

Alfred Boddy

Queen's University - Herstonoreux

Correspondence - Queen's -
Whistler - misc.

199-

QUEEN'S UNIVERSITY ARCHIVES	
LOCATOR	5169
BOX	29
FILE	9

The Loss of Good Authority by Tom Pitt-Aikens and Alice Thomas Ellis

page 69

A fascinating taboo topic is apparent in the genesis of paranoid dictators, whether of the trans-global Adolf Hitler or the "little Hitler" departmental variety. Since a paranoid is unable to tolerate feeling bad [for example, anxious], this state - which arises if he is faced with another who is good - produces in him as a consequence a feeling of "relative badness". Professional helpers may recognise a paranoid person when their best work is seen as bad by the client or senior, and when mistakes or omissions are treated with surprising, patronizing affability. How then does a paranoid manage to succeed in a world made up by other people, if the others becoming good makes the paranoid feel bad? The secret is that *the others have to become part of the paranoid*. Gradually the others sell their souls, unconsciously, until they are in the paranoid's pocket. "We" has now become "I", "I" has now become "we".



The castle is looking wonderful as the daffodils come out. David & Harry Smith were able to appreciate it all in their busy week in the UK. Planning & the bank are all progressing well although more slowly than any of us anticipated. A hands on science centre or Exploratory is underway for the Equatorial Buildings & I'm making local contacts in the arts & drama with a good plan coming through from Queens. See you soon Jane

POST CARD



AIR MAIL



Dr Alfred & Isobel Baxter
924 East Juneau Ave
Milwaukee
Wi 53202
U.S.A.

Julian Postcards Ltd, Hastings, Eng

THE ROYAL GREENWICH OBSERVATORY,
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Herstmonceux Castle from the South-east

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THE PRINCIPAL
AND VICE-CHANCELLOR

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

October 3, 1993

Dr. and Mrs. Alfred Bader
ALFRED BADER FINE ARTS
Astor Hotel Suite 622
924 East Juneau Avenue
Milwaukee, WI 53202
U.S.A.

Dear Alfred and Isabel,

It is with great pleasure that I inform you that the Queen's University Board of Trustees, on Friday evening, October 1 unanimously declared that the West Building at Herstmonceux should be named "The Alfred and Isabel Bader Hall". This unanimous expression reflected a feeling of great appropriateness of this recognition and we all agreed that "Bader Hall" had a nice ring which generations of students will come to know and remember.

I am also pleased to note that the Alfred Bader Chair in Organic Chemistry was formally approved by the Board at the same meeting and the search procedures are now being established for filling it.

With our deep appreciation,

Yours sincerely,

A handwritten signature in cursive script, appearing to read "David C. Smith".

David C. Smith
Principal and
Vice-Chancellor



FAX FROM

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

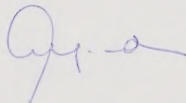
August 16, 1993

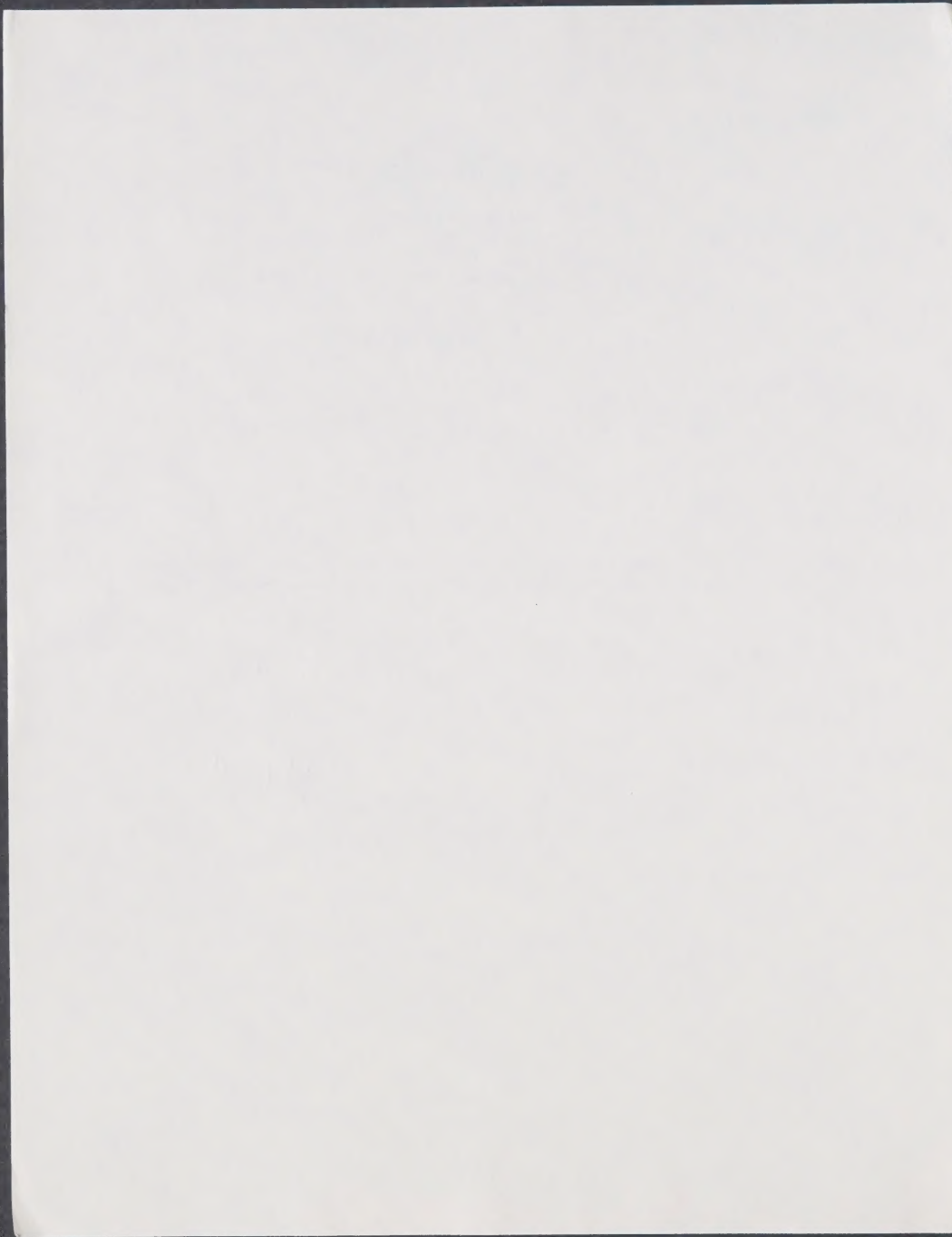
To: Mrs. Jane Whistler
Queen's University
Herstmonceux Castle - FAX 011 44 323 832 562

Dear Jane,

I have not heard from Queen's at all since my return on July 26th. I presume that the contracts have been exchanged and that our signatures weren't necessary on any documents.

Kind regards





Dr. Alfred R. Bader
2961 North Shepard Avenue
Milwaukee, Wisconsin 53211

August 13, 1993

Mrs. Jane Whistler
Queen's University
Herstmonceux Castle
Hailsham
East Sussex BN27 1RP
England

Dear Jane,

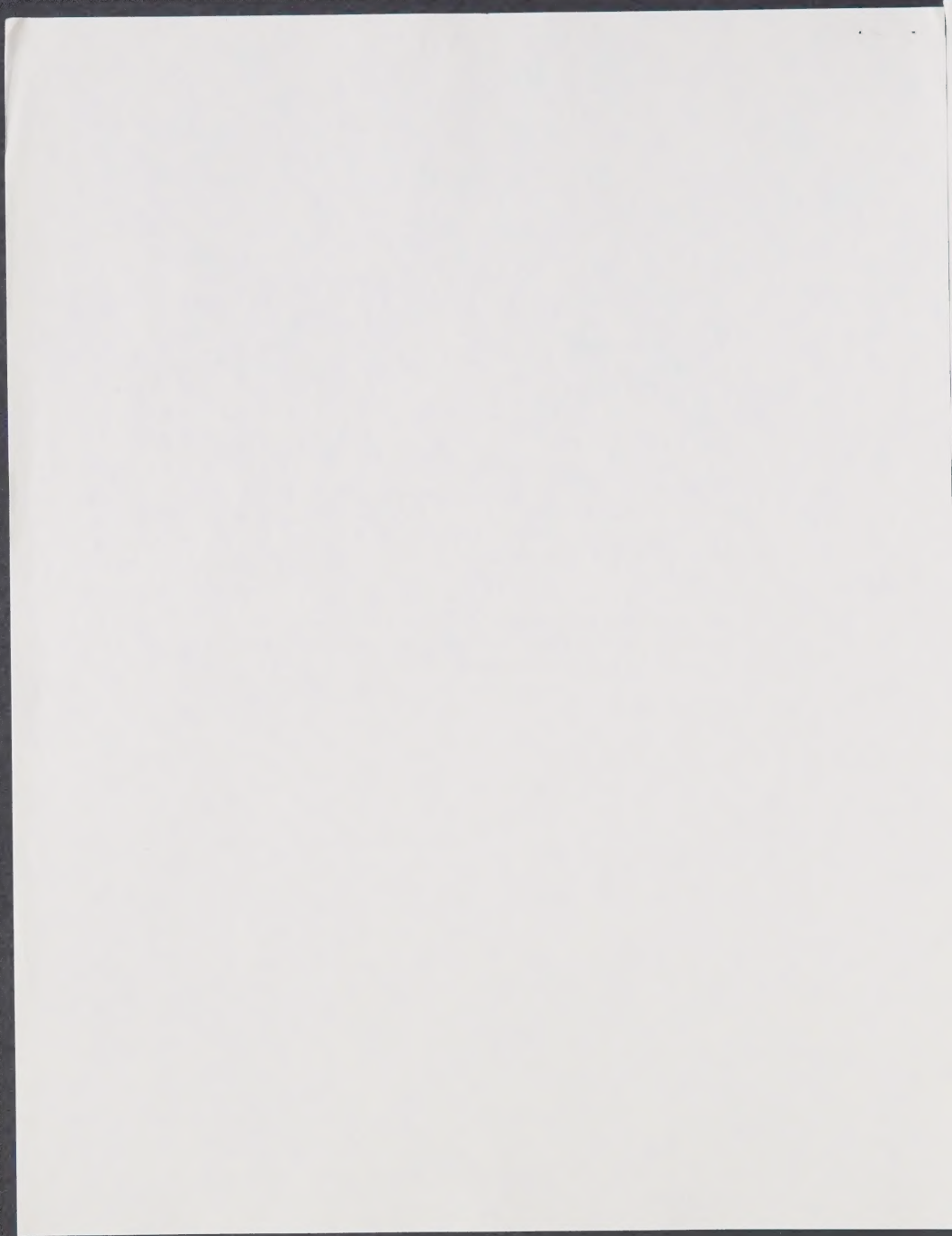
Thank you for sending me Lucy Lazarony's article in the July 30th issue of The American. Miss Lazarony had sent me a copy, and I had hoped that nobody else would see it. David Smith would never say, "What are we going to do with a blooming castle in England?" although I am sure that he was rather astounded by my first question.

Some Americans don't know the difference between an ordinary university president and the Principal of Queen's University, but otherwise the article is fine, and I am sure that Miss Lazarony meant well.

All good wishes.

Sincerely,

c: Principal David Smith



INTERNATIONAL STUDY CENTRE
QUEEN'S UNIVERSITY
HERSTMONCEUX CASTLE

Hailsham
East Sussex BN27 1RP
Tel: 0323 833913
Fax: 0323 832562

9th August 1993

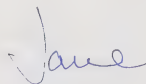
Dr. Alfred Bader
Astor Hotel, Suite 622
924 East Juneau Avenue
Milwaukee
Wisconsin 53202
USA

Dear Alfred,

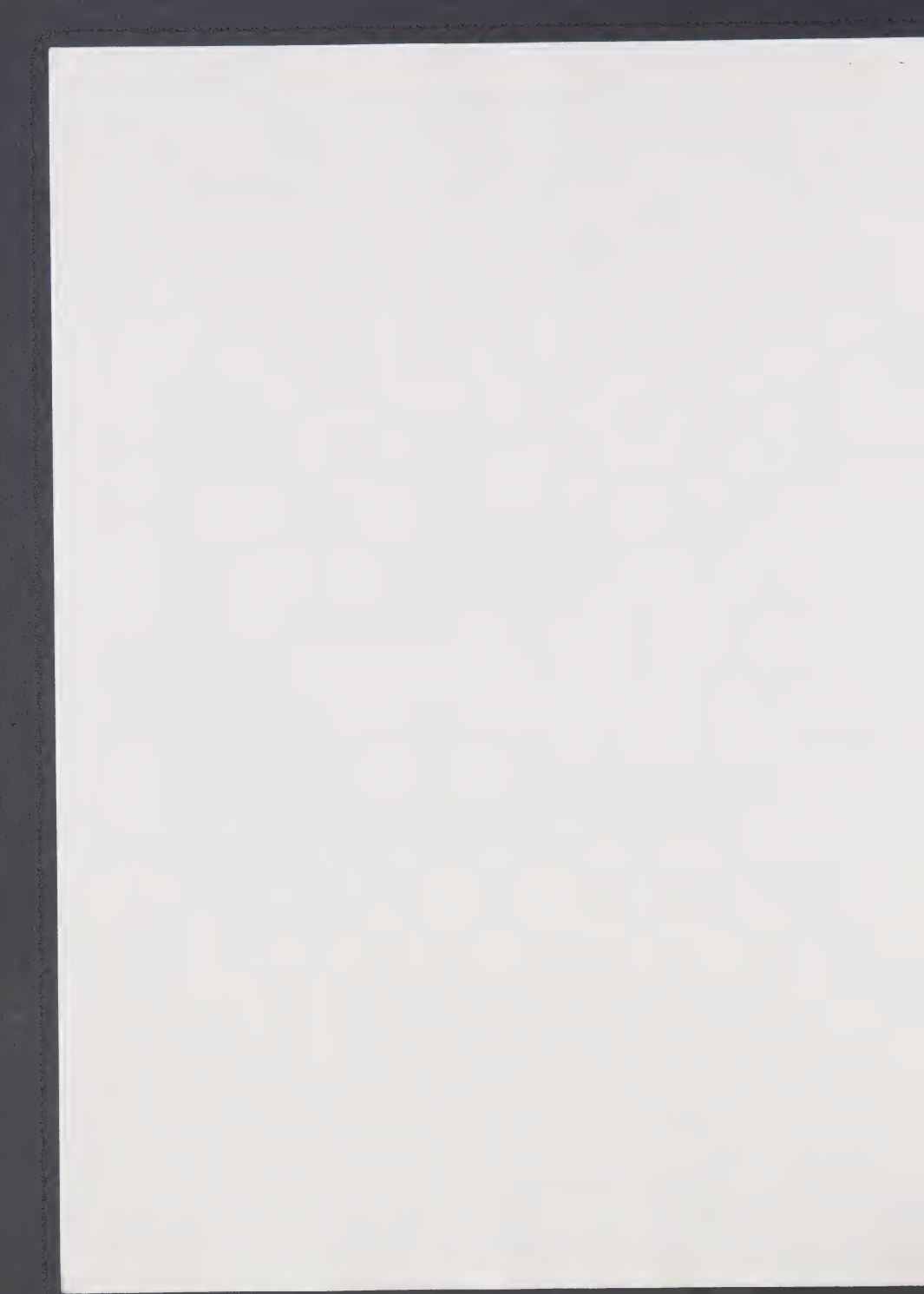
I thought you would enjoy reading this article in "The American". I thought the reporter captured very well the atmosphere of the day and your love and appreciation for Queen's. Queen's, of course, has the same attitude towards you, and I think the Service at the end of the day marked a real turning point in the life of the Castle and a place for you in the hearts of the local community.

I am hoping before long to have some photographs to send you both of the Event. Some of them went off to Canada with one of the Alumni, but they should be back very soon and then we are arranging to have prints made. I will be going away for three weeks from the 29th August but will hope to send them long before that.

With love and best wishes to you both.



Jane Whistler



,bc: J. Whistler
D. Smith

Dr. Alfred R. Bader
2961 North Shepard Avenue
Milwaukee, Wisconsin 53211

August 6, 1993

Miss Angela G. Minchin
Coordinator
Society for the Protection of
Herstmonceux Castle
c/o Mill Cottage, Boreham Street
Near Hailsham, East Sussex BN27 4SD
England

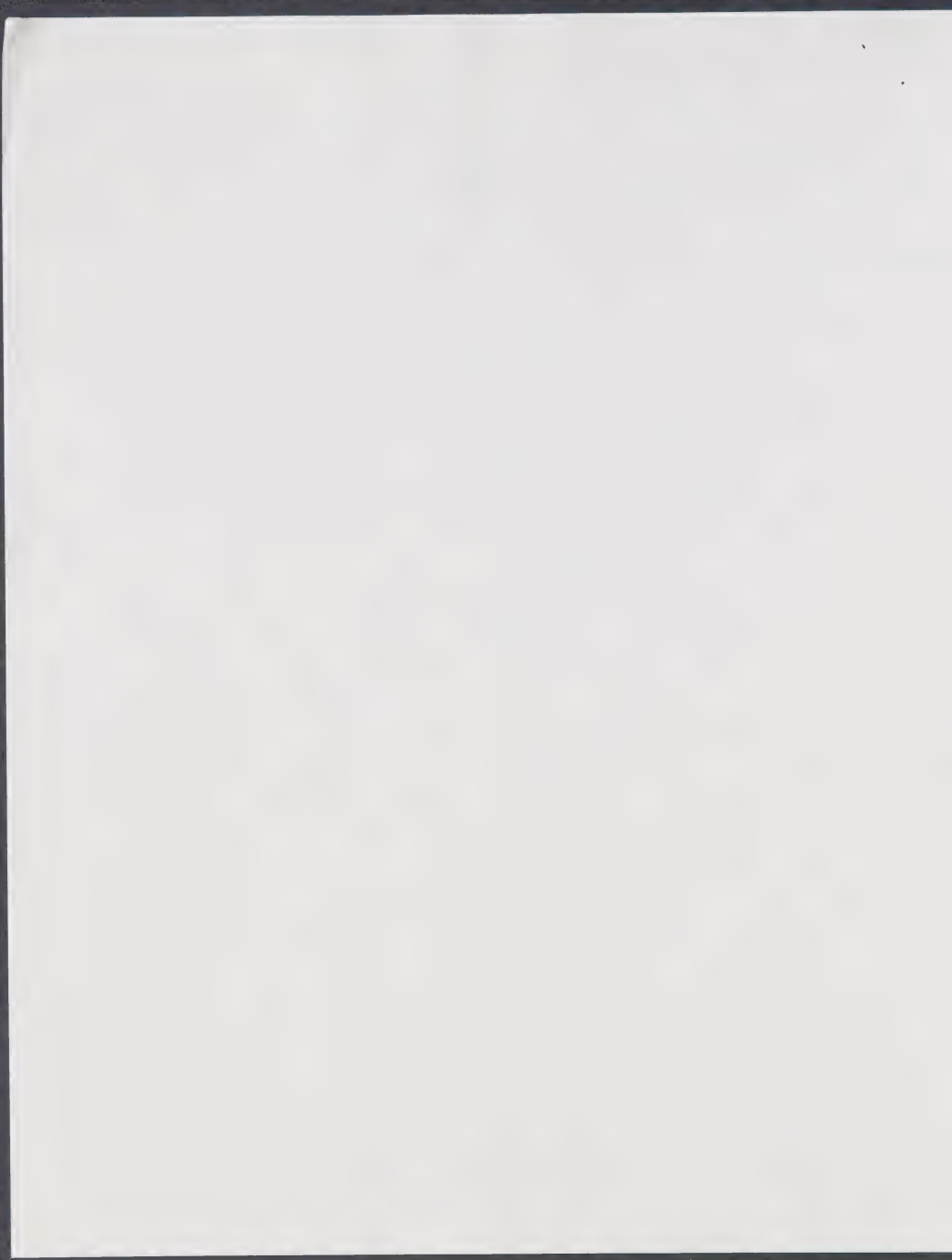
Dear Miss Minchin:

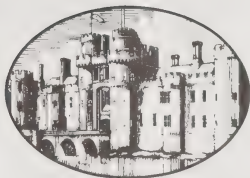
I appreciate your thoughtful letter of July 24th more than I can tell you.

I think that years from now historians will look back and will say that your efforts were truly key steps in the preservation of the castle. Queen's University is a wonderful institution, and I know Queen's will do its very best.

All good wishes.

Sincerely,





The Society for the Protection of Herstmonceux Castle

Hon. President: Sir Ranulph Fiennes

c/o Mill Cottage
Boreham Street
Near Hailsham
East Sussex
BN27 4SD

24th July 1993

Dr Alfred Bader,
Herstmonceux Castle,
Near Hailsham,
East Sussex.

Dear Dr Bader,

The members of the Society have asked me to write to let you know how delighted they are that, thanks to your great generosity, Herstmonceux Castle has passed into the hands of Queen's University. We should like to express the gratitude of the Society for your most generous gift.

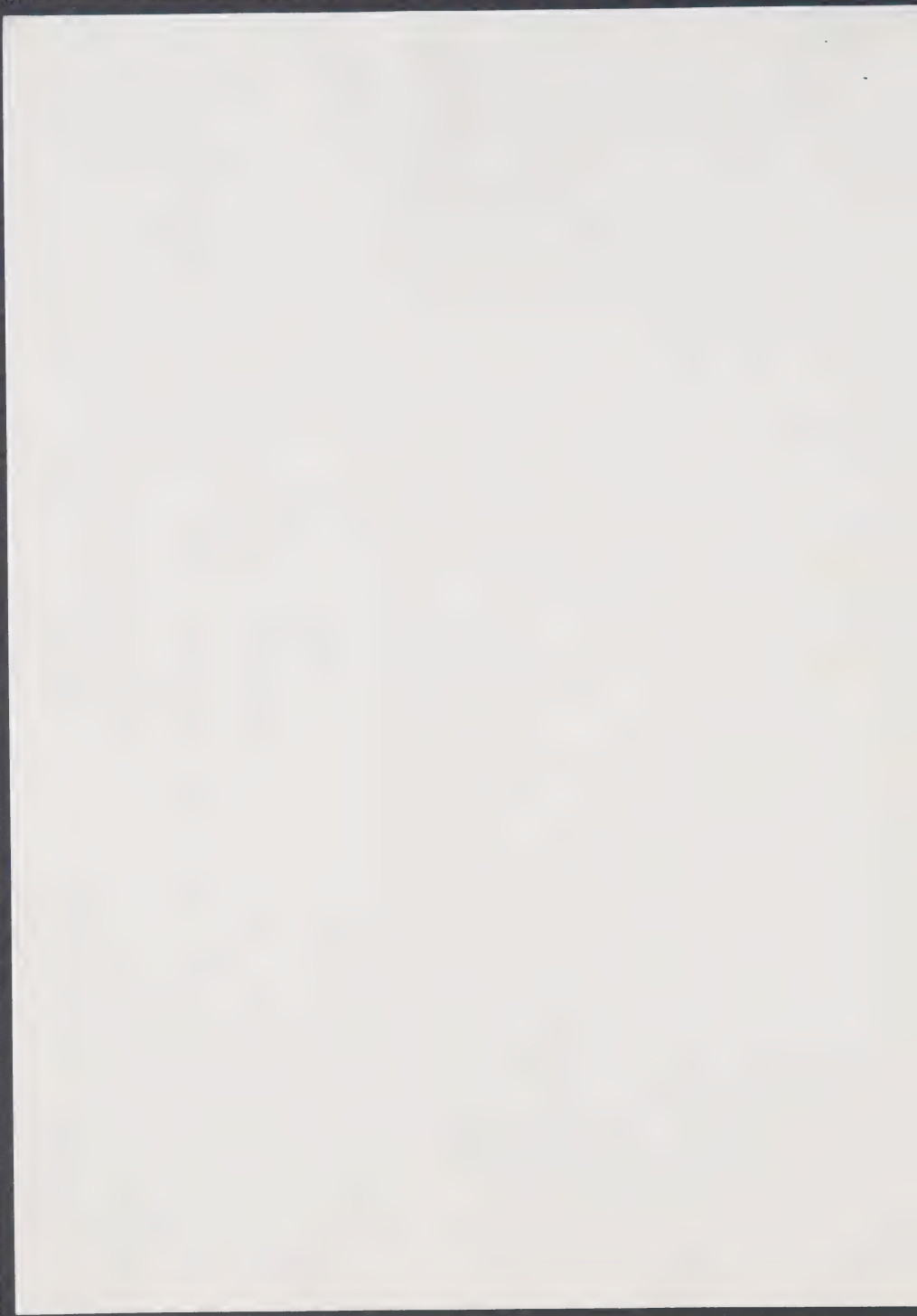
For the past five years the Society has been actively concerned to try to secure a worthy future for the Castle. It has been an anxious time while we sought the co-operation of other interested bodies to avoid the commercial development of the Castle and its beautiful grounds. It was particularly difficult because the English Tourist Board's feasibility study, which was commissioned by the Science and Engineering Research Council in 1987, recommended a commercial/leisure development for the Castle. This was followed by the sale of the Castle by SERC to developers.

We have been very grateful for the support which our members have given us over the past five years and also for the co-operation and support we have received from SAVE Britain's Heritage, the South Wealden CPRE, the Eastbourne Civic Society, English Nature, local Members of Parliament and not least Wealden District Council. By working together the importance of the Castle as a unique part of our national heritage came into greater prominence and it became more difficult for commercial development to take place.

Now, thanks to you, the spectre of commercial development has been banished and we all welcome the arrival of Queen's University. The Society sends you and Queen's our best wishes for a very successful future and you can depend on us for any support which you may need.

Angela G. Minchin

Miss Angela G Minchin - Co-ordinator



FEDERAL BUREAU OF INVESTIGATION
DEPARTMENT OF JUSTICE
WASHINGTON, D. C.

