations to help secure their rights to asylum, security and rehabilitation

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The Sarajevo Charter: Temporary Office: c/o Sternberg Centre, 80 East End Rd., London N3 2SY. Tel: 0181 349 4731/346 2288; Fax: 0181 343 0901. **Committee:** Wissam Boustany; Heather Formaini (Vice Chair); Harriett Goldenberg; Linda Joseph; Vivien Lichtenstein (Secretary); Stephen Ross (Treasurer); John Schlapobersky (Chair); Xenia Wilding.