MEMORANDUM FOR THE DIRECTOR

TO: SAC, [illegible]

Subject:

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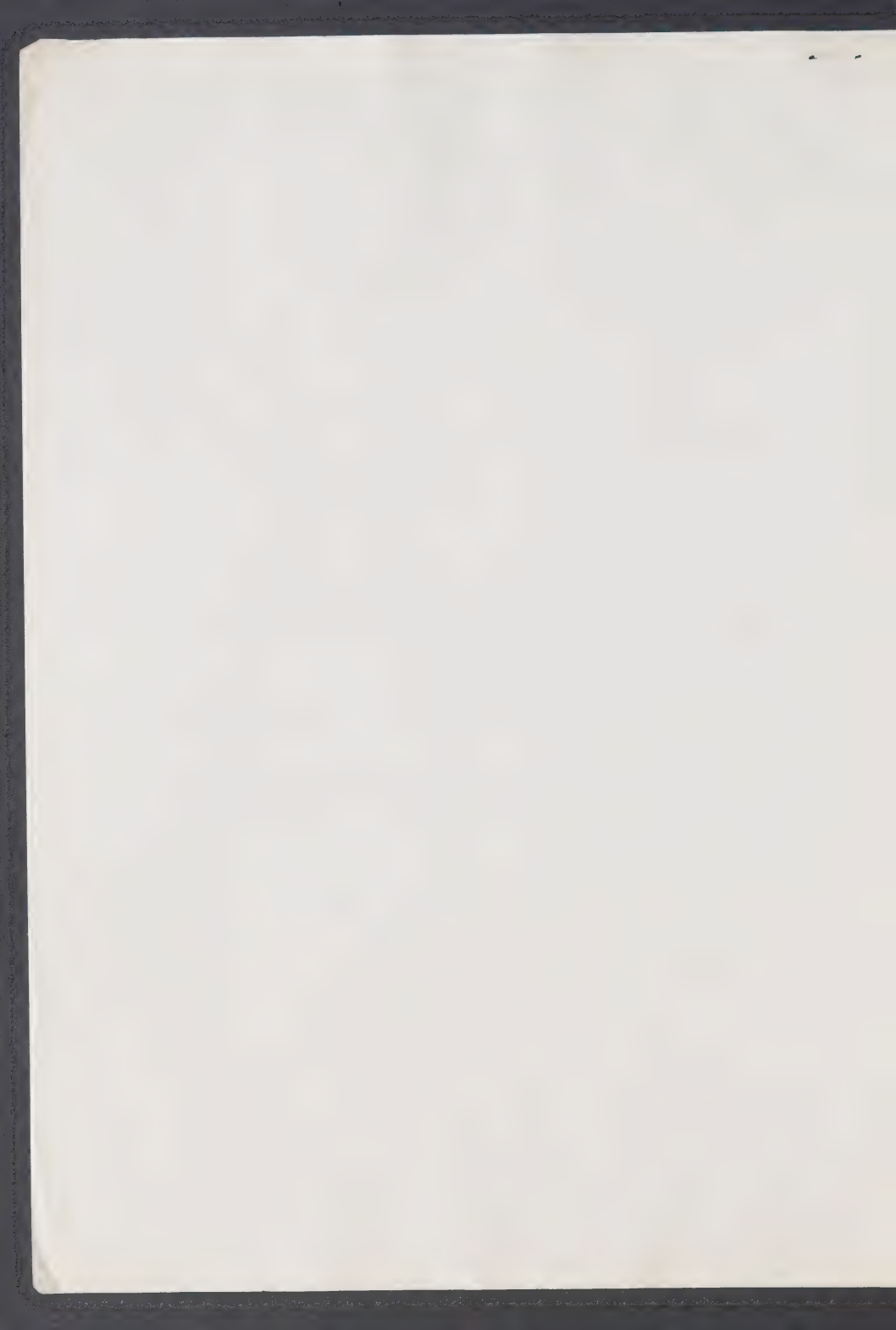
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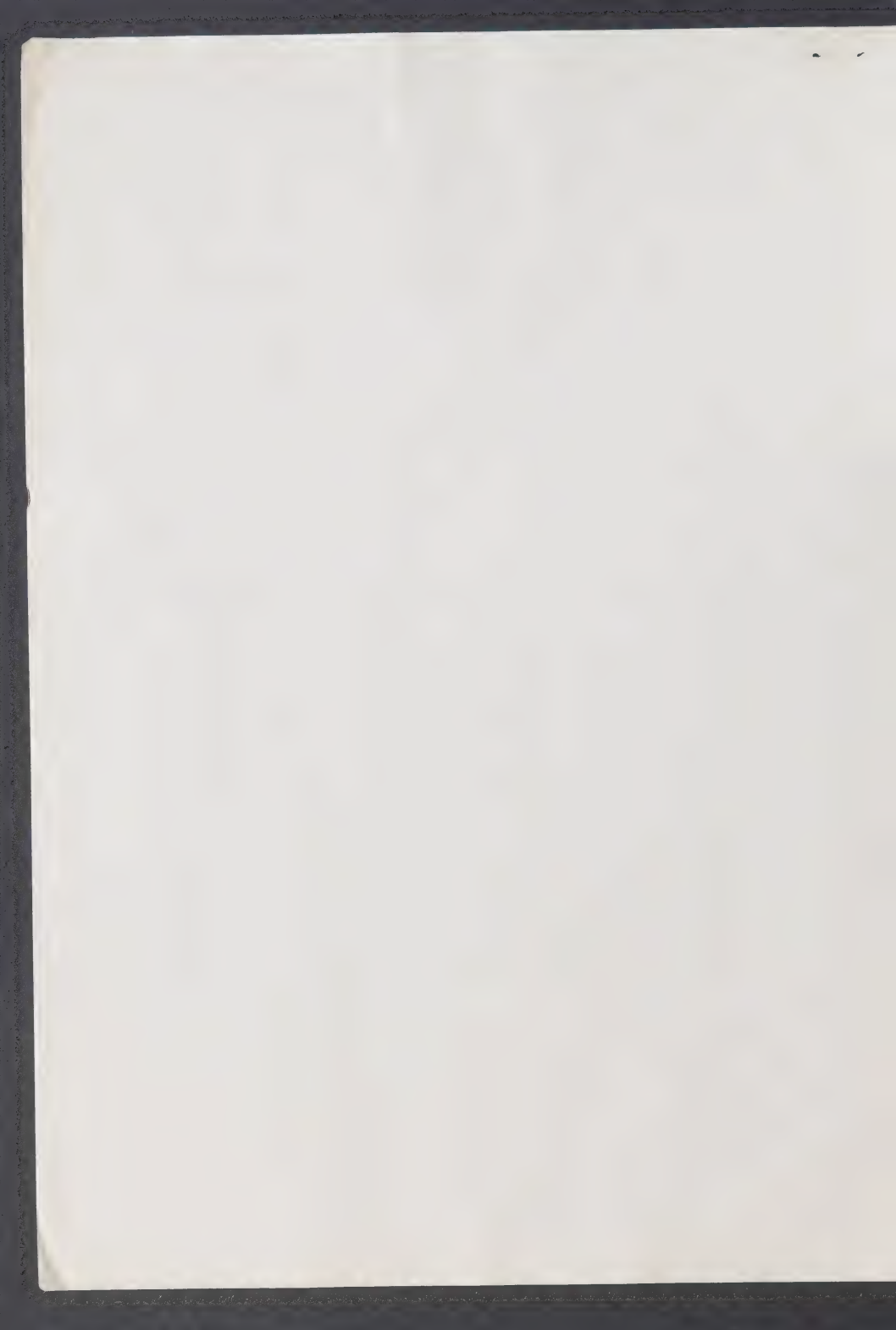


STATE OF NEW YORK

IN SENATE
January 18, 1909

REPORT
OF THE
COMMISSIONERS OF THE
LAND OFFICE

[The following text is extremely faint and illegible due to the quality of the scan. It appears to be the main body of a report, likely containing statistical data, descriptions of land parcels, and administrative details. The text is organized into several paragraphs and possibly includes a table or list of items.]



DR. BAUER

*With Compliments
Jack Stewart-Clark*

PUCKSTYE HOUSE, HOLTYE COMMON
COWDEN, KENT TN8 7EL

0342 850285 (Office)
0342 850541 (Home)
0342 850789 (Fax)





Sir Jack Stewart-Clark
Member of the European Parliament
For East Sussex

Puckstye House
Holtye Common
Cowden
Kent TN8 7EL

0342 850285 (Office)
0342 850541 (Home)
0342 850789 (Fax)

Dr Maurice Yeats
Queens University
Kingston
Ontario

30th July 1993

Dear Dr. Yeats,

I enjoyed meeting with you, your Principal, Dr Bader and Jane Whistler. I hope very much that your inauguration ball and the events of the following day went off well.

I thought I would confirm the rough timetable that we agreed when we met. Later on in the year you will let me know how your plans are progressing for putting together your programme for the second half of 1994. You will expect to have these firmed up in the Spring of next year. Shortly, thereafter, I shall see whether we can persuade Mrs Colette Flesch to come across to see Herstmonceux and to hear about the plans that you have for your university's activities there. Then later on in the year, or during the earlier part of 1995, we shall see whether we can't get Commissioner Pinheiro to visit the castle. As I explained to you Mrs Flesch is the Director general of D.G.X in the European Commission. This covers education and information. Dr Pinheiro is her boss. However, since Mrs Flesch has been Foreign Minister in her own land and the Director-general does not move with the rapidity of Commissioners, it is clear that she plays a pivotal role.

I saw Mrs Flesch in Brussels a couple of weeks ago and mentioned Hestmonceux to her. I did not do so in any detail, but in a way that let her know that it exists and that you have very exciting plans for the work of

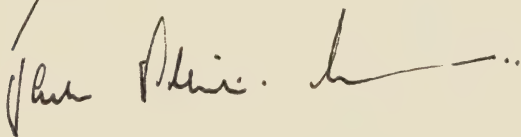


your university from within it. This will enable me to go back later on with more ease.

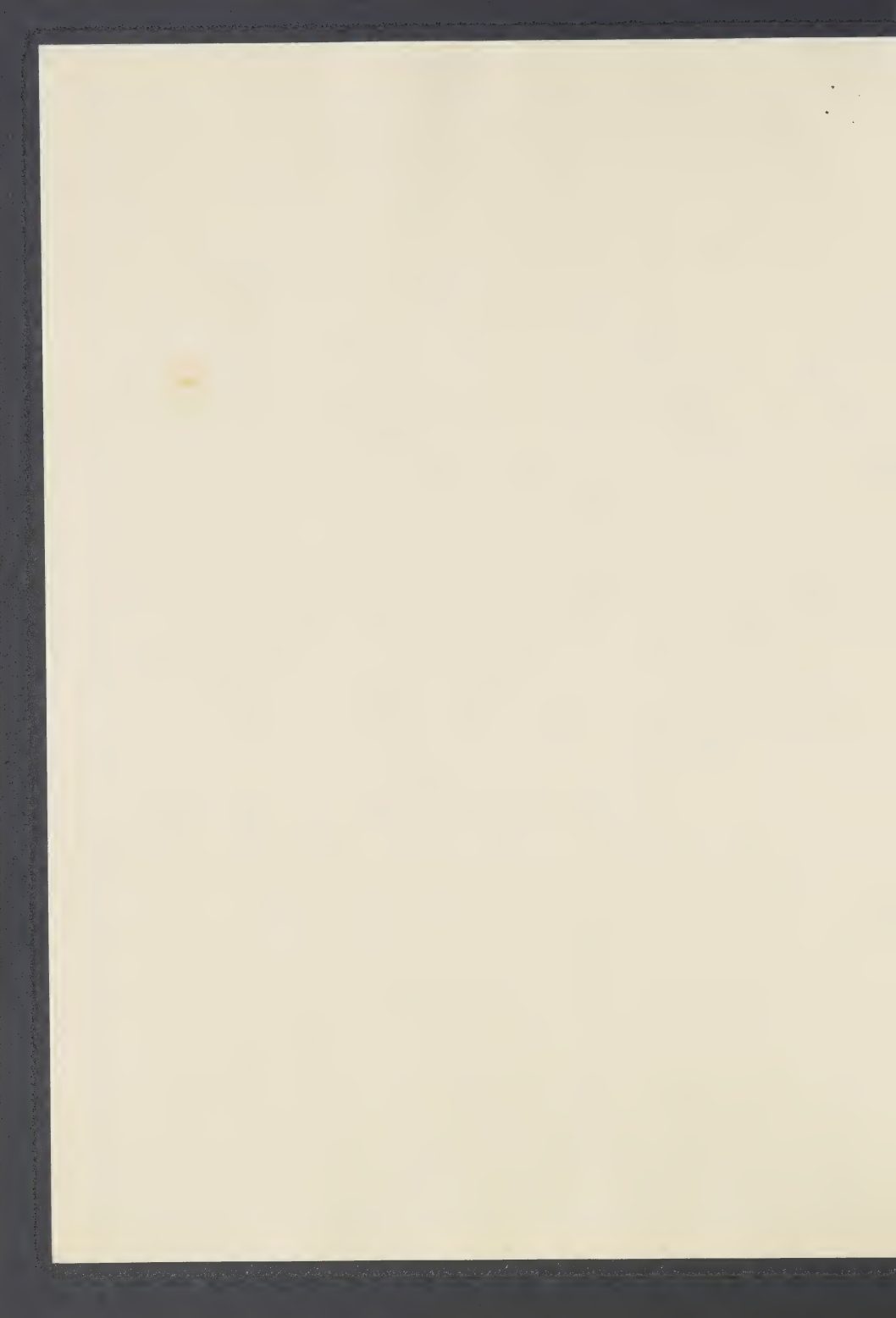
The ball is now in your court, for the time being, and I look forward to hearing from you.

with best wishes,

yours sincerely,

A handwritten signature in cursive script, appearing to read "John Smith". The signature is written in dark ink on a light-colored paper. The first name "John" is written with a large, sweeping initial 'J'. The last name "Smith" is written in a more compact, cursive style. The signature ends with a long, horizontal flourish.

copies to
Dr Bader
Dr Smith, Principal
Mrs Jane Whistler.





ALFRED BADER FINE ARTS

DR. ALFRED BADER

July 30, 1993

ESTABLISHED 1961

Mrs. Jane Whistler
Herstmonceux Castle
Hailsham, East Sussex
England

Dear Jane:

I am puzzled by the reply of the editor of the Queen's Alumni Review in the May issue implying the telescopes are no longer in the observatory. My understanding was that all the telescopes, except one, are still in place. However, as they have not been used for years, they could not be used immediately because they would need cleaning and servicing. This is very different from there being no telescopes.

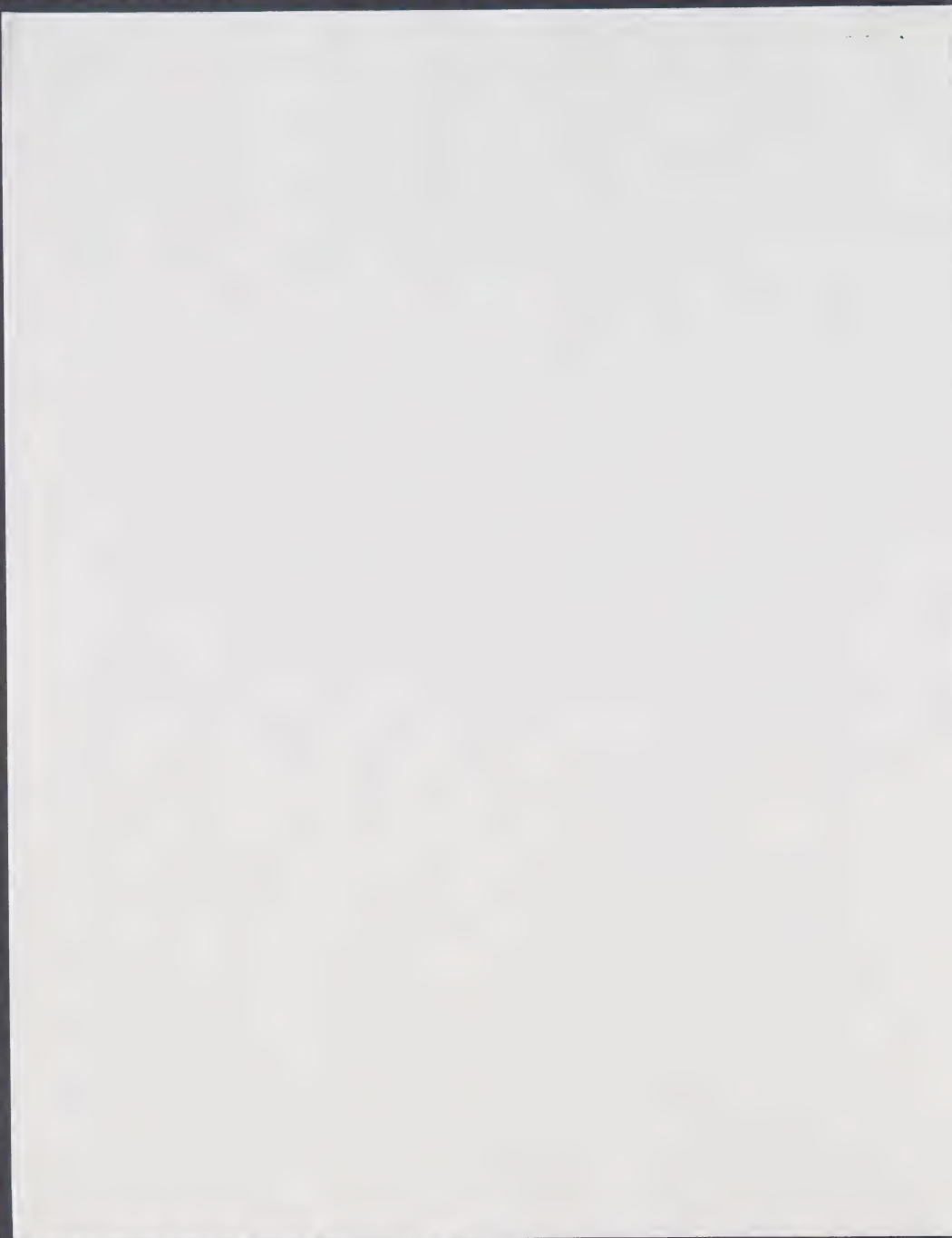
Please do let me know at your convenience, and if the telescopes are still there, please consider writing a letter to the Editor of the Queen's Alumni Review.

Best wishes.

As always,

Enclosure

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



LETTERS

The observatory at Herstmonceux

Re: *A Castle Fit for Queen's*, (Mar.-Apr. pg.12)

How wonderful to read of the marvelous gift to Queen's from Isabel and Alfred Bader! Just to read about the beginning Alfred had at Queen's is almost like a fairy tale in itself, so his gift is very much in keeping with his life. The plans for future use of the castle sound very interesting.

Just after reading about Herstmonceux in the *Review*, I read an article in the February issue of *In Britain* magazine about Greenwich, the town in England which is the centre of world time. One paragraph from that article was most fascinating, in light of the news about Herstmonceux castle. It read, "In the 1920s the work (from Greenwich) was moved to Surrey and later a new home for the Observatory was created at Herstmonceux Castle in Sussex."

Is this Observatory still being used, and is it possible to visit it?

June Knudsen
Arts'52
Toronto, Ont.

(Unfortunately, the telescopes at Herstmonceux are no longer in use. The Royal Greenwich Observatory moved there in 1948, and during the next 41 years, a total of seven telescope observatories were built, as well as an administrative complex. In 1989, however, the Observatory moved to the Canary Islands. The vacant telescope domes and offices are still at Herstmonceux, of course, and while visitors can visit, those who have done so report there's not much to see now-- Ed.)

The World War II history of Herstmonceux Castle

What a thrill to me personally that a Queen's man — Alfred Bader, and his wife Isabel — have made the University the owner of Herstmonceux Castle.

This most notable property is very dear to me. When Field Marshal Bernard ("Monty") Montgomery went to Africa to subdue (which he did) Rommel, I succeeded him as Commander of the Defences of South East England. I made my operational headquarters in Herstmonceux Castle.

The castle dominated the Nazi-held

shore of Normandy from Cherbourg, Le Havre, Dieppe, St. Valery, Calais, which could have served as a base from which to launch an attack on Britain. My marine and air force resources were dispersed from the Isle of Wight to Sussex and Kent.

Seeing the cover of the *Review* (Mar.-Apr.) was a thrill to me of the most exciting magnitude. I cannot properly thank all concerned for: a) the idea, b) the beauty, and c) my personal thrill.

Col. Donald F. MacRae (ret'd)
Arts'29
Kitchener, Ont.

(Donald MacRae served overseas during World War II as an officer of the Stormont, Dundas, and Glengarry Highlanders. He received the Military Cross for gallantry and was wounded at Dieppe, while serving temporarily with the Essex Scottish.)

Human rights director will help us improve

Re: *The Value of Human Rights*" by R.H. Posma, Arts'69 (Mar.-Apr., pg. 3)

I was quite surprised by R.H.

Carol-Ann Alphonse,
Arts'91
Gloucester, Ont.



Castle memories recalled

The *Review's* March-April cover story on Herstmonceux elicited a response from several readers who wrote to share personal memories of the castle. Among them was John Dalton of Kingston, the father of Sarah Dalton, Arts'88, and Peter Dalton, Arts'92. John sent along this photo of Sarah and Peter on a 1978 visit to Herstmonceux. The Daltons were visiting relatives in the village of Herstmonceux when they decided to visit the castle. "It's what you'd picture a castle to be," says Sarah. "The surroundings are beautiful, and on a clear day you can see the English Channel in the distance (For more on the castle, please see our July-Aug. issue, which will feature a selection of color photos by Kingston *Whig-Standard* photographer Jack Chiang.)

Posma's letter berating the need for a human rights director at Queen's. There are many reasons that one might feel such a person isn't needed; some might even be valid. However, Posma's reasoning, that alumni from the 1960s and 1970s were so respectful of the rights of others that they didn't need "a human rights czar" and that they could not possibly have children who would ever show disrespect for others is, at best, an extremely naive delusion.

Attitudes such as Posma's are precisely the reason that Queen's requires a director of human rights. Those individuals who have never had to deal with discrimination often are oblivious to their own actions and those of others around them which may infringe upon another group's rights. Many times, it takes someone like Irène Bujara to point out our shortcomings so that we may improve. We've made great advances since the 1960s. The naming by Queen's of a director of human rights is simply an acknowledgement that we still need to go further.

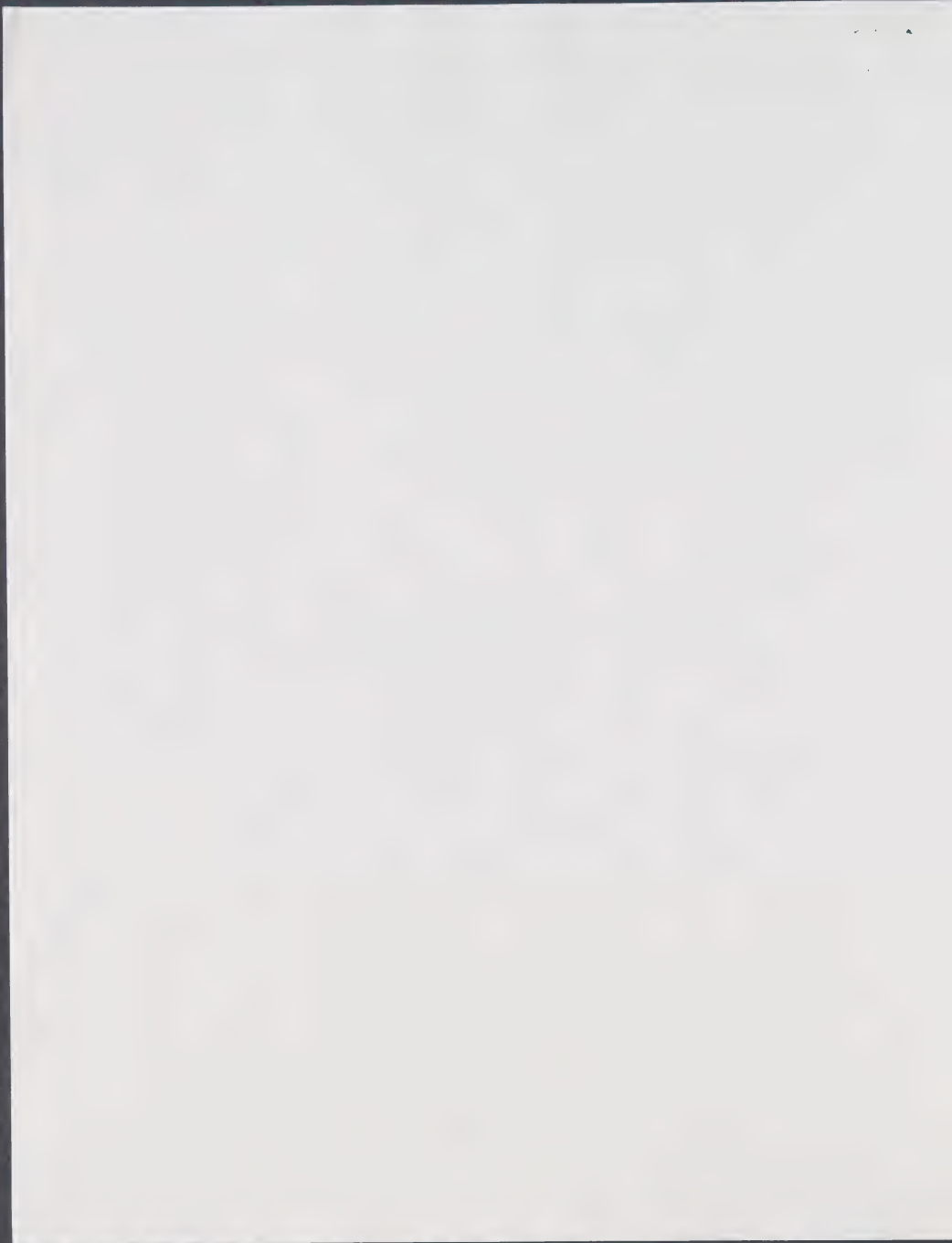
Mutual respect is the key to improving human values

I enjoyed the letter by R.H. Posma and his comments on race relations, sexual harassment, homophobia, alumni from the 1960s and 1970s, and the fact that their generation treated people with respect as individuals. I'd like to add a few comments regarding the era of the 1940s and 1950s.

I was one of a small number of females accepted into a predominantly male class in Medicine in 1944 -- one year after females were fully accepted into Medicine at Queen's. One might think that under the circumstances there'd have been a lot of harassment, and I suppose by today's terms there was. But, I'm not sure who did most of the harassing -- the males or the females.

The difference in our years at college was that we didn't consider it harassment. We considered it as good old-fashioned teasing, good old-fashioned hijinks. It was handed out, accepted, and handed back with humor, good fun, and mutual respect.

We — and I believe I speak for a majority of females of that time — never demanded that the males treat us with



Dr. Alfred R. Bader
2961 North Shepard Avenue
Milwaukee, Wisconsin 53211

July 30, 1993

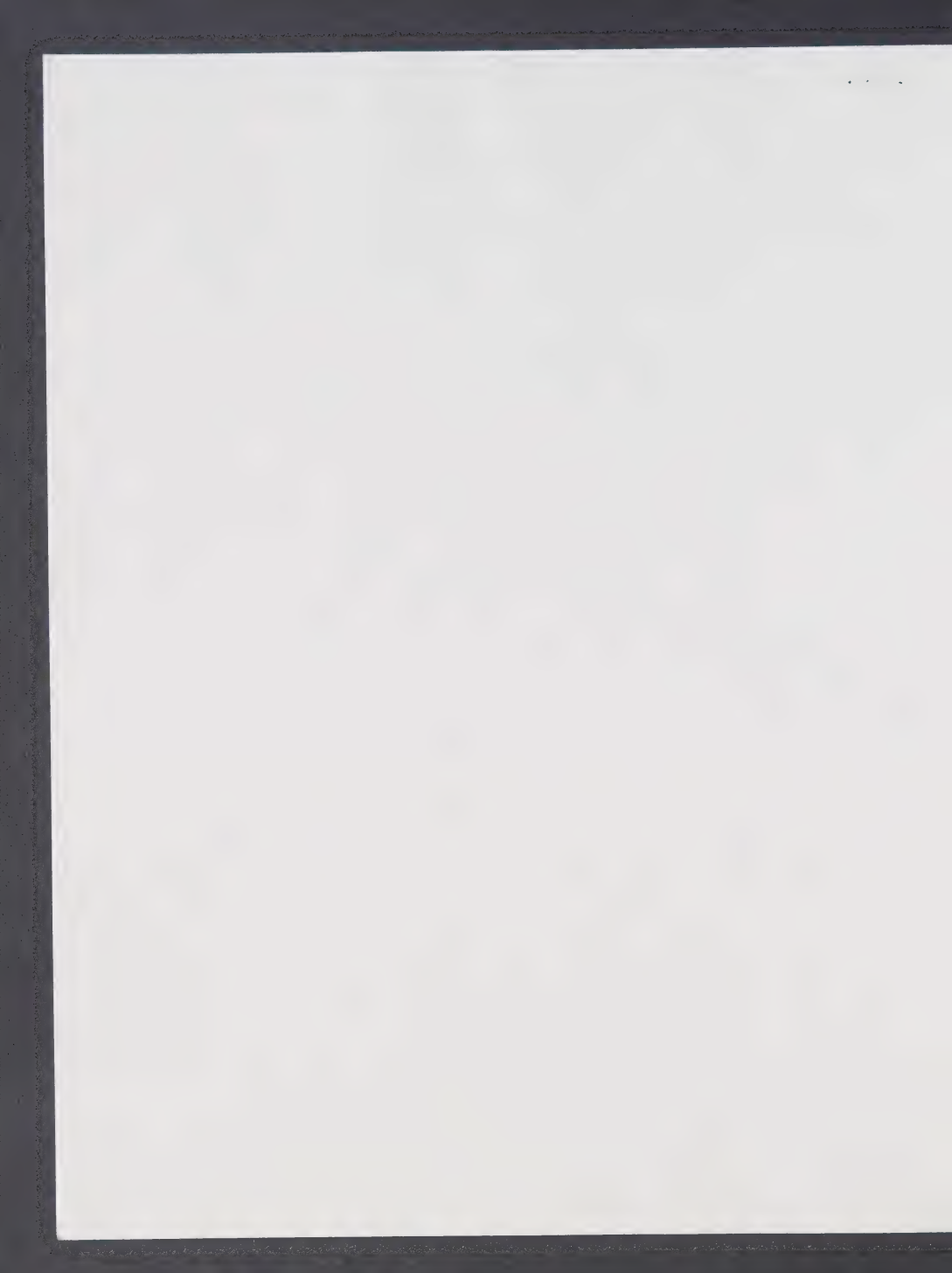
Professor David A. Hanes
Department of Physics
Queen's University
Kingston, Ontario K7L 3N6
Canada

Dear Professor Hanes:

I am sorry that a long trip to Europe, which included the weekend of the opening of Herstmonceux Castle, has delayed my thanking you for your gracious letter of May 18th.

Many thanks for your thoughtfulness.

Sincerely,



Queen's University

527
Department of Physics

Kingston K7L 3N6, Canada

18 May 1993

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

Dear Dr. Bader:

I am writing to express to you my personal excitement over the announcement of your presentation of Herstmonceux Castle to Queen's University. I should perhaps begin by explaining that I am an observational astronomer on the Physics Faculty at Queen's (you may not be aware that we have a full undergraduate and graduate Astrophysics program here), but that my career began with graduate school at the University of Toronto. When I finished my Ph.D. in 1975. I went to Cambridge, England, for a five-year Post-Doctoral Research Fellowship, during which time I had the very good fortune to visit, stay at, and even do some astronomical observing at Herstmonceux Castle on several occasions while it was still the home of the Royal Greenwich Observatory. Consequently, I know the site and its surroundings well; in this respect I may be almost unique at Queen's!

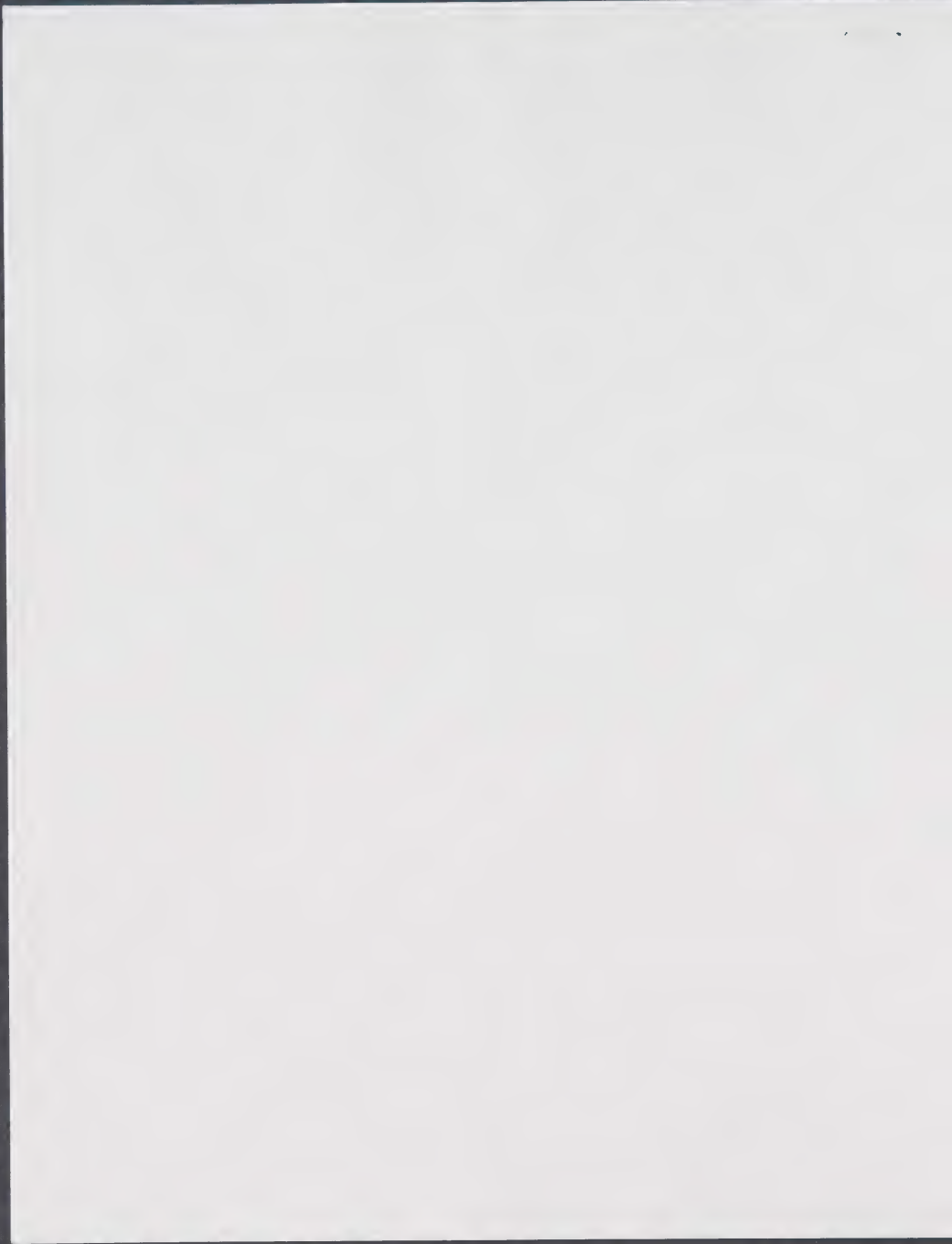
You will understand, then, my enthusiasm for this marvellous gift: there cannot be anyone who has visited Herstmonceux who has failed to be captured by its charms. Indeed, when Dean McLatchie came to my office to tell me of our acquisition, I was momentarily dumbfounded, but quickly recovered to the extent that I was, on that very day, showing my personal slides of the Castle to my large liberal arts Astronomy class and telling them with excitement about it. Subsequently, I wrote Principal David Smith to tell him of my thoughts - and also to encourage the prospect of perhaps preserving the astronomical heritage which the site represents, although clearly any development along those lines will require considerable thought.

What is clear, however, is that your extraordinarily generous bequest has opened any number of possibilities for the University. As one who knows Herstmonceux and its surroundings well, I can fully understand your feelings about the site, and would like to add my personal thanks to those which you have been rightly receiving from others at Queen's University. I must say that when I left the United Kingdom in 1980 (for four years in Australia, before coming to Queen's) I never once imagined that I would ever again be affiliated with that wonderful place!

Yours sincerely,



David A. Hanes
Professor



FAX FROM

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

July 27, 1993

To: Mrs. Jane Whistler
FAX 011 44 323 832 562

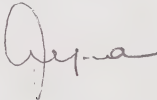
Dear Jane,

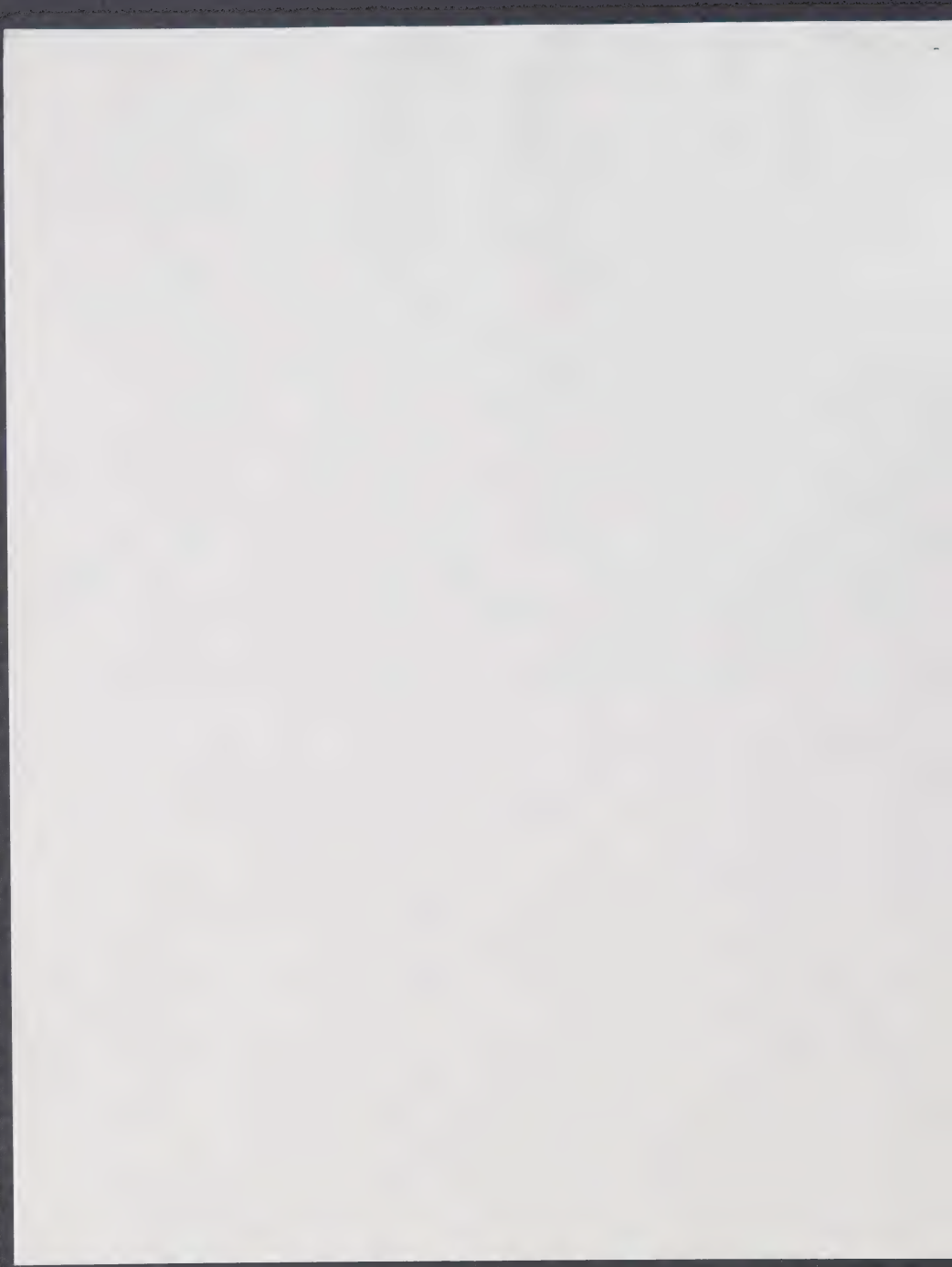
Thank you for your 7-page fax of today.

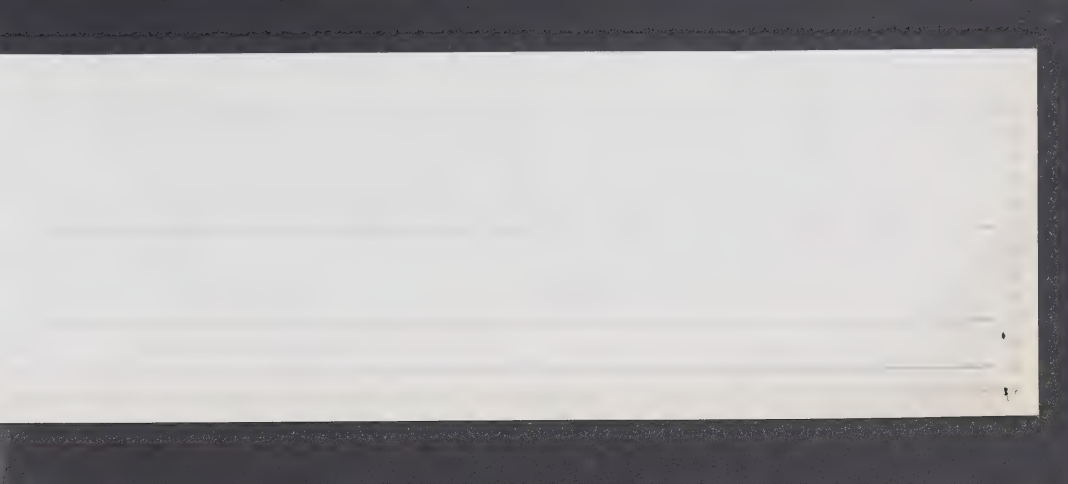
We realized how enormously hard you worked for that wonderful weekend, and these pages just document this so clearly. Please take it easier; we need you.

Regarding Meridian, of course I would be happy to talk to them, perhaps best during our visit to England in November and December.

Fond regards,

A handwritten signature in cursive script, appearing to read "Alfred R. Bader".







The first part of the document
 discusses the general principles
 of the proposed system
 and its advantages over
 the existing methods.

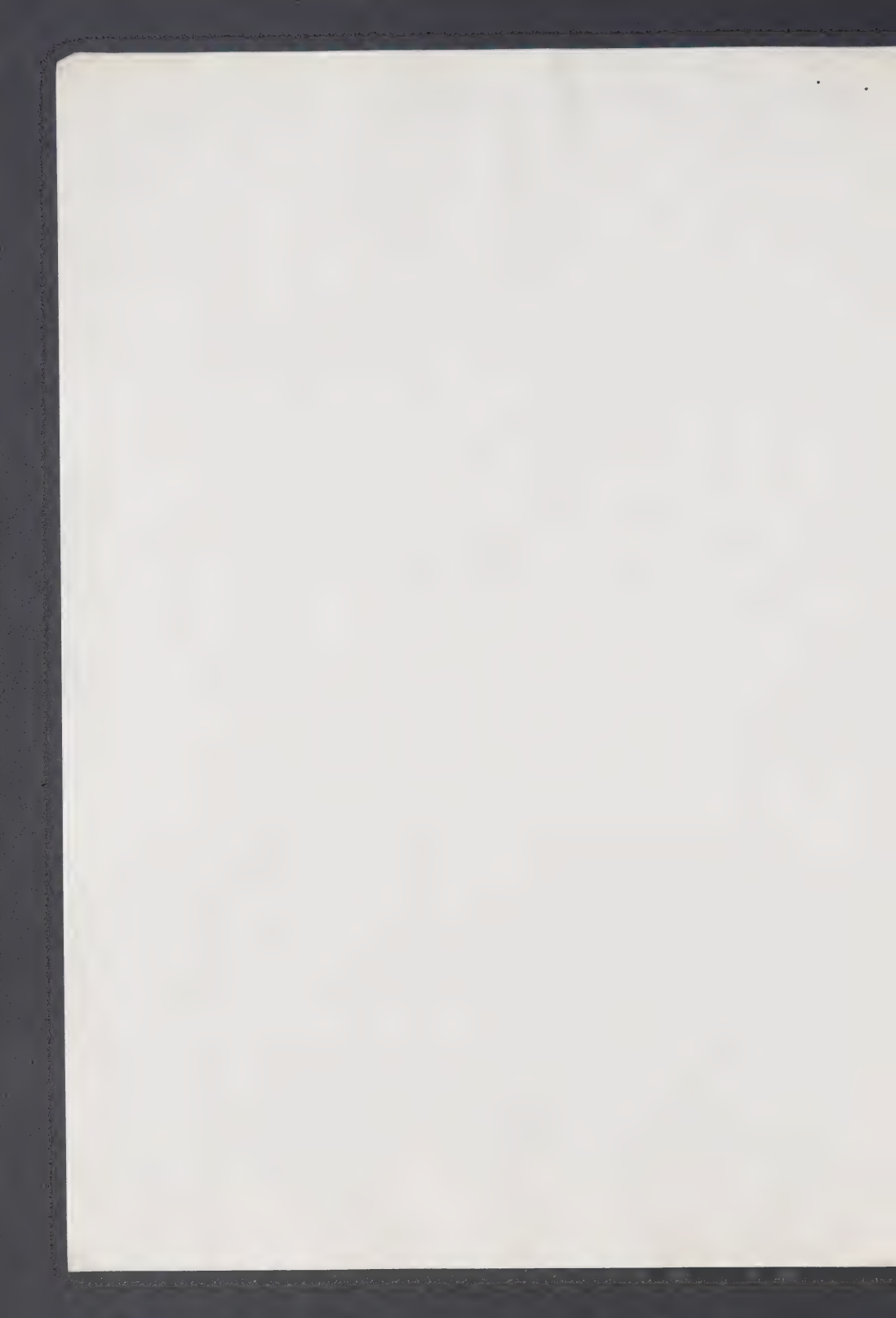
It is shown that the new
 method is not only simpler
 but also more accurate
 and more economical.

The following table shows
 the results of the experiments
 conducted over a period of
 six months.

The results are as follows:
 The new method has been
 found to be superior in
 all respects.

It is therefore recommended
 that the new method be
 adopted as the standard
 procedure.

The author wishes to express
 his appreciation to the
 committee for their kind
 attention.





The first of these is the fact that the American Medical Association has been successful in its efforts to secure the passage of the Federal Food and Drug Act, which has placed under the control of the Federal Government the sale of all drugs and medicines. This is a most important step in the history of the American medical profession, and one which has done much to protect the public from the sale of inferior and dangerous drugs.

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THE HISTORY OF THE UNITED STATES

The first part of the book deals with the early history of the United States, from the time of the first European settlers to the American Revolution. It covers the exploration of the continent, the establishment of the first colonies, and the struggle for independence.

The second part of the book deals with the history of the United States from the American Revolution to the Civil War. It covers the growth of the nation, the expansion of territory, and the struggle over slavery.

The third part of the book deals with the history of the United States from the Civil War to the present. It covers the Reconstruction period, the Gilded Age, the Progressive Era, and the modern era.

The fourth part of the book deals with the history of the United States from the present to the future. It covers the current state of the nation and the challenges it faces.

The fifth part of the book deals with the history of the United States from the future to the present. It covers the challenges the nation will face in the future and the role of the citizen.

The sixth part of the book deals with the history of the United States from the present to the future. It covers the role of the citizen in the future and the challenges the nation will face.

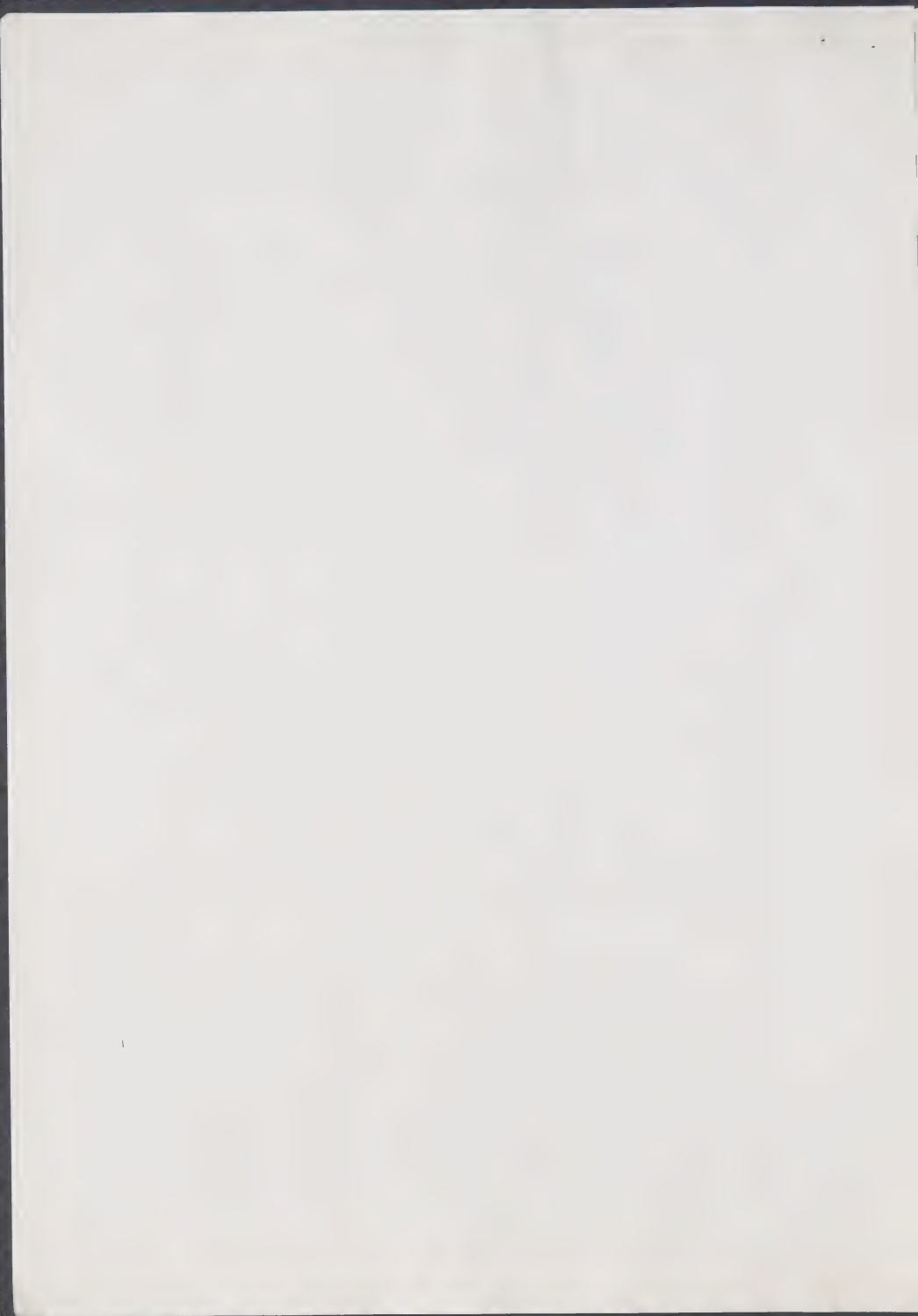
The seventh part of the book deals with the history of the United States from the future to the present. It covers the challenges the nation will face in the future and the role of the citizen.

THE UNIVERSITY OF CHICAGO

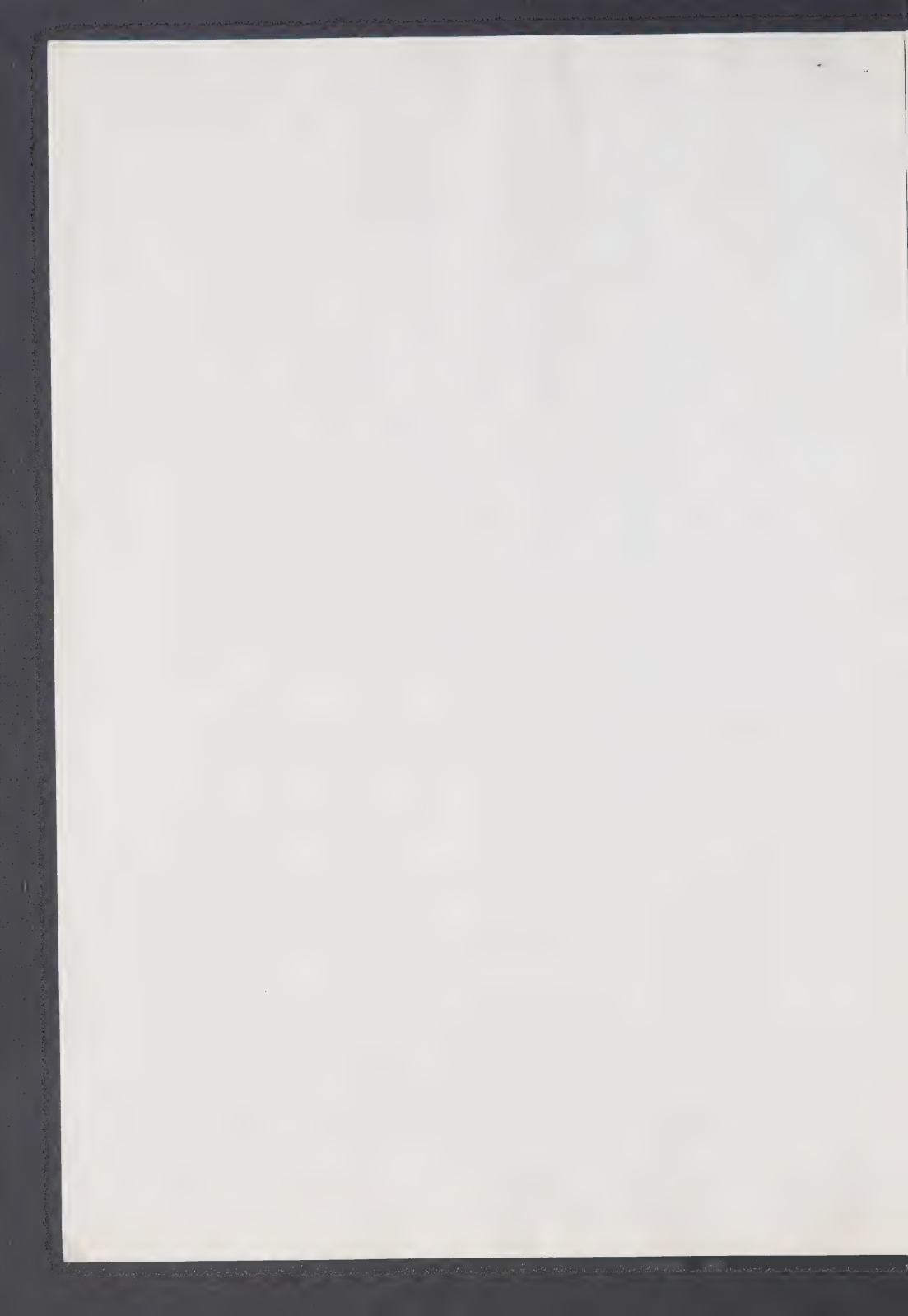
PHILOSOPHY

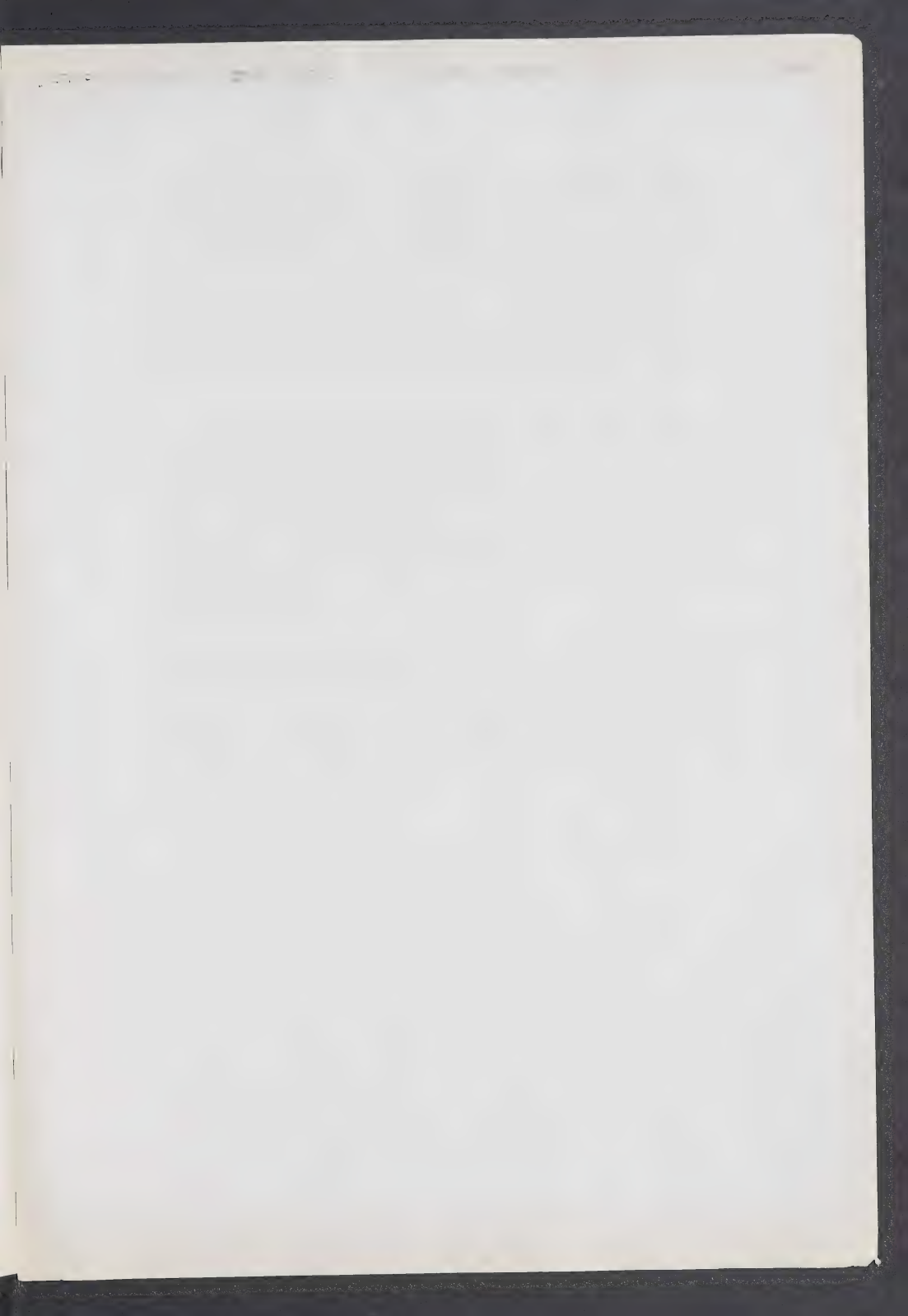
PHILOSOPHY

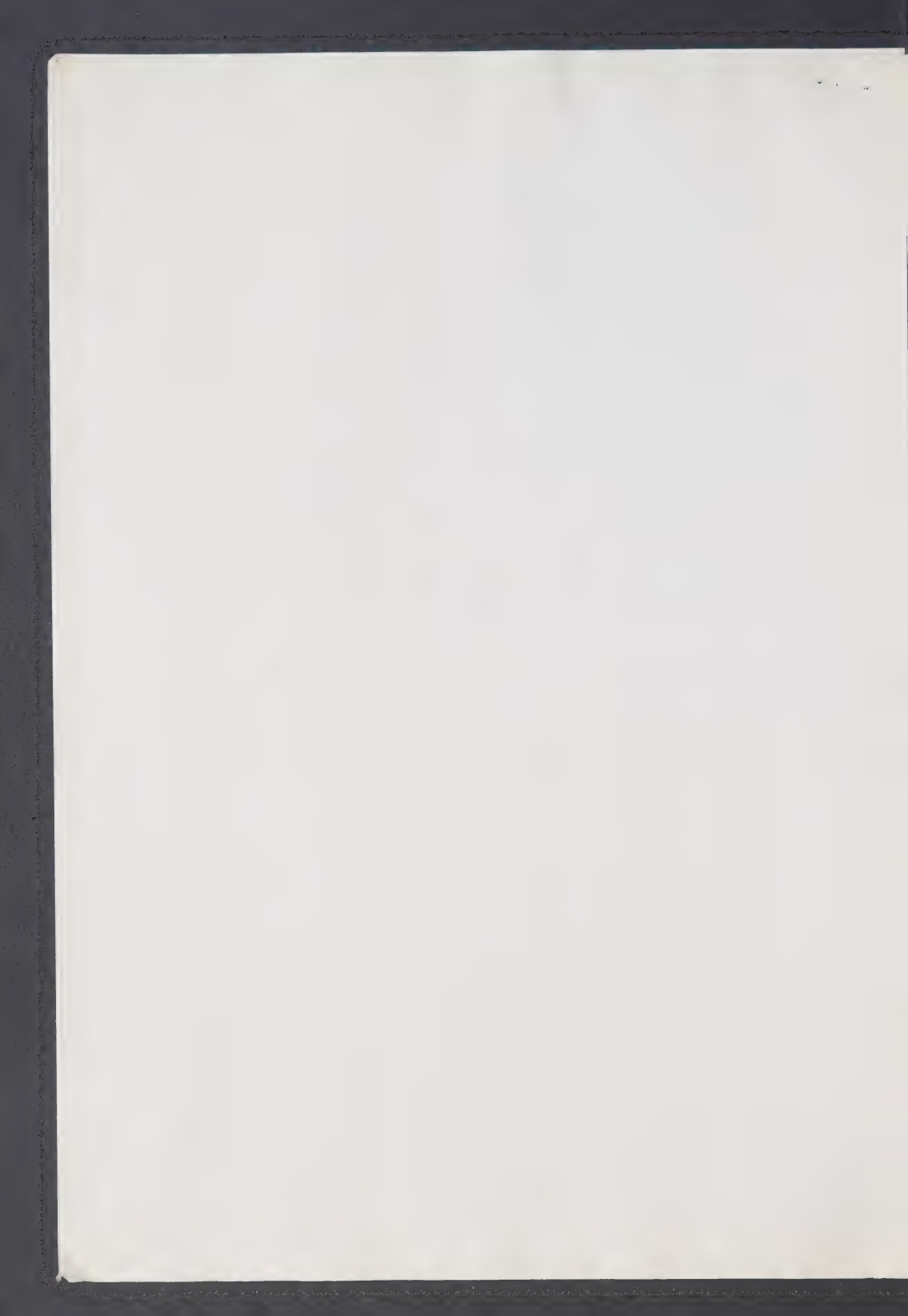
PHILOSOPHY



[The text in this section is extremely faint and illegible. It appears to be a multi-paragraph document, possibly a report or a letter, but the specific words and sentences cannot be discerned.]







OFFICE OF THE PRINCIPAL
Queen's University
Room 206 Richardson Hall
Kingston, Ontario K7L 3N6 CANADA
Phone: 613-545-2200 Fax: 613-545-6838

FAX TRANSMISSION

Dr. and Mrs. Alfred Bader
52 Wickham Avenue
Bexhill-on-Sea
East Sussex TN39 3ER
c/o Mr. M.B. Glynn

011-44-424-730-668

Dianne Snider for David C. Smith
Principal and Vice-Chancellor
QUEEN'S UNIVERSITY

NUMBER OF PAGES: (INCLUDING THIS SHEET) 5

Dear Mr. Glynn,

I would appreciate it if you would contact Dr. Alfred Bader at 424-222-223 to
fax for his attention. Thank you kindly for your assistance.

Yours sincerely,

Dianne Snider

Dianne Snider
Secretary to the Principal

If you do not receive the complete transmission,
please contact Dianne at 613-545-2200





University of Kent
Foreign Office
KTN 8N
Tel: 01474 33333
Fax: 01474 33333

July 10, 1998

Mr. [Name]
[Address]
[City]
[Country]

I am pleased to hear that you are interested in the [Program Name] and would like to know more about it.

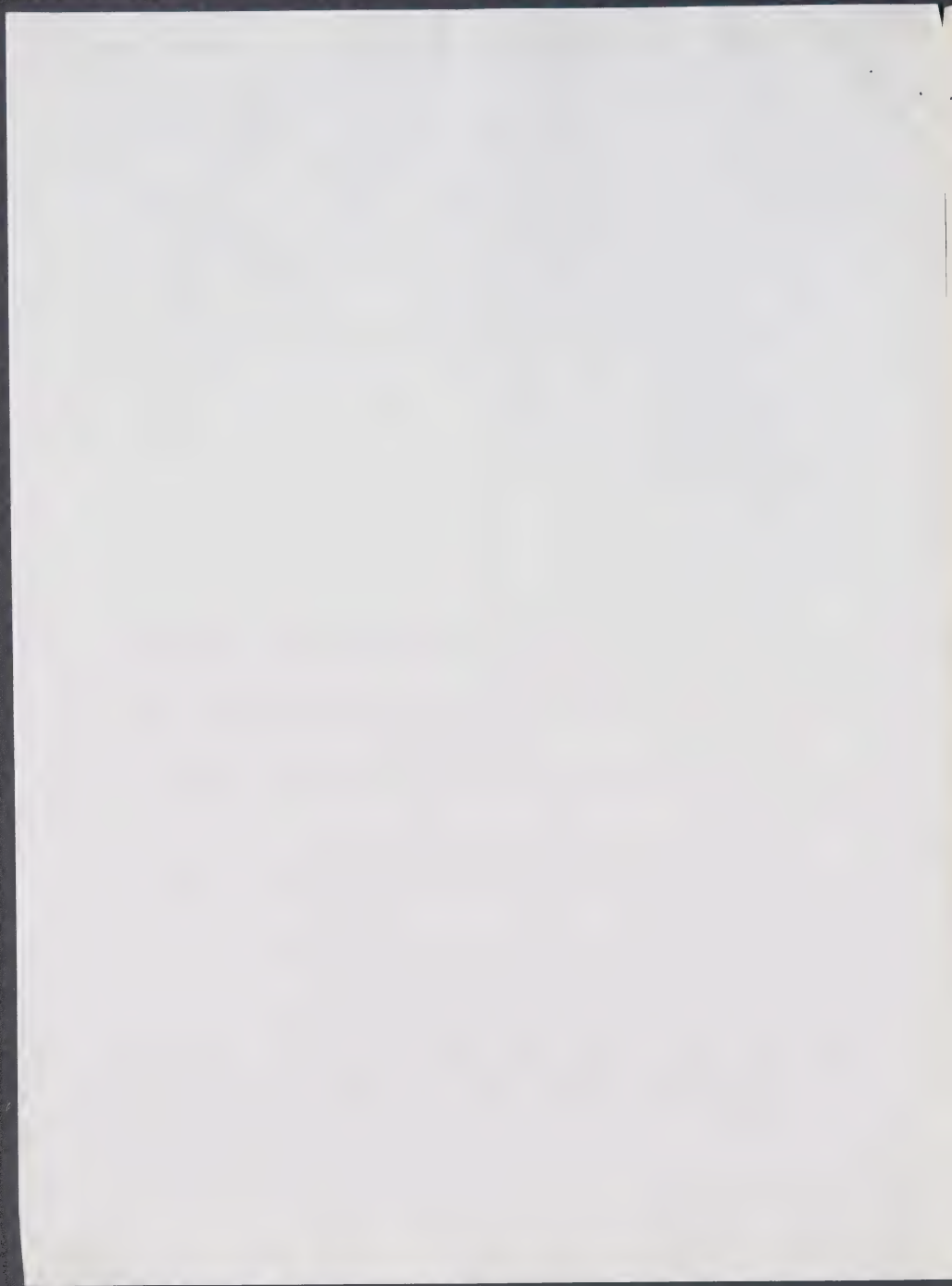
The [Program Name] is a [Duration] program that covers [Subjects].

Our [Program Name] is designed to provide you with a comprehensive understanding of [Field].

We offer a wide range of modules that allow you to tailor your studies to your interests.

For more information, please contact our [Department Name] at [Phone Number].

Yours faithfully,
[Name]
[Title]



Published by the American Medical Association, 535 North Dearborn Street, Chicago, Ill.

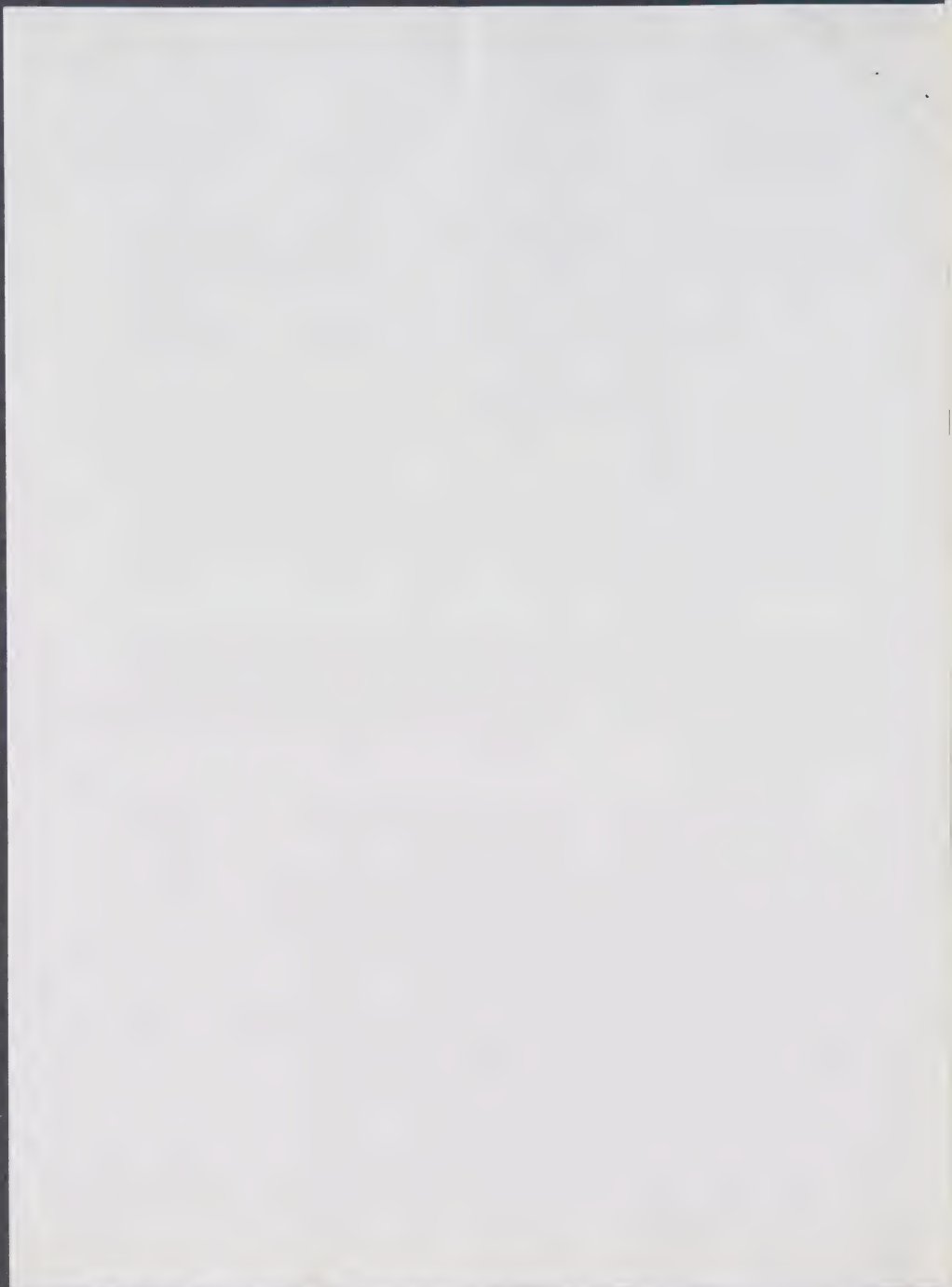
Subscription price, Five Dollars per Annum in Advance. Single Copies, Fifteen Cents. Entered as Second-Class Matter, October 3, 1911, under Post Office No. 384, Post Office at Chicago, Ill., Post Office of General Delivery. Accepted for mailing at special rate of postage provided for in Act of October 3, 1917, authorized on July 16, 1918. Postage paid at Chicago, Ill.

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2

4

11/11/13

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...is confirmed as one of the four areas of... needs.

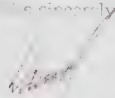
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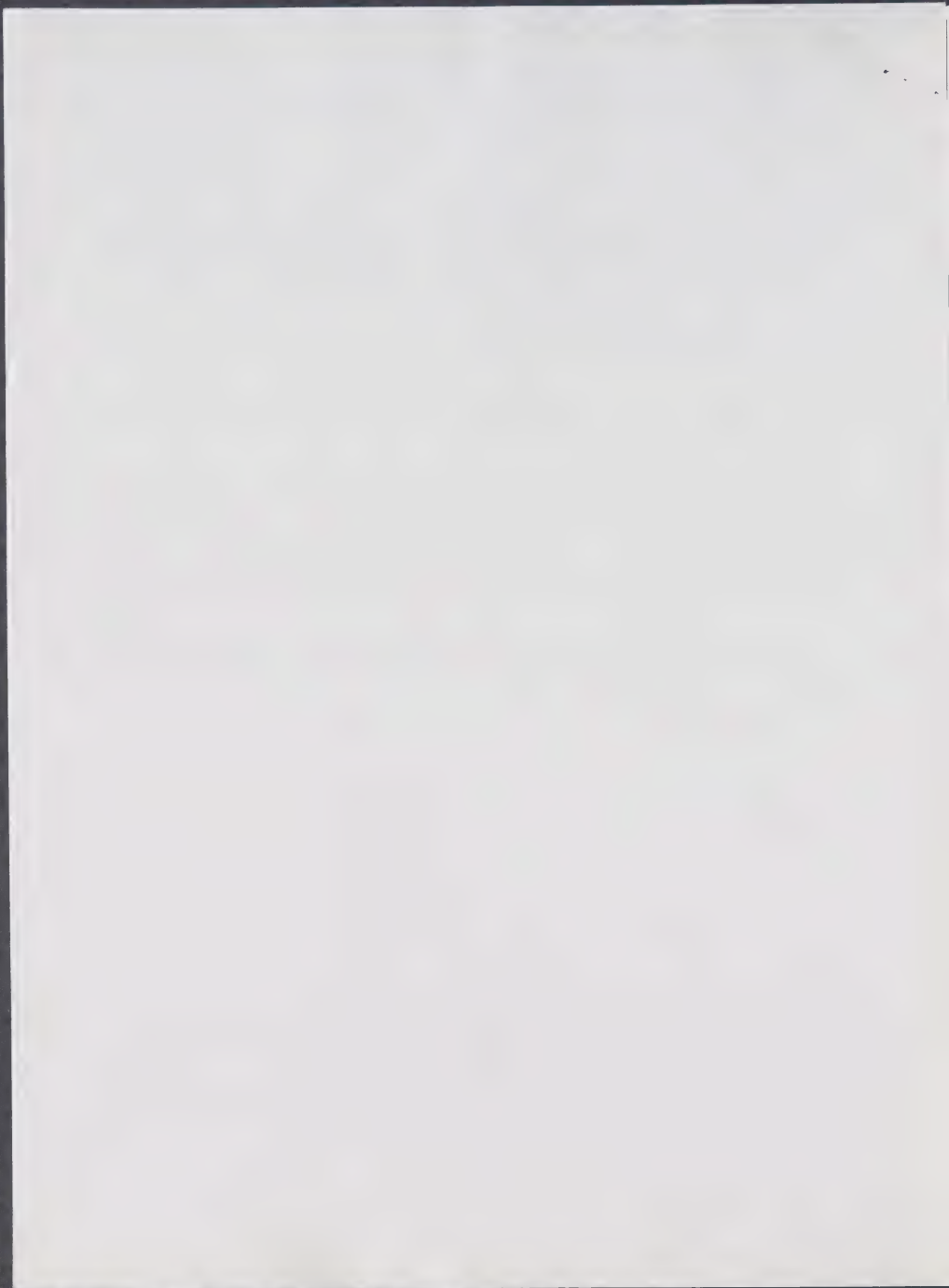
...to moving both projects to completion - if at all... The Bader generosity has created...

...SIGNS OF COLICITIS ABOUT OUR... these things

Very sincerely,

Deborah...
ViewContact

L

...research to reduce the... complex... center... with...





DEPARTMENT OF PHYSICS
STIRLING HALL
Physics
Engineering Physics
Astronomy

Queen's University
Kingston, Canada
K7L 3N6
Tel. 613 545-2707
FAX 613 545-6463

May 21, 1993

Dr. Alfred Bader
Alfred Bader Fine Arts
Astor Hotel Suite 622
924 E Juneau Ave
Milwaukee, Wisconsin 53202

Dear Dr. Bader:

While in England two weeks ago Mrs. Stewart and I visited Herstonceux Castle Estate. In the absence of Mrs. Jane Whistler, Mr. Keith Newman, the Estate Manager for many years gave us a grand and informative tour of the grounds and the Castle itself. It was a beautiful day with the foliage out and the gardens in full bloom.

What a lovely gift you have made to Queen's University!

Yours sincerely,

A handwritten signature in cursive script that reads "A.T. Stewart".

A.T. Stewart
Professor of Physics

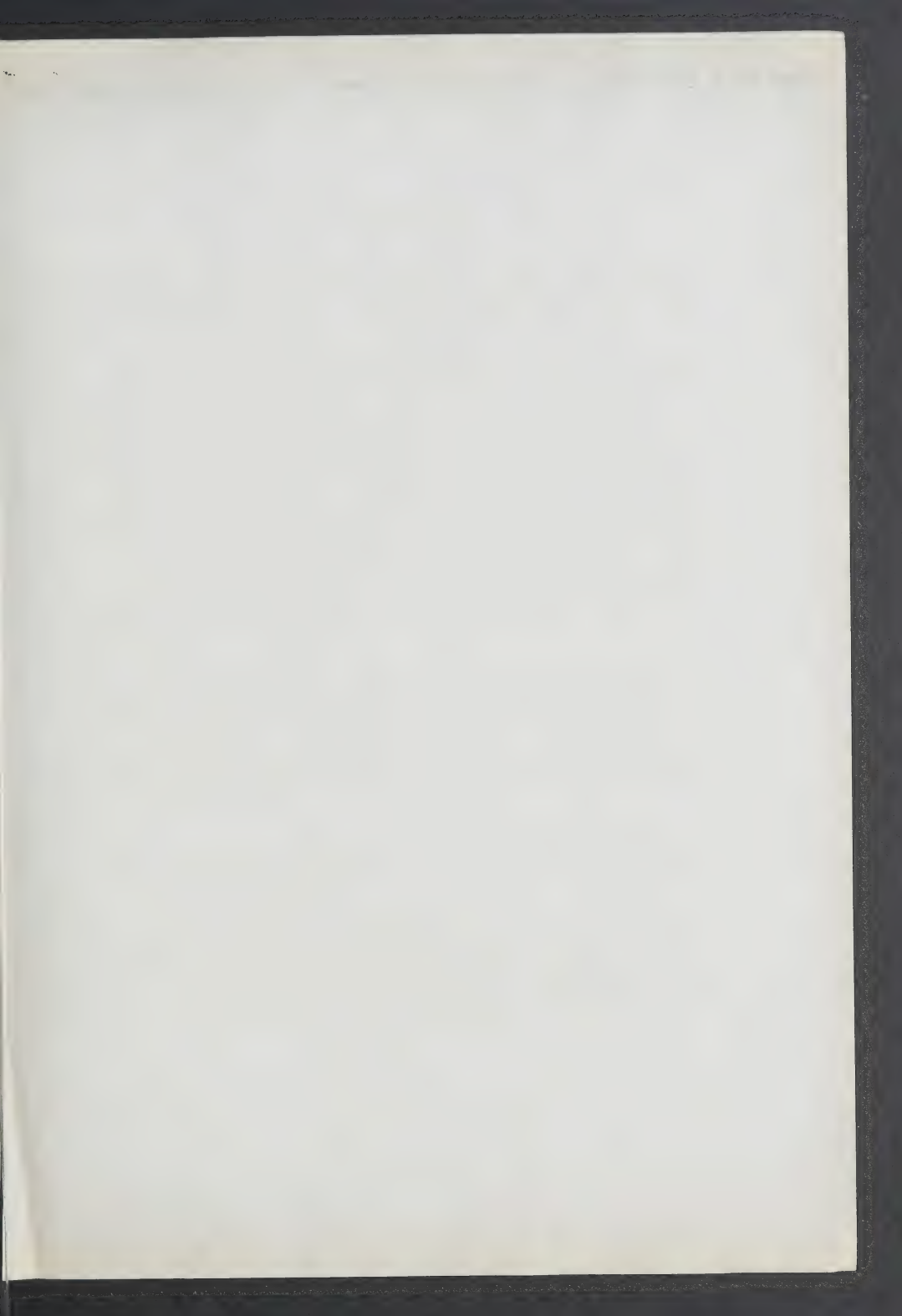
ATS/msm
cc: Principle D.C. Smith

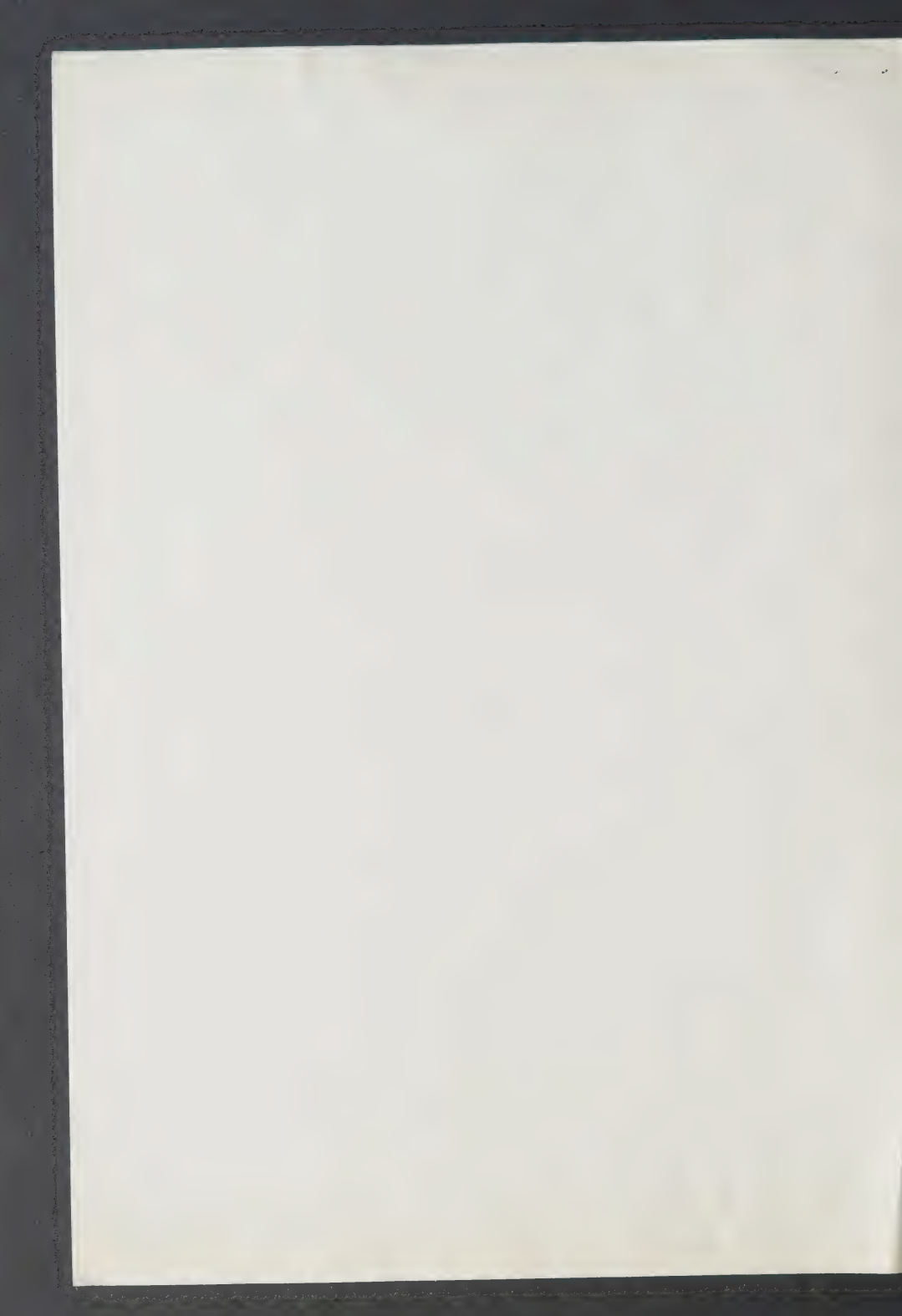


B+

Rec'd 5/1/93
9:55 AM







QUEEN'S UNIVERSITY
HERSTMONCEUX CASTLE
HAILSHAM
EAST SUSSEX BN27 1RP
Tel/Fax: 0323 833913

FAX TO: Alfred Bacher
FAX NO: 0101-414-277-0709 DATE: 21/5/93
FROM: Jane Whistler PAGES: 1 of
RE: Opening celebrations

MESSAGE:

You must be about to head for Europe. I met the Oppins + Blaustein's last week and they were thrilled to see the castle. We are planning a press release before the official opening celebration on the 11th July, with a meeting for the press, at the castle, on Thursday the 8th July, which we would hope you + the Smiths would be able to attend. I wanted to check that you would approve of what is written and that it is accurate. You and Isabel are free, of course, to write what you choose + send it to us here. Hope to see you soon
Jane



63

**Queen's University Memorandum
Office of the Vice-Principal (Resources)**

To: Board of Trustees

From: David T. Barnard
Associate to the Vice-Principal (Resources)

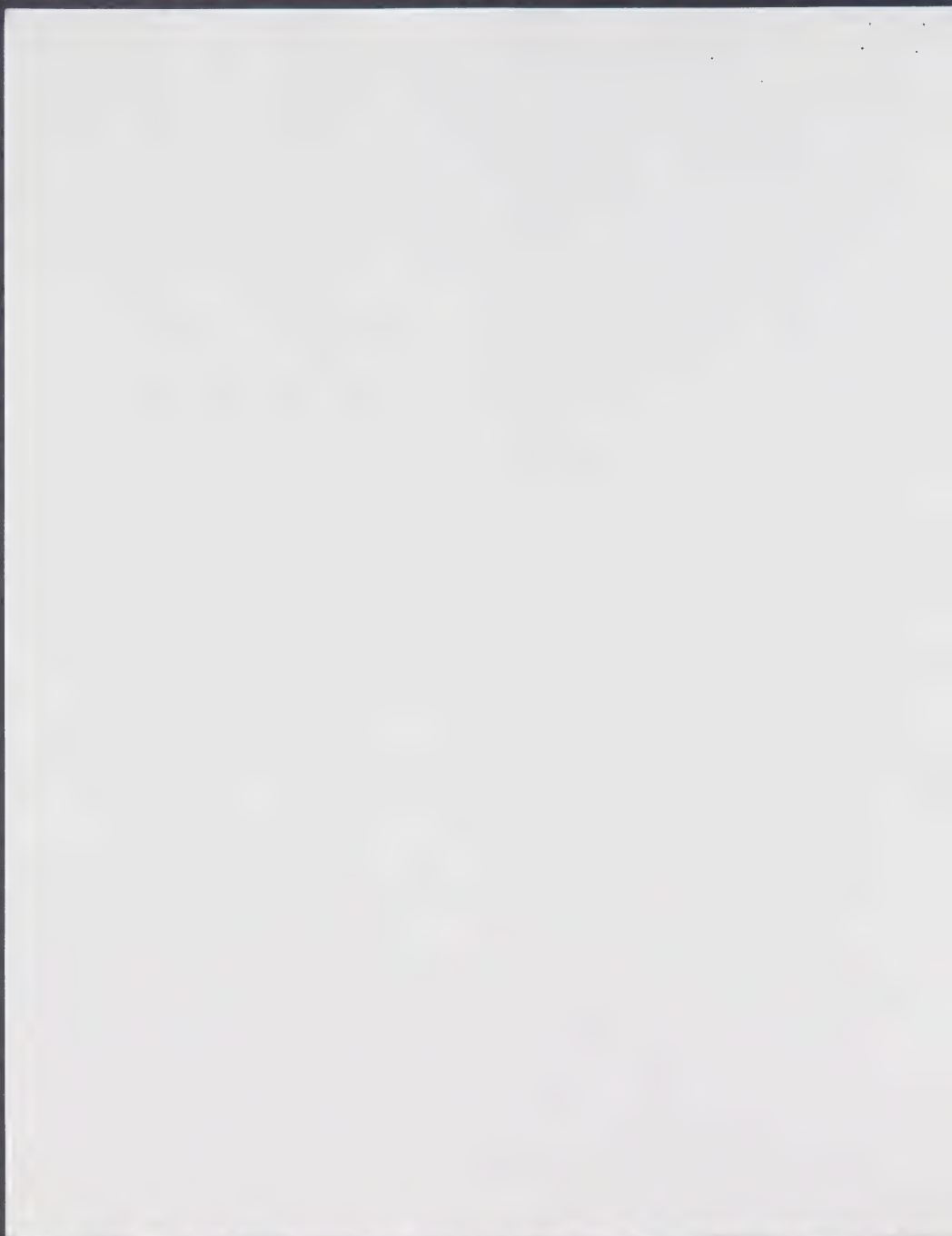
Date: May 6, 1993

Subject: Herstmonceux Castle Estate — Status Report

There are several aspects of the Herstmonceux project beyond the plans and budgets that Dr. Yeates will discuss in his report at the Board meeting. This note summarizes the developments to date. In general, the project is proceeding well; although some aspects have taken longer than had been expected, there have been no major difficulties. These are some important parts of the project:

- The "offer to purchase" signed in December is being elaborated into a detailed contract between the University and the bank operating on behalf of the receiver.
- Since we intend to use the Estate for a new purpose, we require formal planning permission from the local district council. Since the Castle itself is a Scheduled Ancient Monument, the process is complex and requires approval from many bodies including Cabinet.
- The buildings—the Castle for the academic program and the West Buildings for accommodating students and conferees—must be renovated for our purposes.
- For legal and tax purposes a formal organization is being established as a charitable trust in England to hold and administer the property.
- An organization is being put together and staff are gradually being taken on to carry out the various tasks required. We are only adding staff members as they are required.
- Administrative policies and procedures are being put in place.
- The grounds have traditionally been open to the public for a fee. With the cooperation of the receiver, we are re-opening this summer.
- A group with experience in running a hands-on science centre is negotiating to use the Equatorial Buildings (the collection of domes, telescopes and workshops) for another such location. Since we have no plans for these buildings (and no budget to make use of them) this seems a good fit.
- The project is attracting a good deal of attention in the media. Various staff members have been involved in getting the news out.

Attached to this note is the Academic Plan that forms the basis of the work on the project. Since some of you are aware of some of the developments mentioned above, I have also attached an appendix giving sufficient detail to convey a relatively complete picture. I am unable to be at the Board meeting (I will be at Herstmonceux) so Heather Ball from my office, can supplement these notes with explanations of any of these matters, or I would be happy to speak with any of you after I return.



Academic Plan

Mission

To enhance Queen's University's role in international education and research.

Academic Goals

1. To provide opportunities for undergraduate students to gain a more international education, particularly with respect to Europe and the European Community.

This will be achieved primarily through:

- (a) a "third year (or one term) abroad" that is integrated with regular Fall and Winter semester programmes at Queen's University;
- (b) Spring and Summer courses of more general interest that will also provide academic credits from the University;
- (c) non-credit courses with local and international focus.

The courses offered in the Fall and Winter terms will be clustered into groups of collateral disciplines, and over a three or four year cycle the clusters will include courses in the fine arts, humanities, commerce, education, and the social, physical, biological, life, and applied sciences. Spaces will be available to students from Europe and the rest of the world.

2. To develop internationally-oriented "executive", professional, and special interest courses and programmes.

It is envisaged that these activities will be held during the Spring/Summer period.

3. To provide a venue for focussed conferences and colloquia that will bring together scholars from around the world.

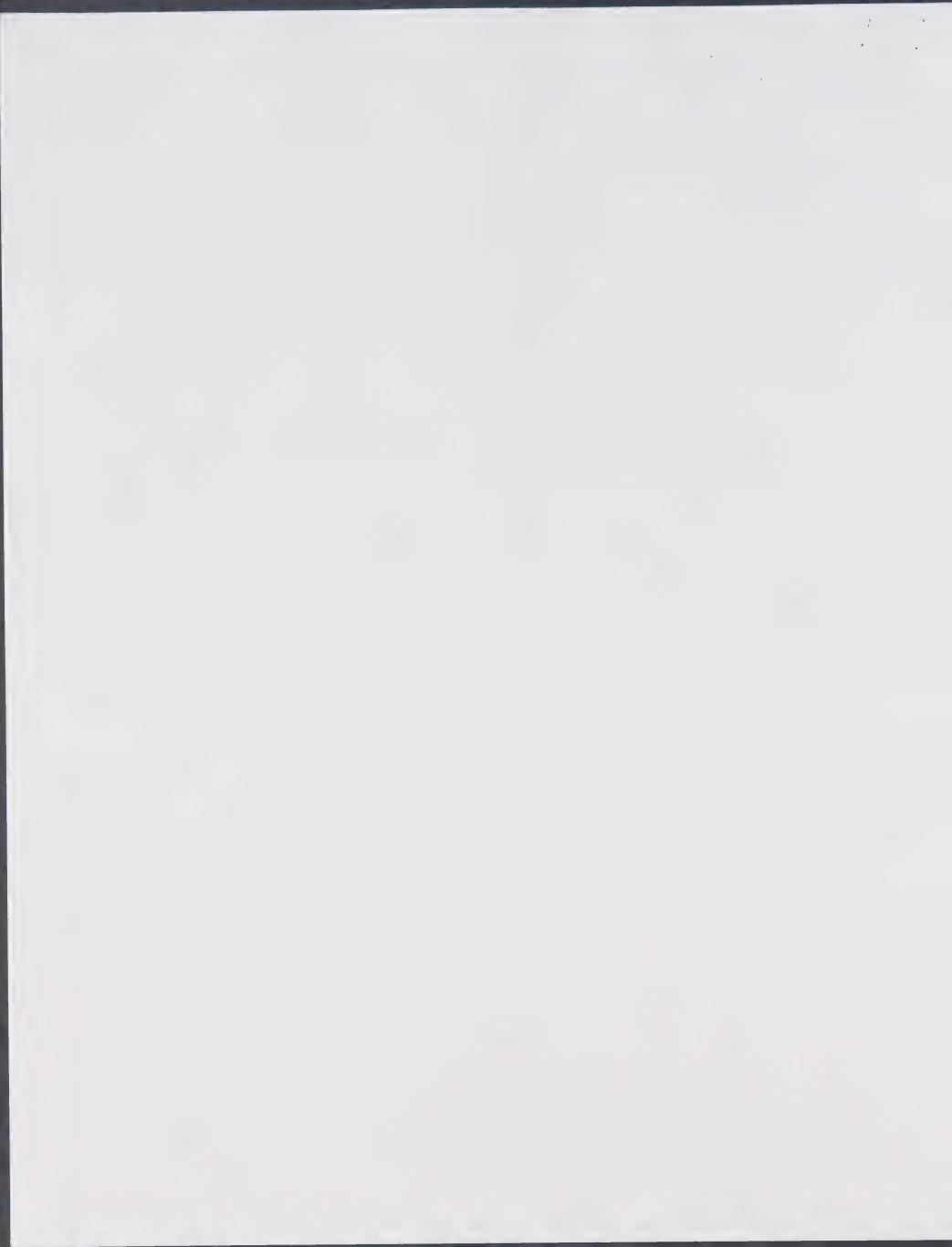
These activities will be interleaved between the regular terms.

4. To enhance the educational and social environment for the local community through increased accessibility, public lectures and seminars, and the provision of facilities for a possible science centre and/or planetarium.

A science centre and/or planetarium will need to be self-funded.

5. To establish a base for graduate students and faculty researchers undertaking independent or collaborative work in the United Kingdom and/or Europe.

6. To provide a "meeting place" that will promote interaction between students and researchers from Canada with those in Britain and Europe (and the rest of the world).



Detailed Status

Developing a Contract With the Receiver

- This has been a difficult negotiation so that the contract is still in draft form, not yet signed.
- Mr. David Shankland (Lovell White Durrant) and Mrs. Jane Whistler (Associate Director/International Study Centre) will meet with Mr. Justin Salkeld and Mr. Oliver Buckley (of Guinness Mahon and Company Limited) the 1st week of May, 1993 to resolve outstanding points of principle.
- Mrs. Whistler is meeting with Mr. Buckley the 1st week of May, 1993, to continue negotiations on the proposed estimate of running costs for the Estate for 1993, by Guinness Mahon and Company Limited. It is hoped that Queen's University and Guinness Mahon will be able to come to a mutual agreement on the costs by mid-May.
- It is the understanding that Queen's University's contribution toward the running costs and interest payment are due to begin after the 7th June 1993.
- Queen's University has reviewed the insurance policies, and has made arrangements to take on the insurance for the centre as soon as the contract to purchase has been signed. We are placing the coverage with Bradstock Blunt and Tompson Limited, in the UK.

Obtaining Formal Planning Permissions

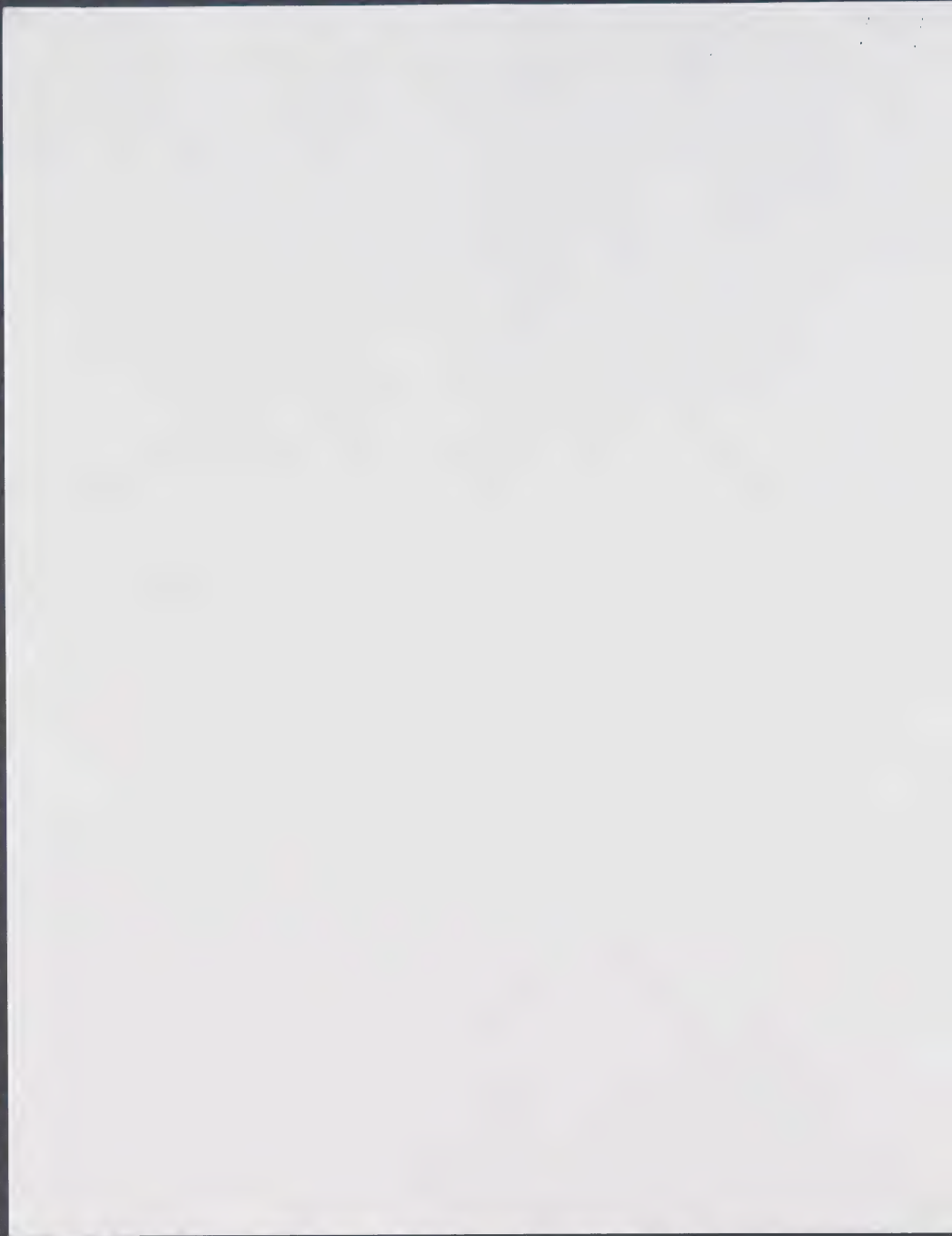
- The application for planning approval ("Statement of Intent and Master Plan for Proposed Change of Use") was submitted to the Wealden District Council, February 15, 1993.
- The University expects to receive approval of the application at the meeting of the Council on May 25, 1993.
- There has been an unexpected delay in obtaining the Scheduled Monument Consent by English Heritage. English Heritage has requested fully detailed drawing and specifications before the SMC will be granted. We do not anticipate any delay in the project due to this request, as the detailed drawings were to be developed as the next stage in any case.

Renovations

- An on-site project manager will be on staff by mid-May. Mr. Tom Morrow and I (in Kingston), along with Mrs. Jane Whistler and Mr. Keith Newman (in England) have short-listed the applications and are interviewing candidates May 11 and 12/93.
- The project's team of consultants will be coordinated and hired after the project manager's position has been filled.
- Detailed planning and renovations are scheduled to be completed by September 1994.

Charitable Trust

- The Herstmonceux Estate property will be owned and operated by a charitable foundation. Lovell, White, Durrant are handling the establishment of the foundation.
- The Charitable Trust Board will comprise three members. They will include the Vice-Principal (Resources), and two Queen's Alumni who are residents of the UK.
- Ms. Vanessa Reburn of Lovell, White, Durrant has represented the University in putting together the documents. She is submitting a legal application to the Charitable Trust, on behalf of the University, the first week of May.



Organizational Structure

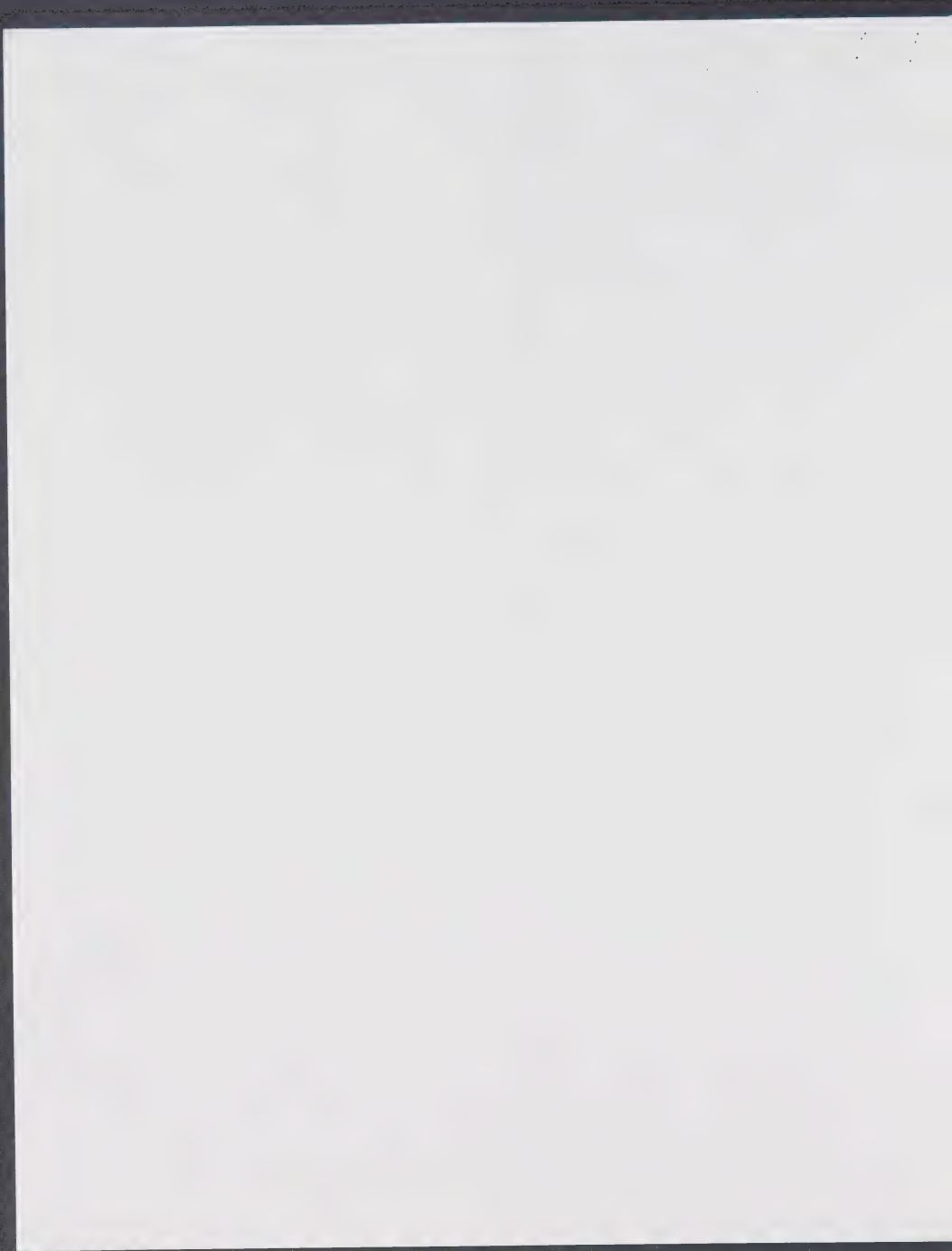
- The International Study Centre is included in the portfolio of the Associate to the Vice-Principal (Resources). Ms. Ball and Dr. Barnard provide day-to-day management of the project.
- Mr. Tom Morrow, Executive Assistant to the Vice-Principal (Operations and University Relations), is working on budgets, liaison with consultants, and other aspects of the project.
- A broadly-based committee oversees the academic developments, while a smaller executive committee provides advice on administrative matters. Both are chaired by the Associate to the Vice-Principal (Resources).
- The appointments that have been made to date are: Executive Director (Dr. Maurice Yeates; still working at the Ontario Council on Graduate Studies, and part-time on this project until some time in 1994); Associate Director (Mrs. Jane Whistler); Estate Manager (Mr. Keith Newman).
- Clerical help at the Castle has been hired on a part-time temporary basis.
- Temporary staff, including gatekeepers, groundsmen, housekeepers are being hired on a contract basis.
- Serious consideration is being given to outsourcing several services that will need to be provided such as the catering, groundwork, security, and housekeeping.

Financial/Administrative/Personnel Planning

- Mr. Timo Hytonen, Director, Human Resources, is reviewing compensation policies and organizational structures at other institutions in the UK. and advising us accordingly.
- Mr. Tom Thayer, Director, Financial Services, is consulting with Peat Marwick Thorne on various financial, tax, and accounting policies in the UK. Peat Marwick Thorne, will be consulted regularly for advice.
- Mr. Ken Low of Financial Services will be visiting England to set up financial and accounting procedures.
- Advice is being sought from Lovell White Durrant on employment law in the UK.
- Contacts have been established with the University of Brighton and Sussex for advice on planning and structure.

Opening the Grounds to the Public

- The grounds of the castle are being opened to the public beginning May 29th, 1993. This will generate revenue for the project.
- A tearoom on the grounds will be open, and souvenir items will be sold.
- There will be an "Opening to the Public Celebration" scheduled for July 11th. The theme of this day is to welcome the community and the public to the grounds of Herstmonceux. A black-tie dinner will be held the evening of July 10th. Invitees to the dinner will include Queen's Alumni, Dr. and Mrs. Alfred Bader, Mrs. Agnes Benidickson, Dr. and Mrs. David Smith, and local community dignitaries. Dr. and Mrs. Yeates, and Dr. Barnard will attend. The proceeds collected for the festivities will go toward student bursaries.
- Gatekeepers and additional groundspople will be hired on a contract basis to maintain the premises over the summer months.
- The grounds will be closed to the public some time in September 1993.

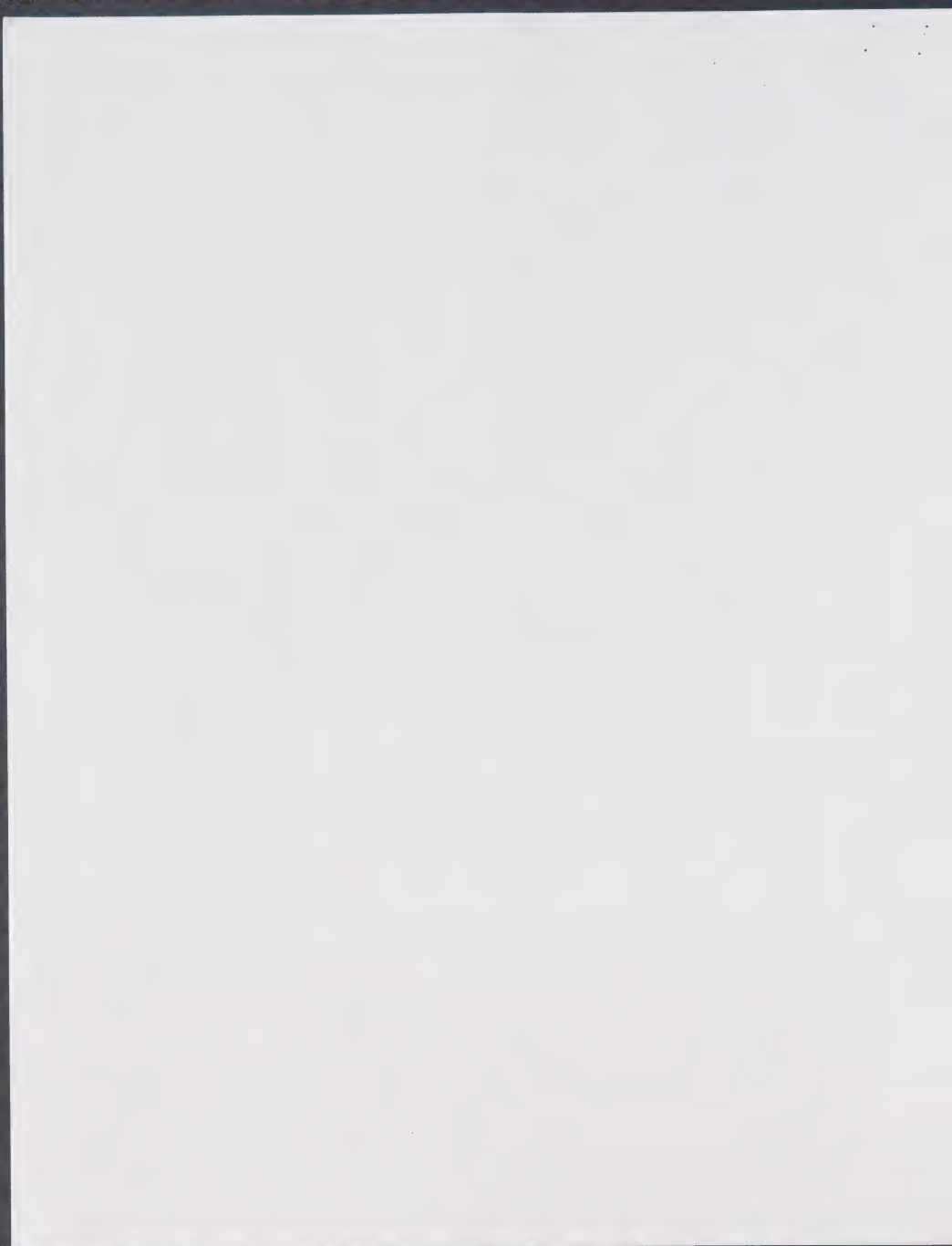


Science Observatory—Equatorial Buildings

- A "General Plan for the Proposed Herstmonceux Science Centre" was submitted to Queen's University by Richard Gregory, University of Bristol, and his colleague Mr. Stephen Pizzey, Director of Science Projects (a charitable organization), for consideration April 25, 1993.
- Copies of the draft Lease, draft Agreement for Lease and draft Application and Court Order for the Science Centre have been forwarded to Queen's University from Lovell, White, Durrant, for our consideration.
- Negotiations with respect to details of the proposed Science Centre are proceeding.

Public Relations

- In addition to the local print and broadcast media, stories about Queen's New International Study Centre have appeared in major Canadian daily newspapers including *The Globe and Mail* and the *Toronto Star*, as well as in broadcasts on national radio and television news programs.
- The story has also received wide coverage by newspapers, radio and television programs in the East Sussex area and in the *Times*, the *Financial Times*, the *Observer*, and the *Daily Telegraph*.
- Illustrated stories have also appeared in: AUCC's *University Affairs*; the *Chronicle of Higher Education*; the *Bulletin of the Association of Commonwealth Universities*; *The International Educator*; and *Ontario's Business* published in the United Kingdom.
- The University has commissioned Mr. David A. Calvert of the Royal Greenwich Observatory to update his booklet "The History of Herstmonceux Castle" by including an additional chapter on the acquisition of Herstmonceux for Queen's University through the generosity of Dr. and Mrs. Bader. This booklet will be sold to the public.



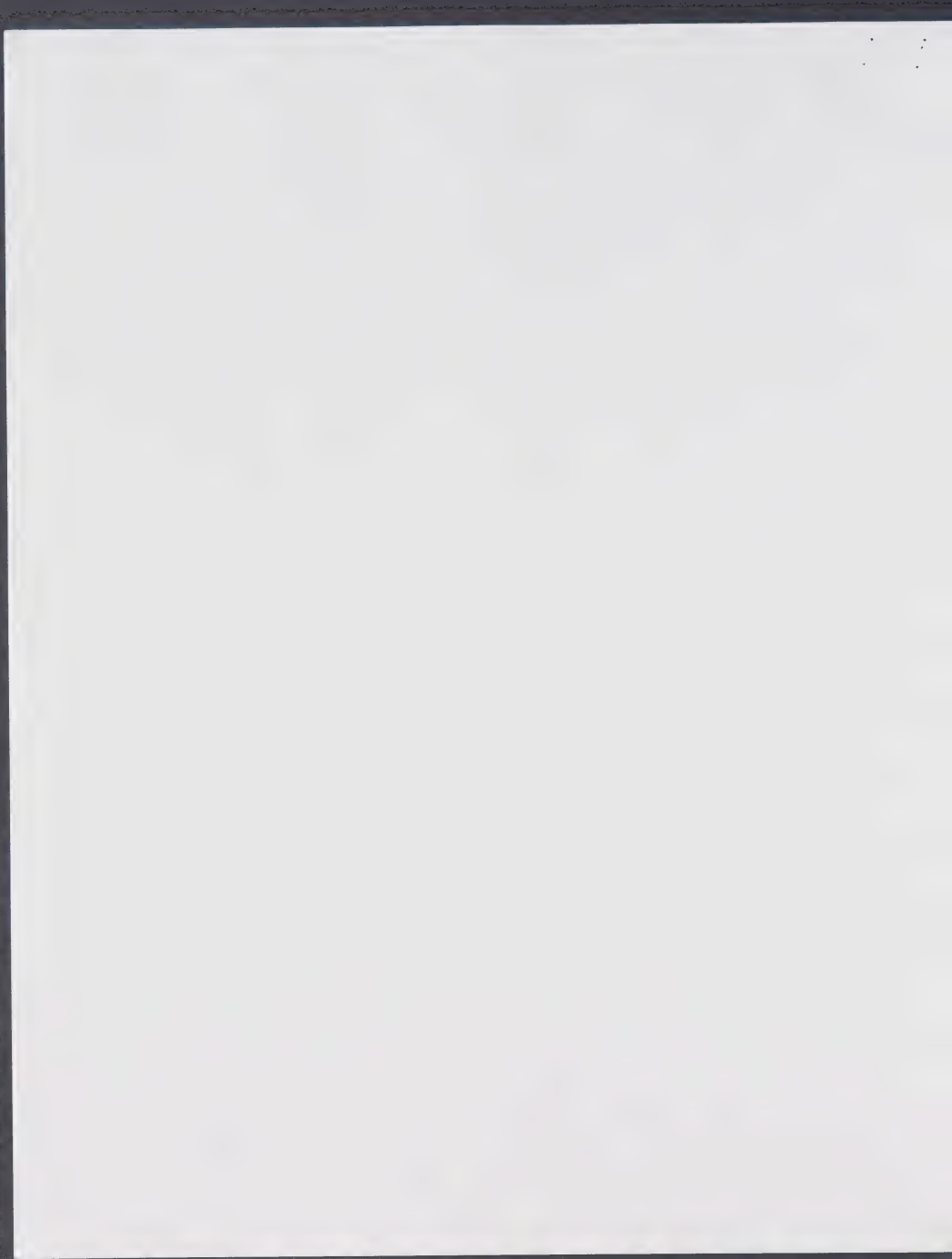
QUEEN'S UNIVERSITY'S INTERNATIONAL STUDY CENTRE
AT HERSTMONCEUX CASTLE ESTATE
Capital and Start-Up Budget
December 1992 — September 1994

EXPENSES

Castle Operating Expenses	1,380,000
Administrative Costs	311,000
West Buildings (Residences)	6,305,000
Castle (renovations etc.)	7,037,000
Grounds and maintenance	40,000
Legal	80,000
Total	\$15,153,000

**CAPITAL
AVAILABILITY**

Dr. and Mrs. Alfred Bader	4,000,000
Loan (\$5.5m for 10 at 8% = 800,000)	5,500,000
Still Required	\$5,653,000
Total	\$15,153,000



**QUEEN'S UNIVERSITY'S INTERNATIONAL STUDY CENTRE
AT HERSTMONCEUX CASTLE ESTATE
Steady State Operating Budget**

REVENUE:

(A) Student Fees:	Fall 250 at \$5,500	1,375,000	
	Winter 250 at \$5,500	1,375,000	
	Spring/Summer 250 at 6,000	1,500,000	
		4,250,000	
(B) Other Fees:	Conferences/Exec programmes:	0	
	Tour Revenue	280,000	
		4,530,000	\$4,530,000

EXPENSES:

(A) Academic Programme:	Faculty (60 term courses)	900,000	
	Services (library, computing etc.)	160,000	
	Administration (incl. E.D.)	515,000	
	Transportation	158,000	
		1,733,000	
(B) Buildings/ and Grounds:	Utilities and Insurance	375,000	
	Security	200,000	
	Grounds	103,000	
	Routine maintenance	70,000	
	Cleaning	149,000	
	897,000		
(C) Food Services:		800,000	
(D) Maintenance:		300,000	
		3,730,000	\$3,730,000
SURPLUS			\$ 800,000

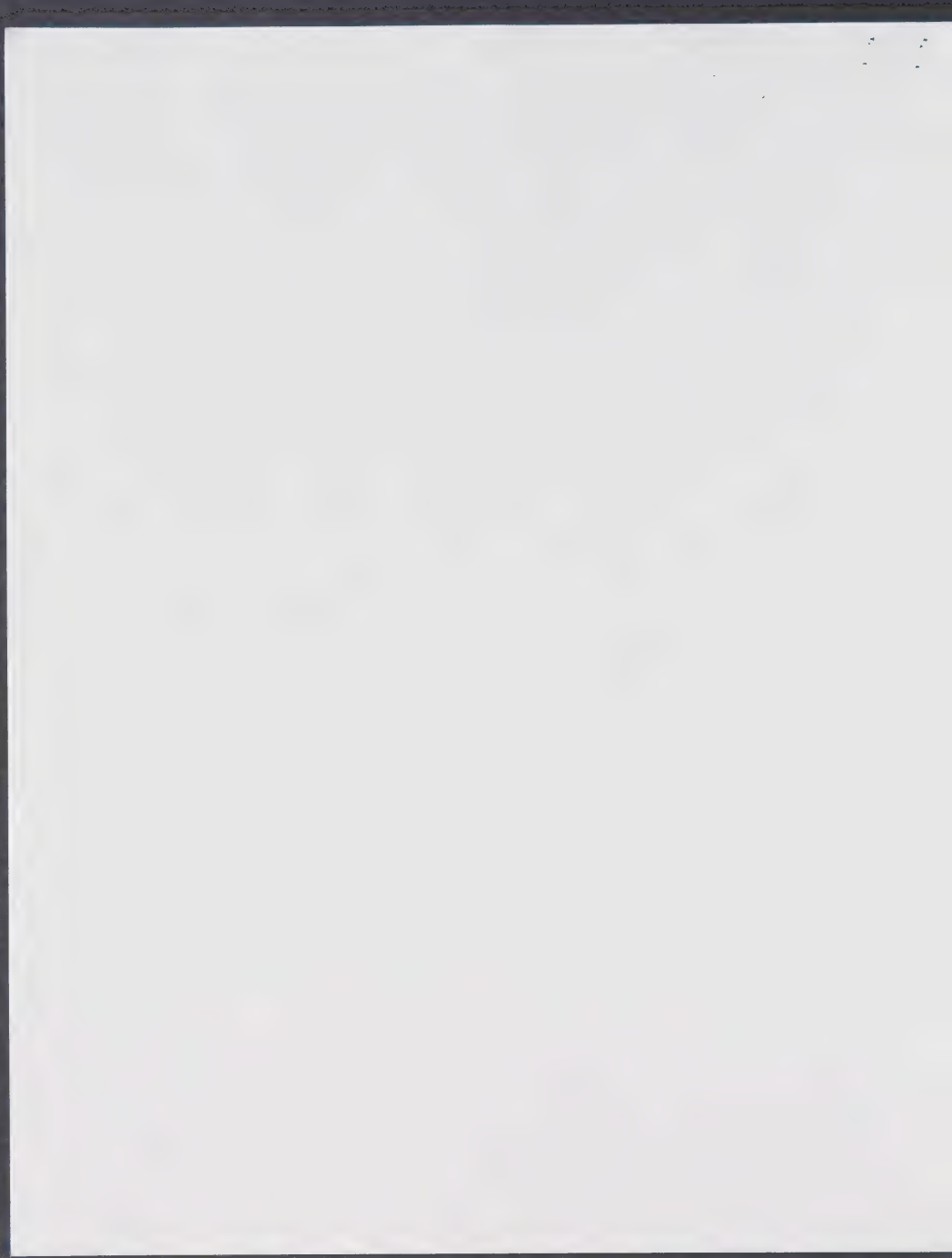
Queen's University's International Study Centre
At Herstmonceux Castle Estate
Fee Comparison Summary - Canadian Universities
May 7, 1993

1. **Queen's University:** Estimated Expenses for First Year Undergraduate Students - 1992-93.
 - (a) **Arts and Science** (Fall/Winter Terms)
Tuition/Residence/Food: **\$8,005**
 - (b) **Applied Science** (Fall/Winter Terms)
Tuition/Residence/Food: **\$8,237**
 - (c) **Commerce** (Fall/Winter Terms)
Tuition/Residence/Food: **\$8,050**

2. **Laurentian University:** Expenses for Undergraduate Students Studying at the Université canadienne en France - 1993/94. The fees **do not** include any meals, or additional benefits.
 - (a) **Arts and Science** (Fall/Winter Terms)
Tuition/Residence/Airfare: **\$9,322**

3. **Memorial University:** Expenses for Undergraduate Students Studying at Harlow - 1992/93. Harlow is not run as a centre with a full range of academic and cultural activities, but rather as rental accomodations. The only services provided to students are accommodation and meals. Comparable costs would be:
 - (a) **Arts and Science** (Fall/Winter Terms)
Tuition/Residence/Food: **\$9,204**

4. **Guelph University:** Expenses for Undergraduate Students studying at London House - 1993/94. The tuition quoted is for **one semester only**.
 - (a) **Arts and Science** (One Term: Fall or Winter)
Tuition/Residence/Food/Travel/Entertainment: **\$5,800 per term**



**Queen's University's International Study Centre
At Herstmonceux Castle Estate
Fee Comparison Summary - U.S. Universities' Internatinal Programs
May 7, 1993**

1. **Boston University:** International Program to attend Boston University—London, Regent's College, London. Estimated Expenses for Students – 1993-94, for **one semester only**. The fees **do not** include any meals, or additional benefits.

(a) Tuition/Residence: **\$10,085 Can.**

2. **Butler University:** International Program for Undergraduate students across the U.S. called INSTEP, located at the Institute for Study Abroad, London. Estimated Expenses for Students – 1993-94, for **one semester only**. The fees include a one-way air fare, but **do not** include any meals, or additional benefits.

(a) Tuition/Residence/One-Way Airfare: **\$10,311 Can.**

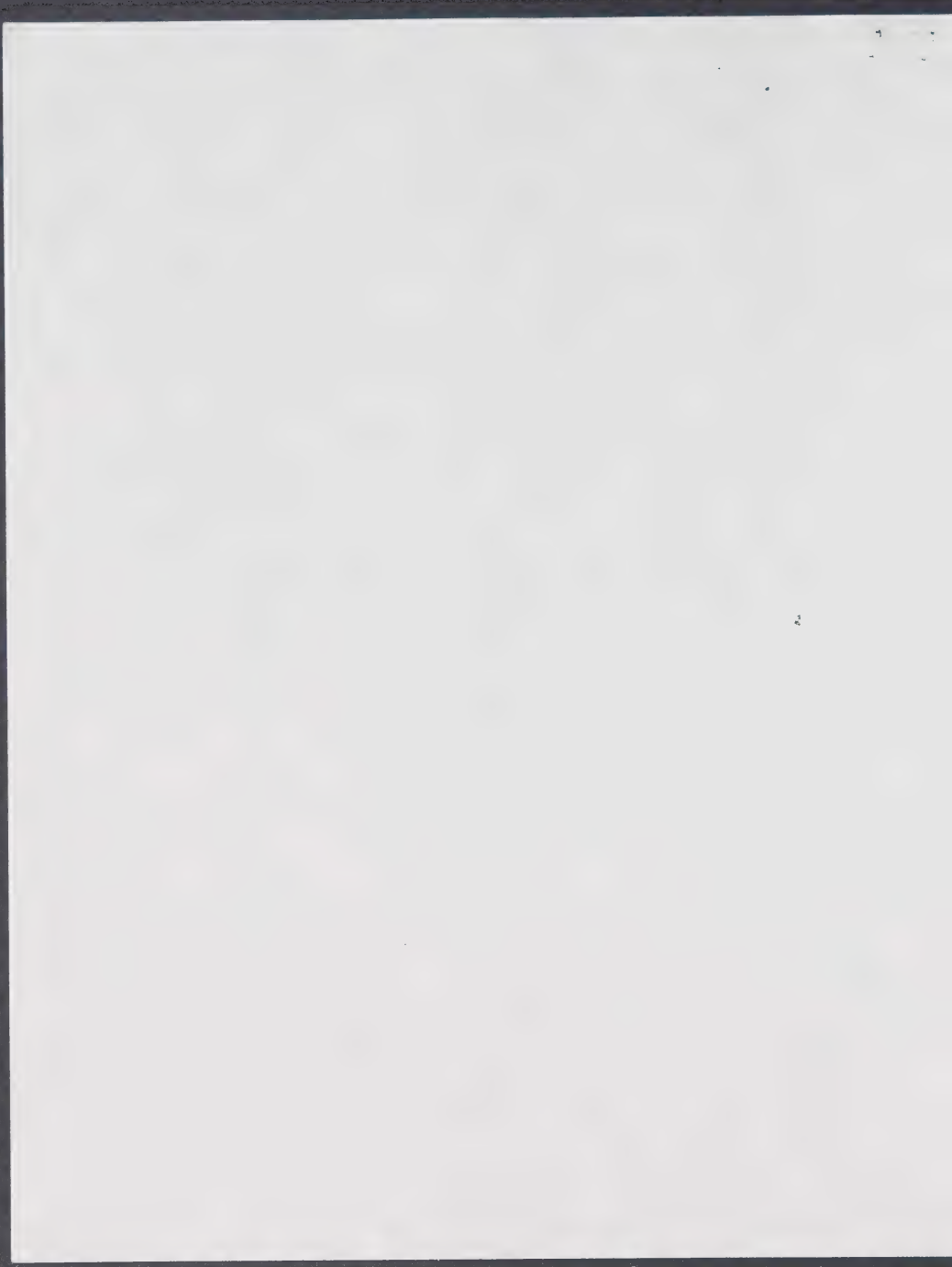
3. **Rockland College:** International Program to attend College Consortium for International Studies, London. Estimated Expenses for Students – 1992-93, for **one semester only**. The fees do not include any meals, or additional benefits. They are provided with bed and breakfast only, and are boarded out to homes. There are no facilities on the campus.

The contact at the College informed me that they were not necessarily a good comparison, because they are noted for having substantially lower rates than other international institutions.

(a) Tuition/Residence/Administration Fee: **\$4,880 Can.**

4. **State University of New York at Stony Brook:** Expenses for Undergraduate Students Studying at the University of Sussex, Brighton – 1992/93. Students attending Sussex are on an exchange program and only pay an additional fee of \$600 to transfer to Brighton for a year. Fees include:

(a) Tuition/Residence/Food: **\$7,184 Can.** (Fall and Winter Semesters).





ASSOCIATE TO THE VICE-PRINCIPAL (RESOURCES)

Queen's University
Kingston, Canada
K7L 3N6
Tel 613 545-6744
Fax 613 545-6453

E-Mail
BARNARD@QUCIS.QUEENSU.CA

April 21, 1993

Mr. K.D. Fines
FRGS., FRTPI., FLI
74 Northease Drive Hove
East Sussex, ENGLAND
BN3 8PP

Dear Mr. Fines:

I am writing to thank you for your letter dated March 20, 1993, in which you enclose a copy of a letter of support regarding Queen's University's plans for Herstmonceux Estate, that was written to Mr. A. J. Brown of the Wealden District Council.

We truly appreciate your interest and active support of our endeavours. My office is forwarding a copy of your letter to Dr. Alfred Bader. I am certain he will be most appreciative, and interested in the possibility that you might have attended grammar school together.

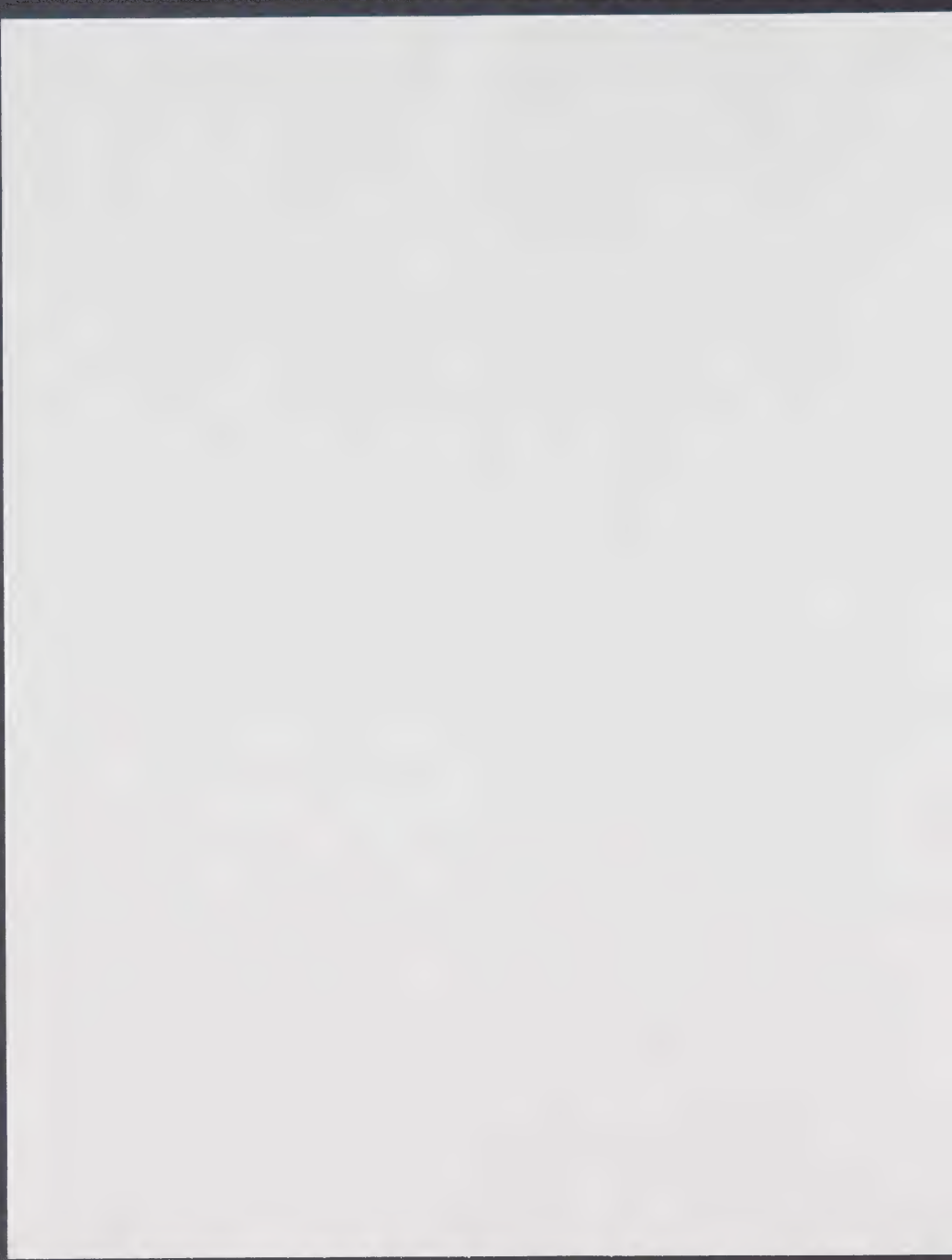
Thank you once again for your interest in Queen's University. I trust that we might have the opportunity to meet during one of my visits to Herstmonceux.

Sincerely,

A handwritten signature in dark ink, appearing to read 'David T. Barnard'.

Dr. David T. Barnard
Associate to the Vice-Principal (Resources)

cc: Dr. Alfred Bader
Dr. David C. Smith, Principal



TELEPHONE CONVERSATION RECORD

DATE April 14, 1993

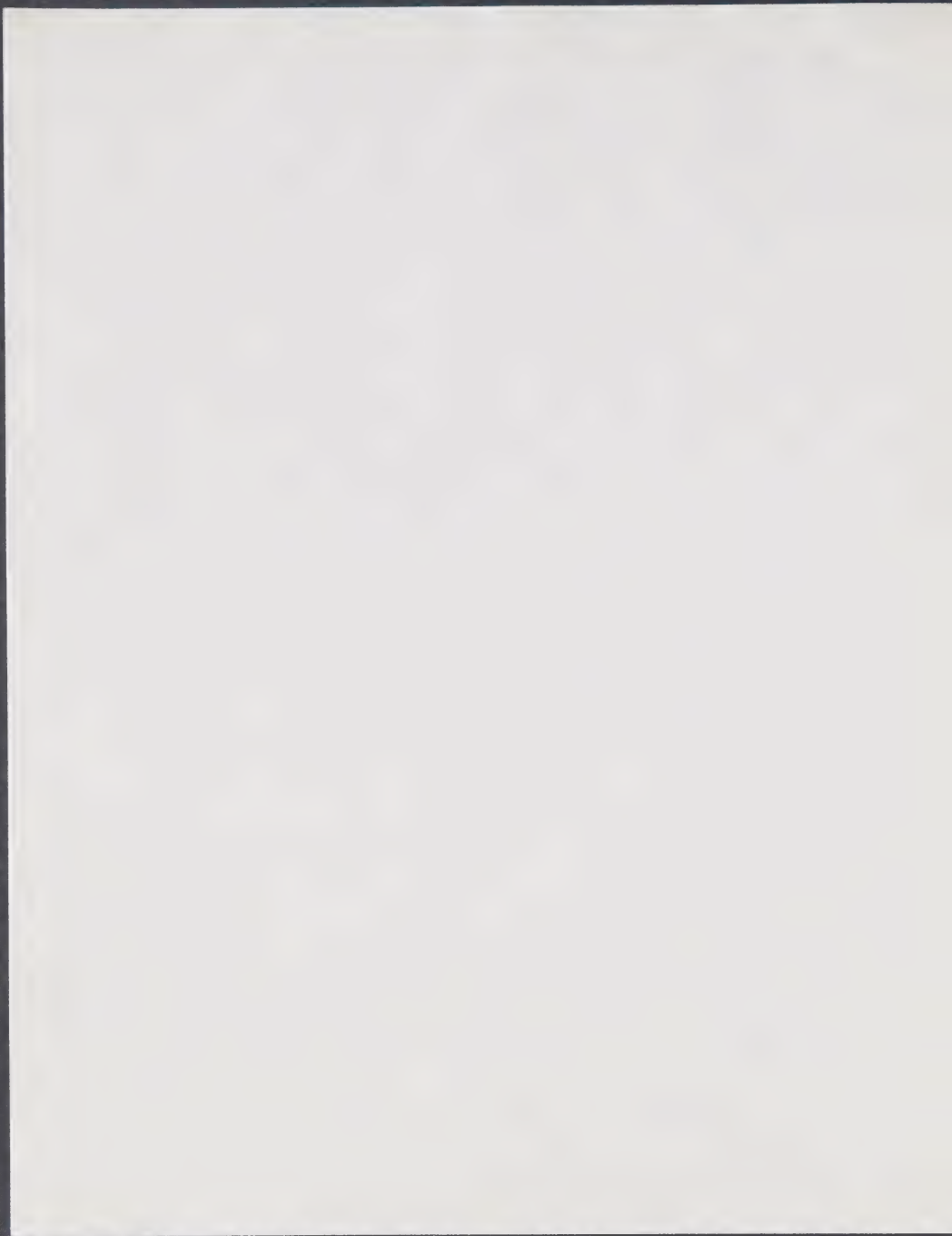
PERSON CALLING Jane Whistler

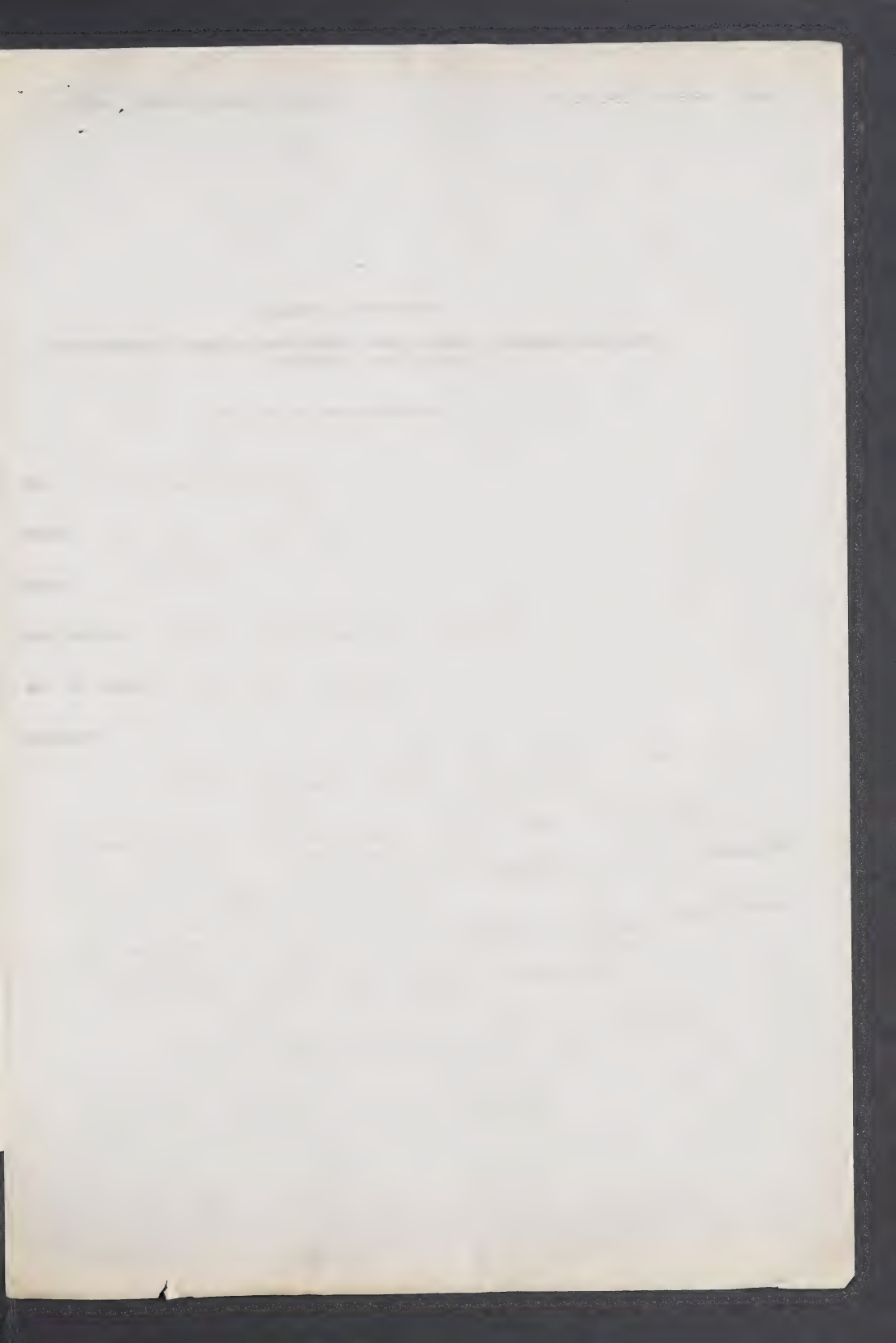
TELEPHONE NO. 011 44 323 833 913

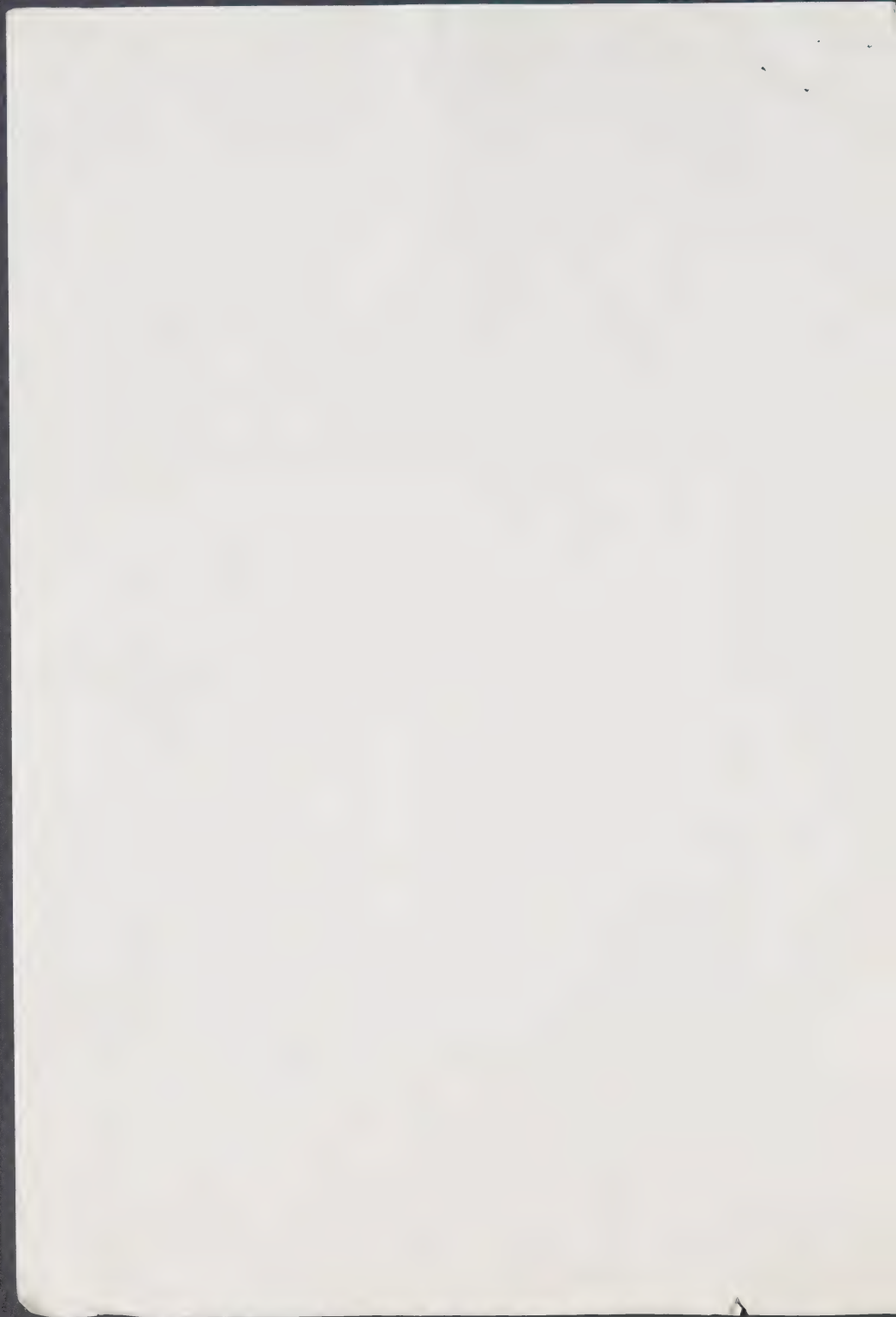
She called about celebration in July.

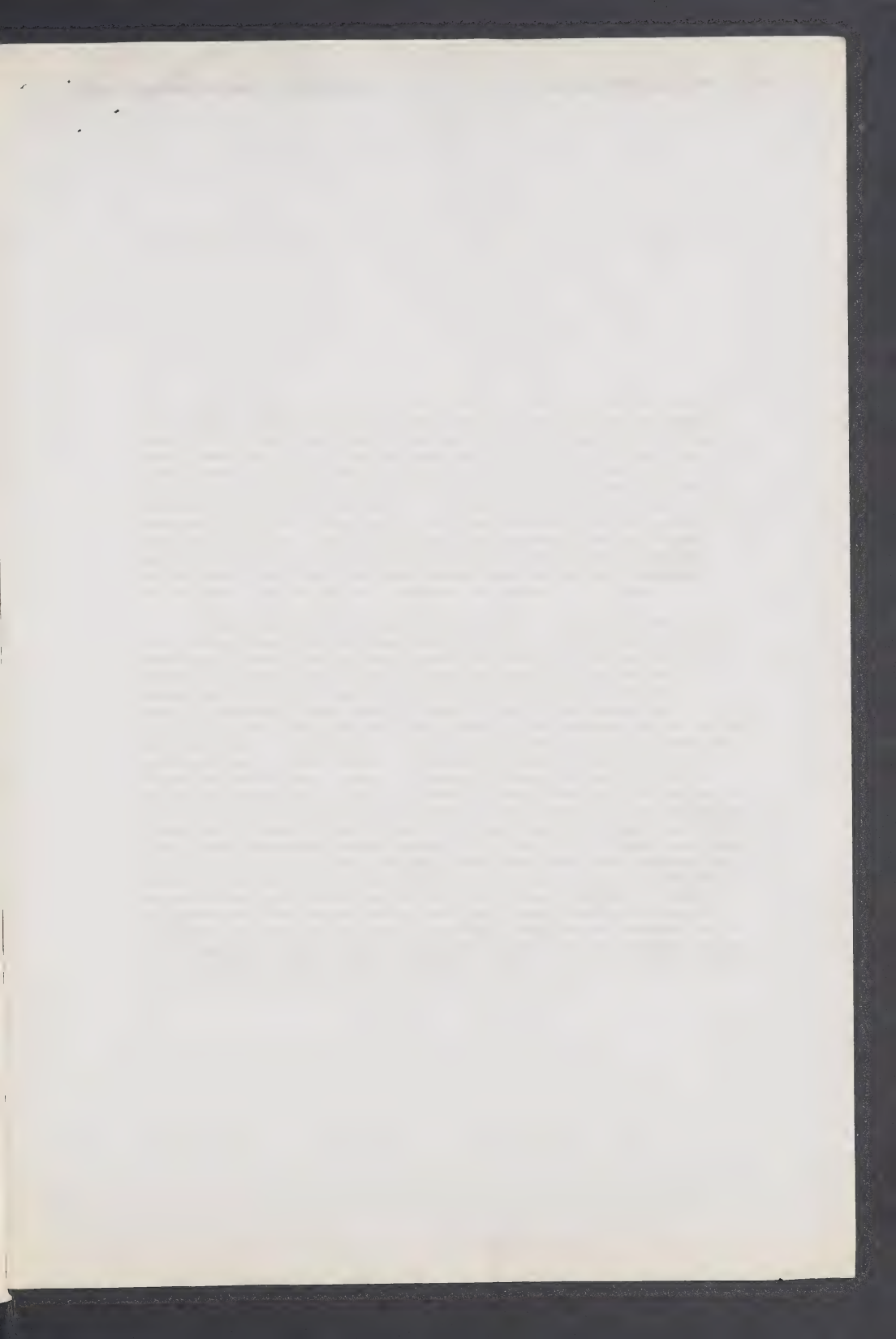
Instead of just the one day (as it would be difficult to kick out the general public when the time comes to dine/dance or whatever), have dinner on Saturday, then on Sunday have the ribbon cutting and whatever open for attendance by general public. What are your thoughts?

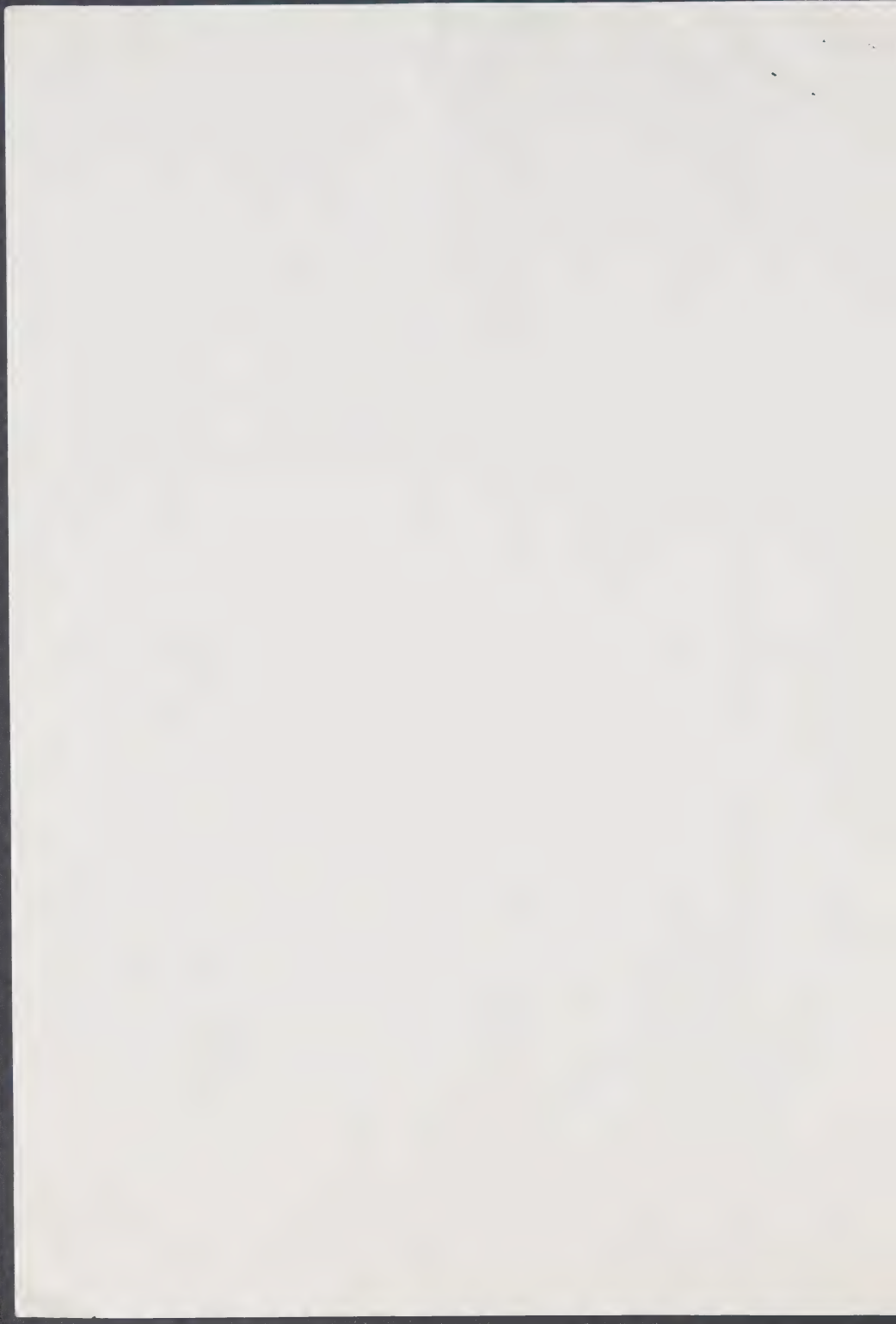
By the way, Jane Whistler can be reached at the above telephone number during the day ONLY.

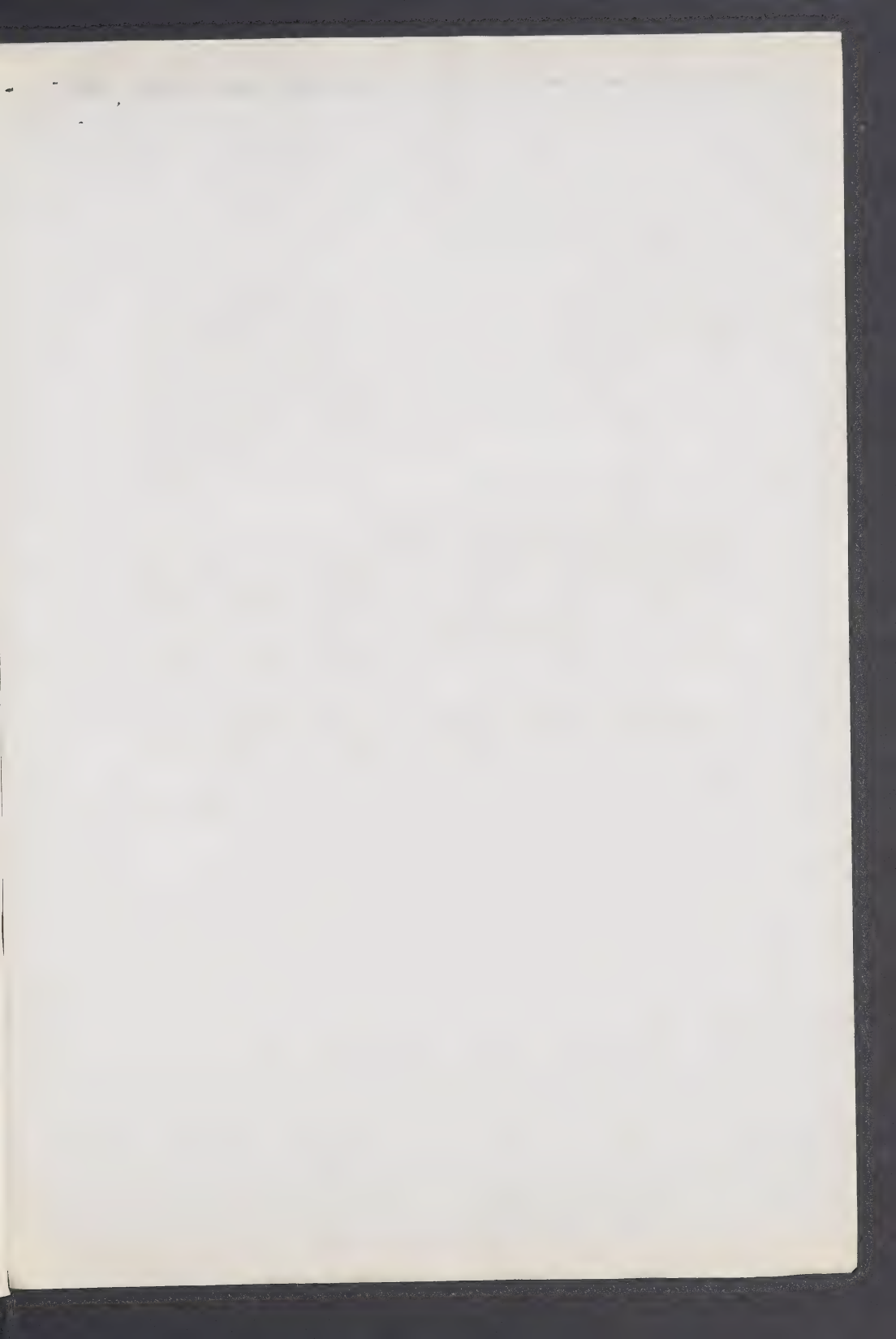


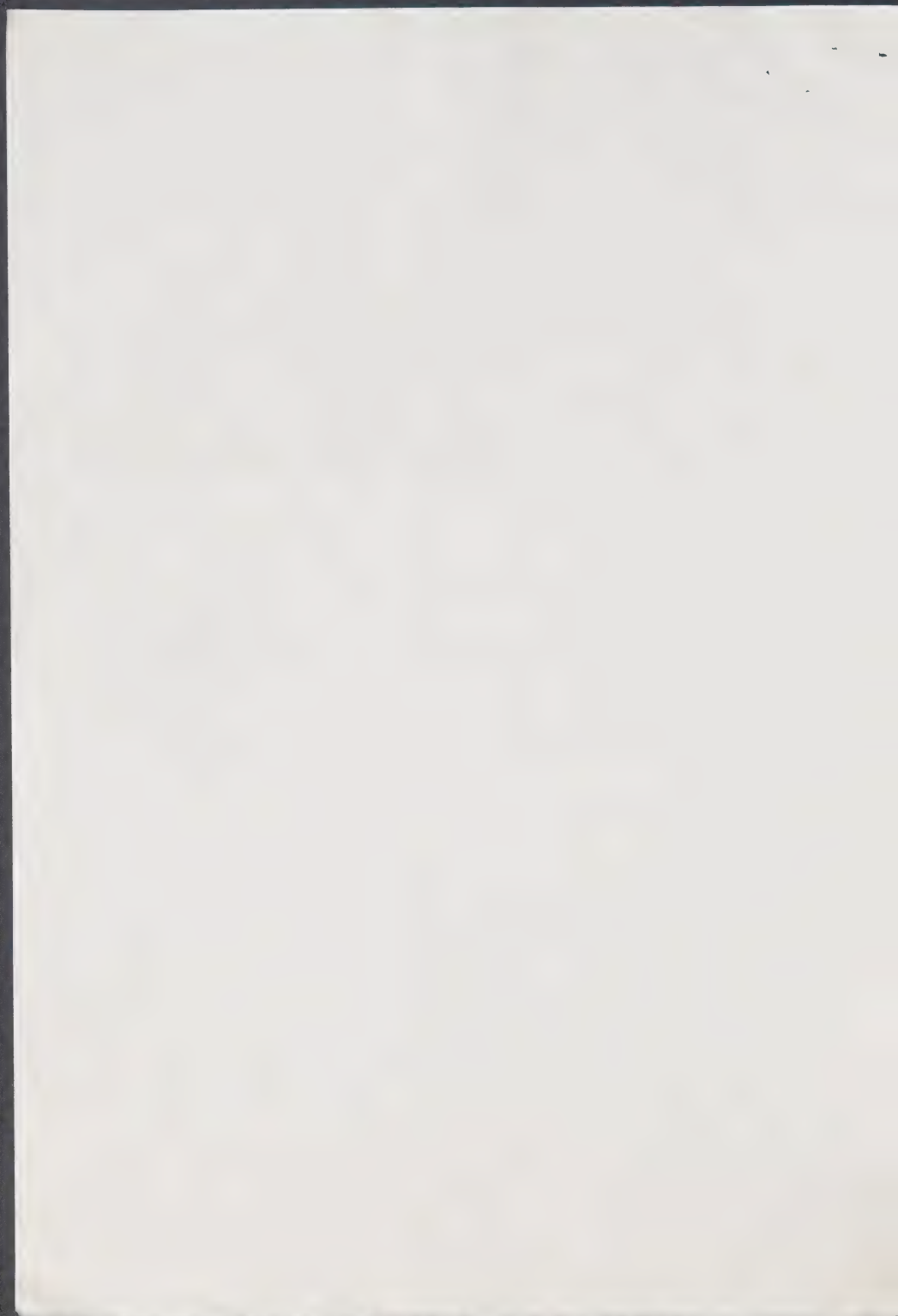












FAX FROM

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

To: *Principal David Smith*

Aide Memoire

Dr. Jeffrey Cooper visited us in Milwaukee yesterday and today. We picked him up at O'Hare yesterday afternoon and so we had ample time to discuss Herstmonceux Castle.

He does not know of any obstacles to the acquisition of the castle by Queen's other than the many legal formalities that have to be taken care of.

He agreed that the three options of the agreement of December 11, 1992 are options and nothing else. He agreed, with a broad smile, that Amanda's suggestion that these options should be changed into first refusals or that Queen's should pay the bank part of any profit on the sale of these lots, were just her attempt to do the best for the bank. There are really no grounds for demanding this. He admitted that he had been exceedingly pleasantly surprised that Queen's agreed to pay 75% of the running costs of the castle. He had not thought that Queen's would agree. One of the reasons for Amanda's recent promotion was her ability to negotiate. We last heard from her yesterday evening; today she may have gone to the hospital to have her first child.

I asked Dr. Cooper whether the bank would have any objection to Queen's opening the castle to visitors, and he said, "Certainly not; but Queen's must make sure that this might not interfere with getting planning permission."

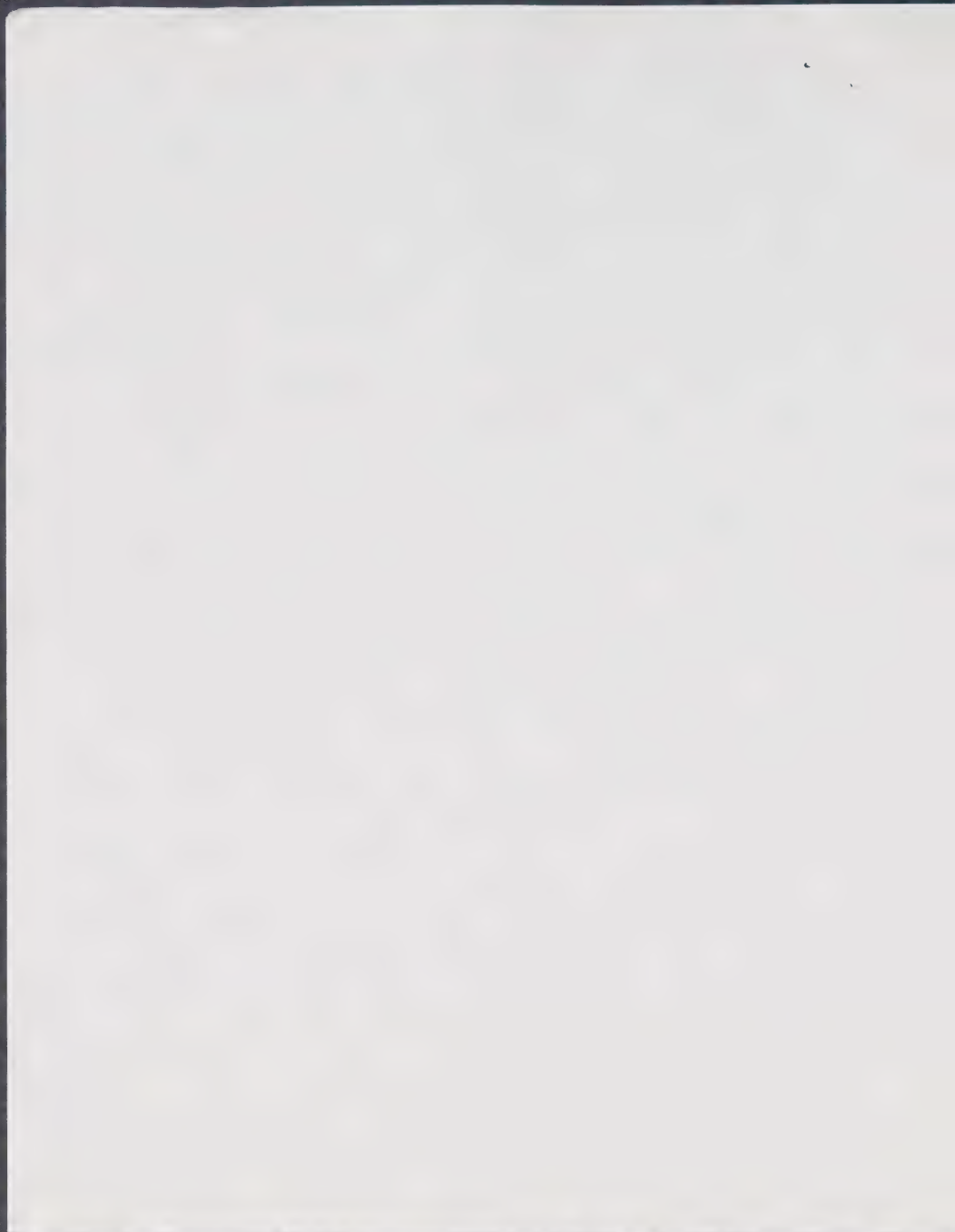
Of course, I broached the question whether life would not be very much easier if the bank accepted a straight £4 million and did not have all the option hassle. He told me in some detail that this could not be considered before the end of March because the fiscal year end of the Bank of Yokohama is March 31, and the auditors have agreed that the bank could value the optioned land at the option price! A case of constructive accounting! If the bank now accepted £200,000 they would have to show a loss in this fiscal year of an additional £400,000, and this simply is not practical. He promised to revert to this question when he sees me in May.

He felt that Lord Gowrie could be most helpful in getting the planning permission and other papers signed speedily, and I urged Dr. Cooper to make sure that these efforts are coordinated with Jane Whistler. All in all, it was a very pleasant meeting, and Dr. Cooper left Milwaukee in very good spirits.

Alfred

Alfred Bader
March 9, 1993

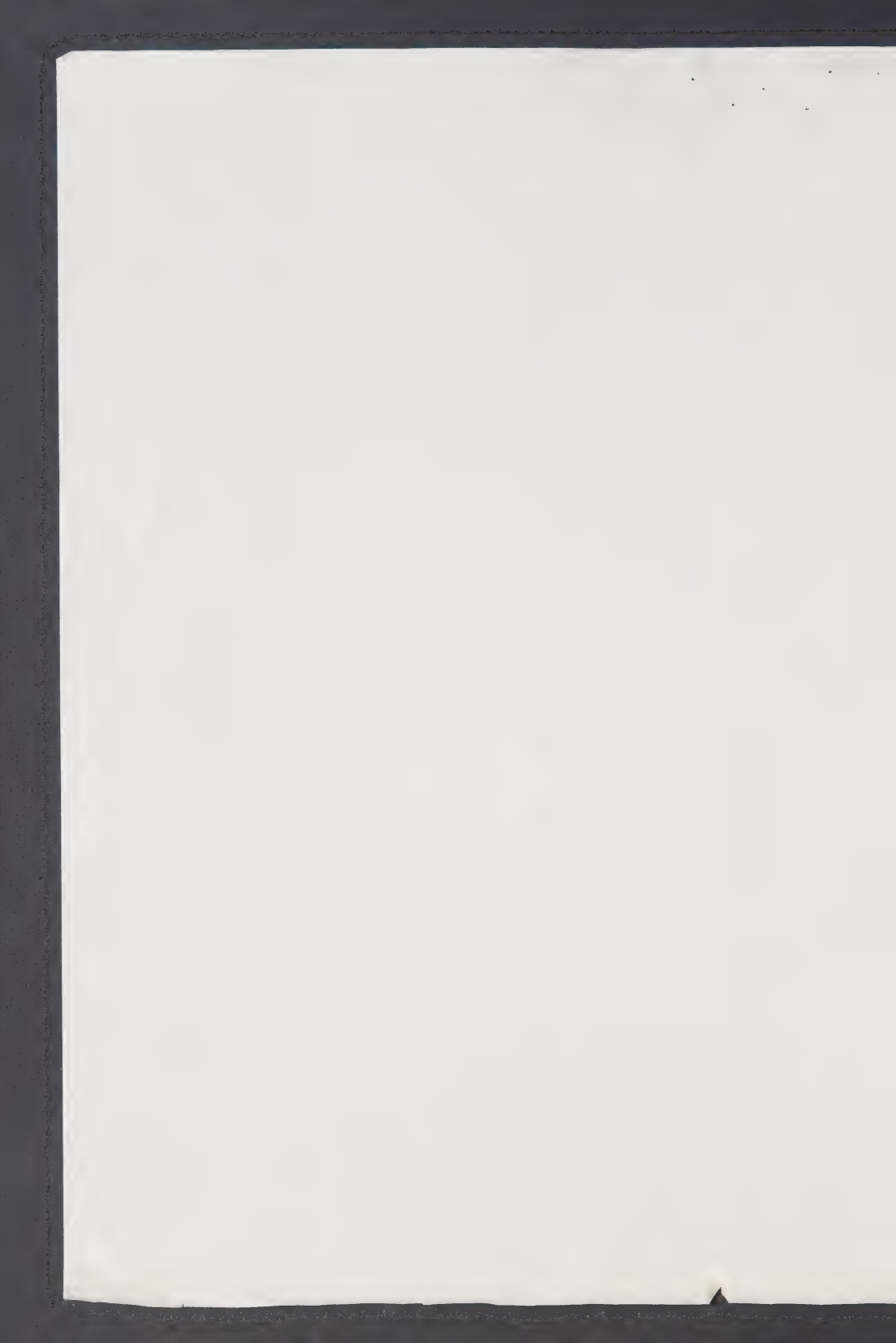
cc Jane Whistler

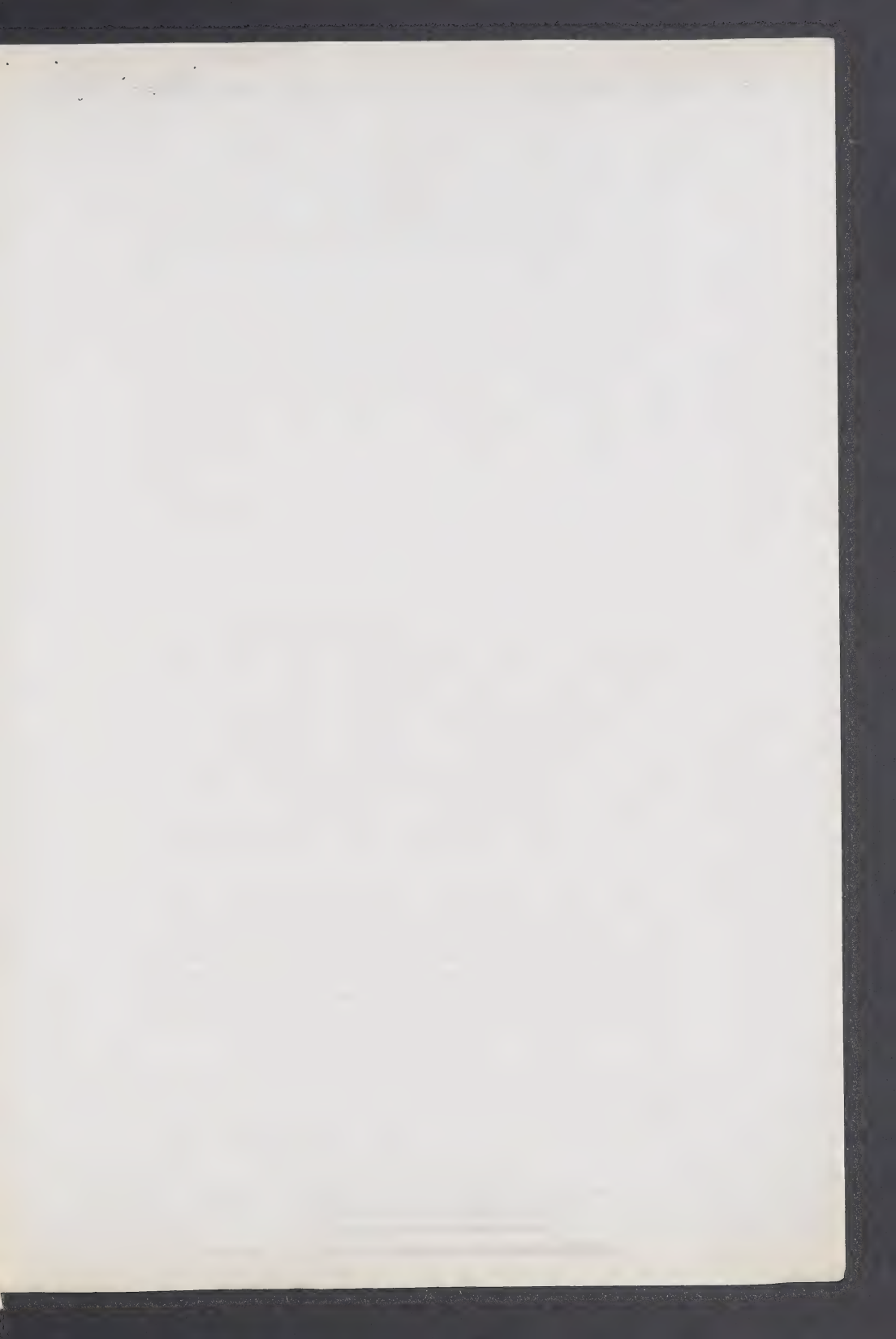


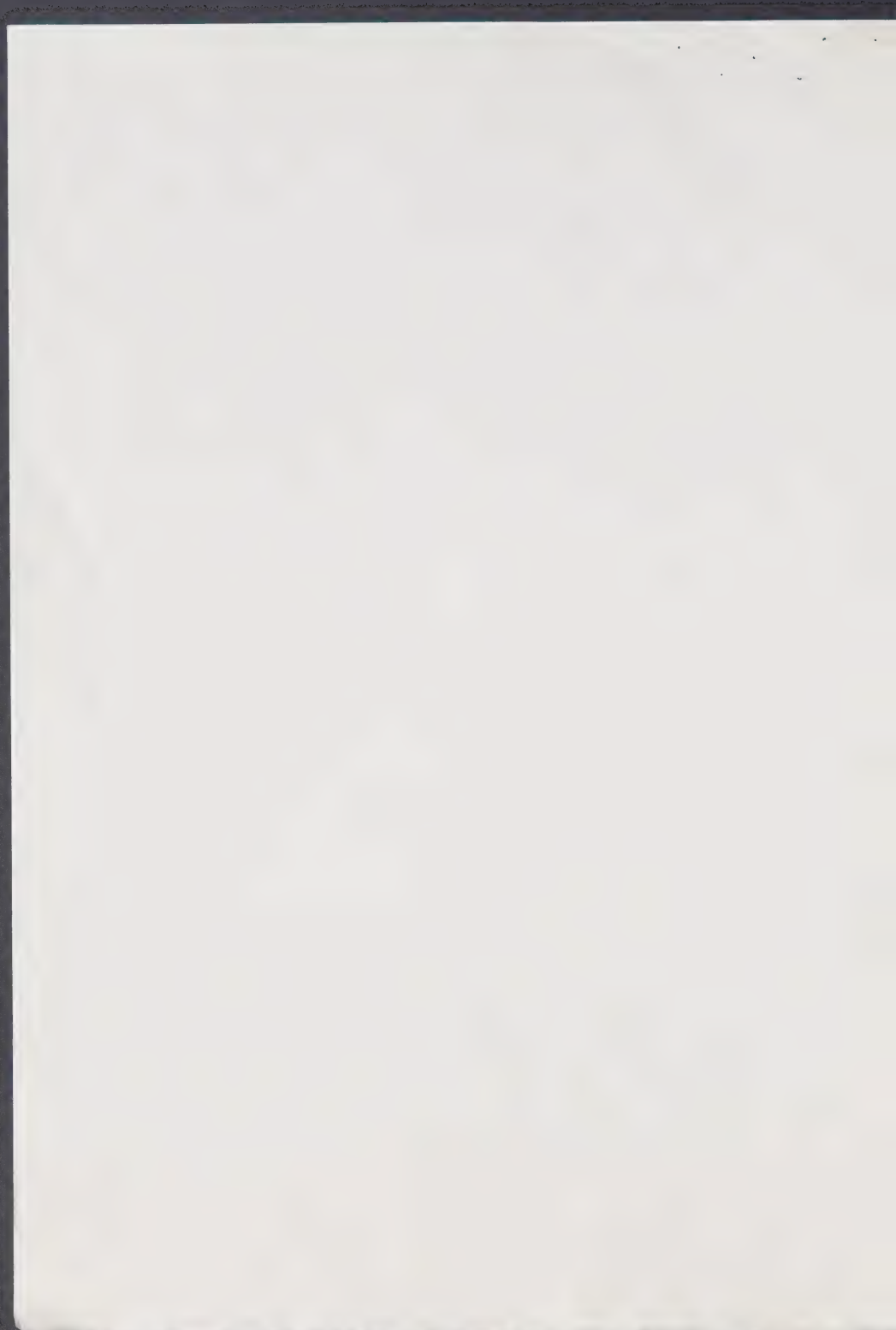
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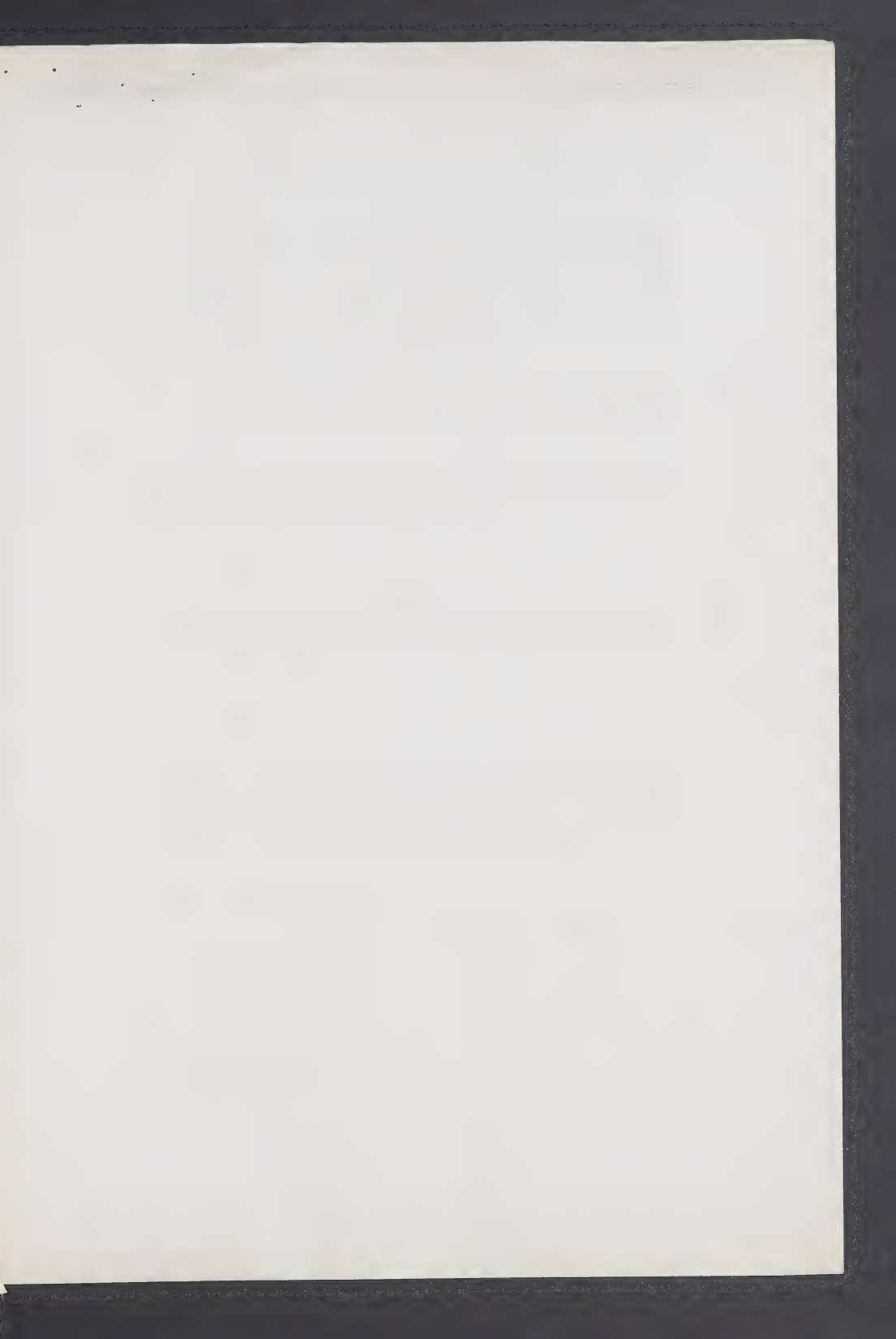
ws. June 12-16

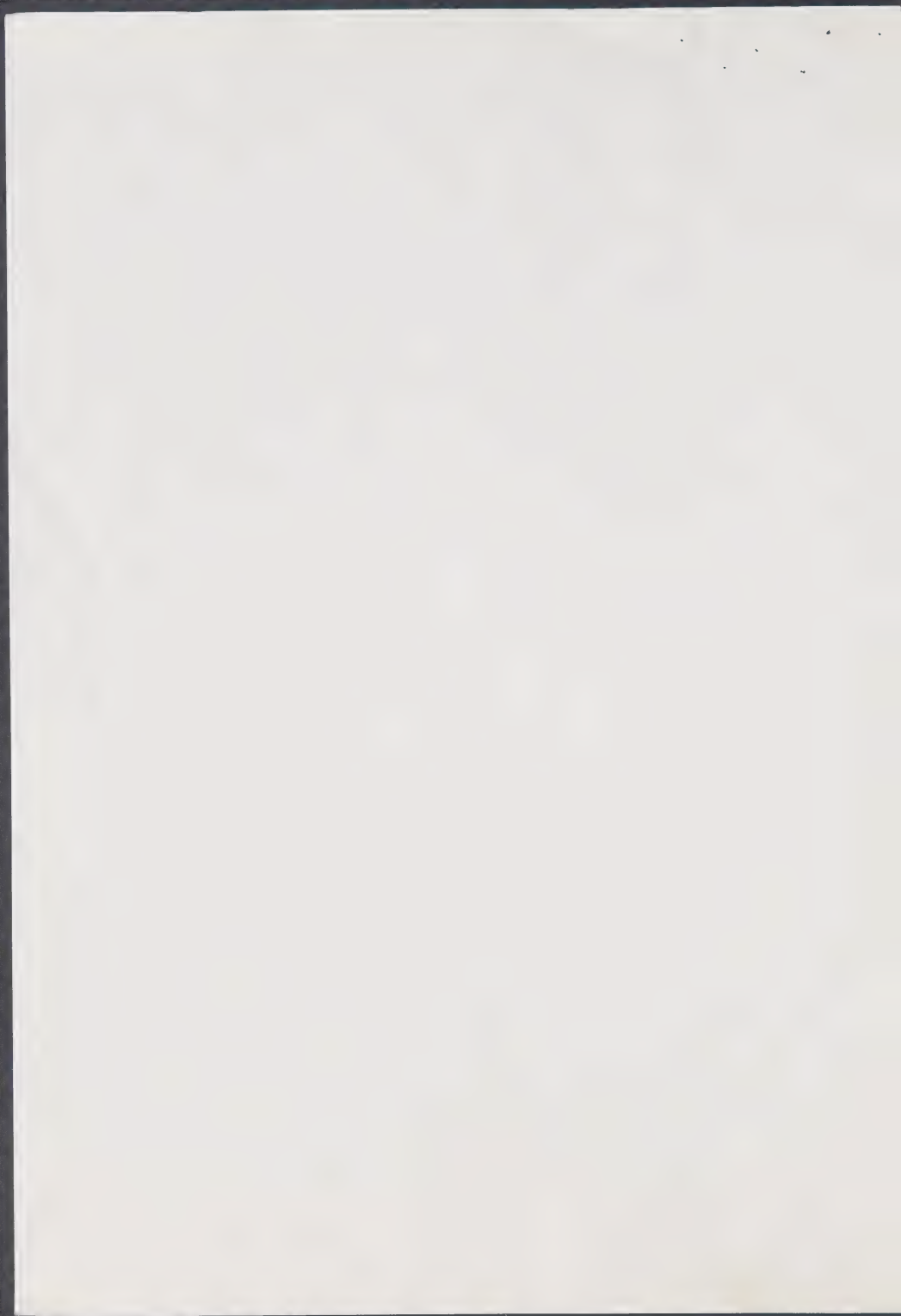
Call at Bristol
44 272 211 247
Same S.

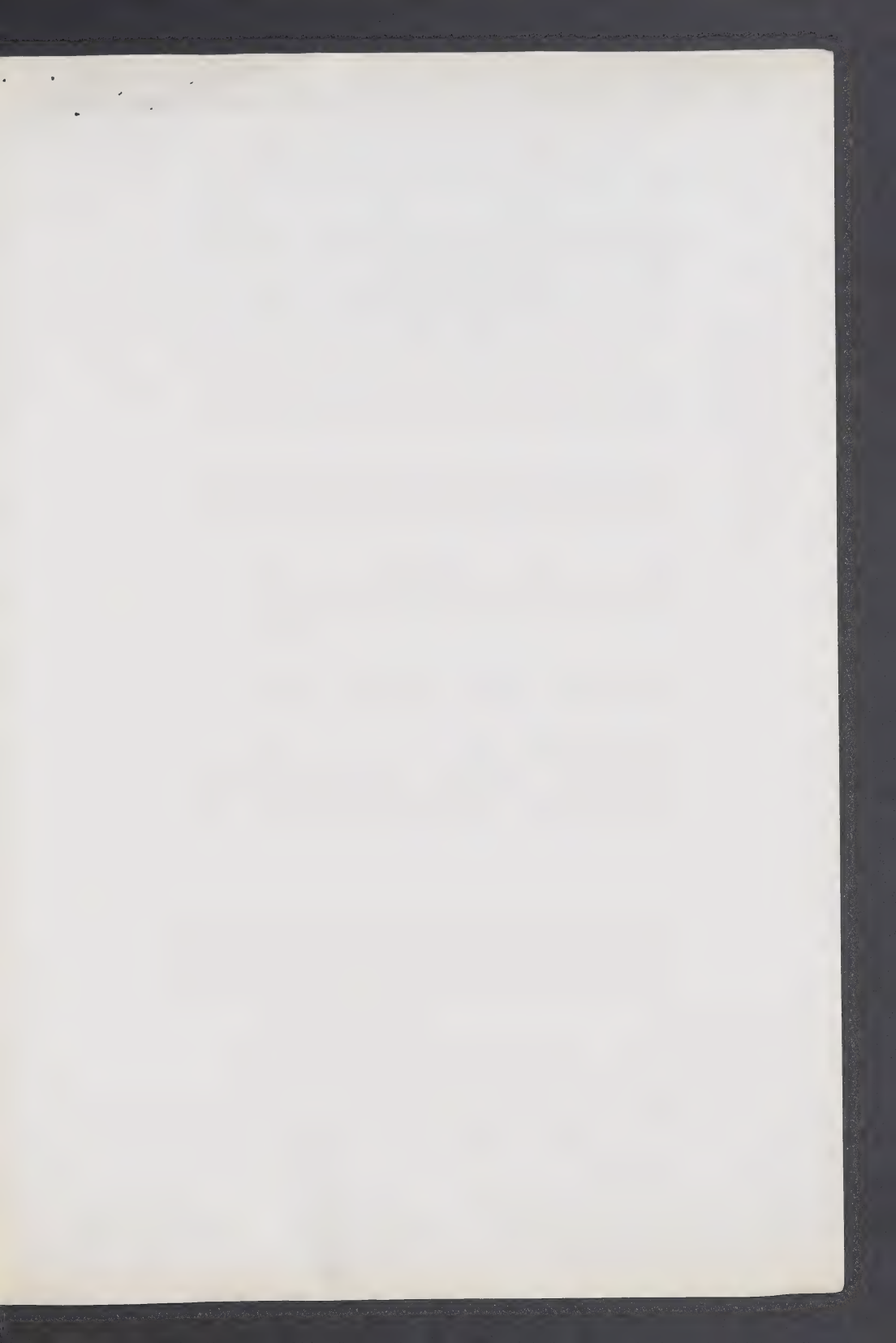


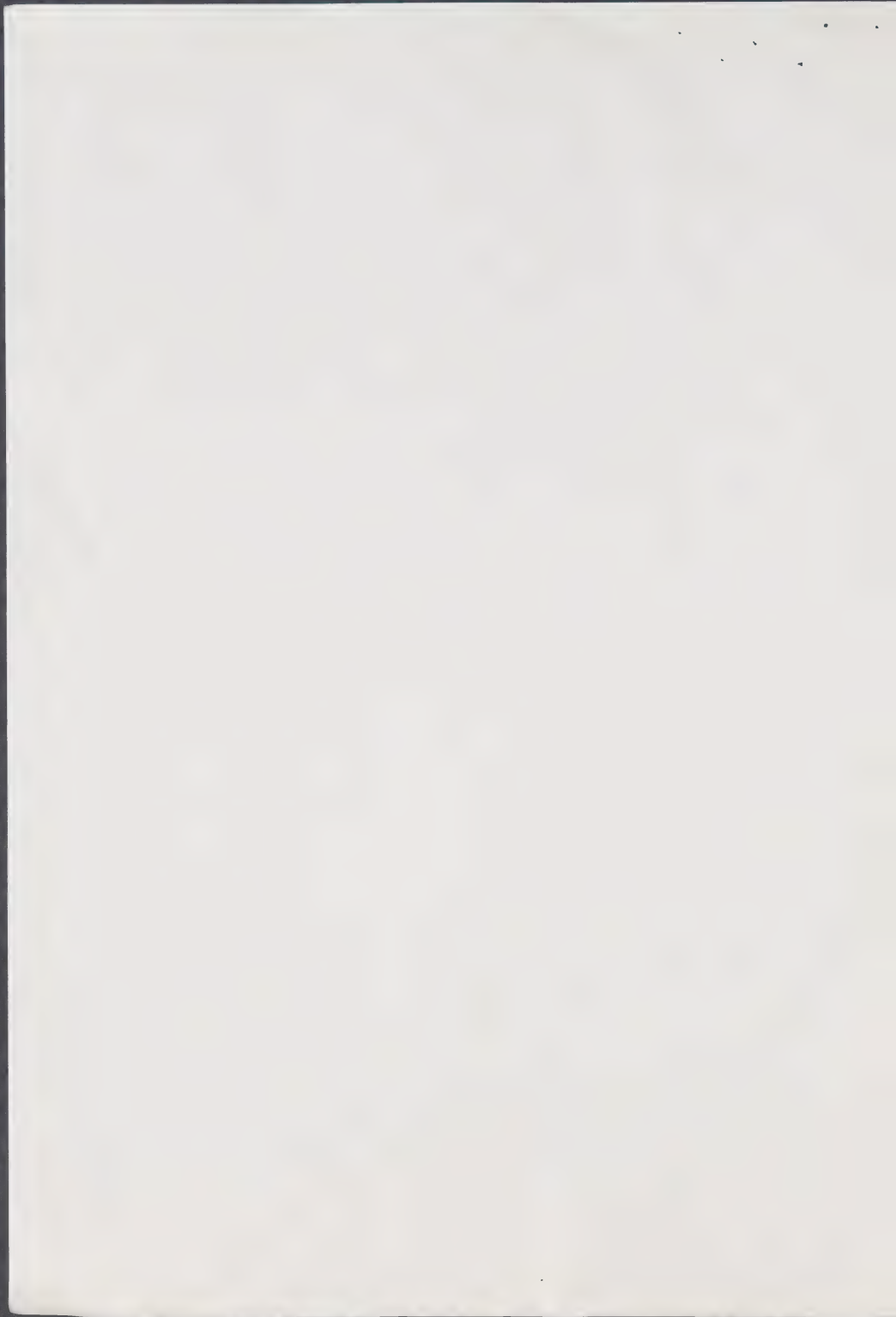


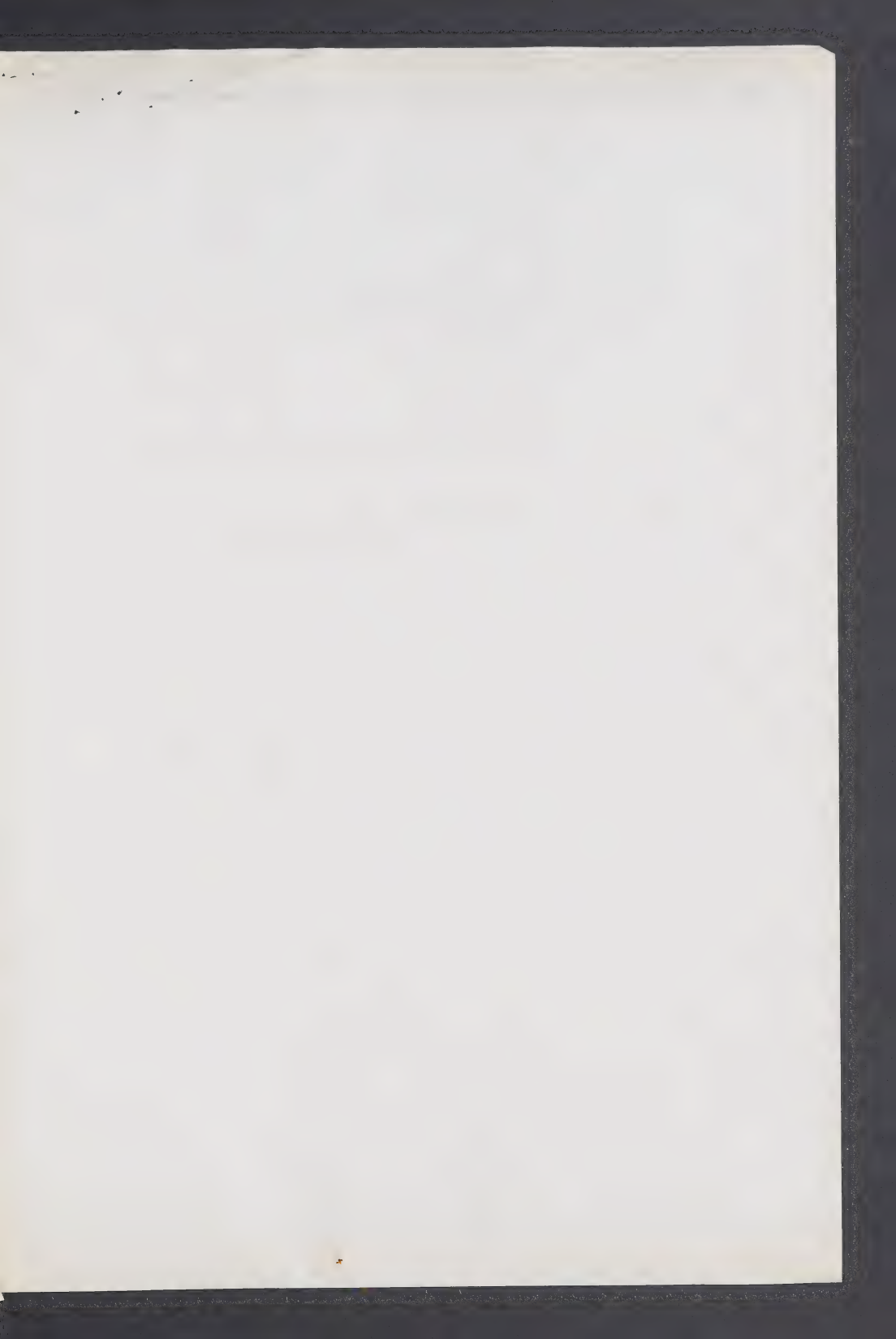


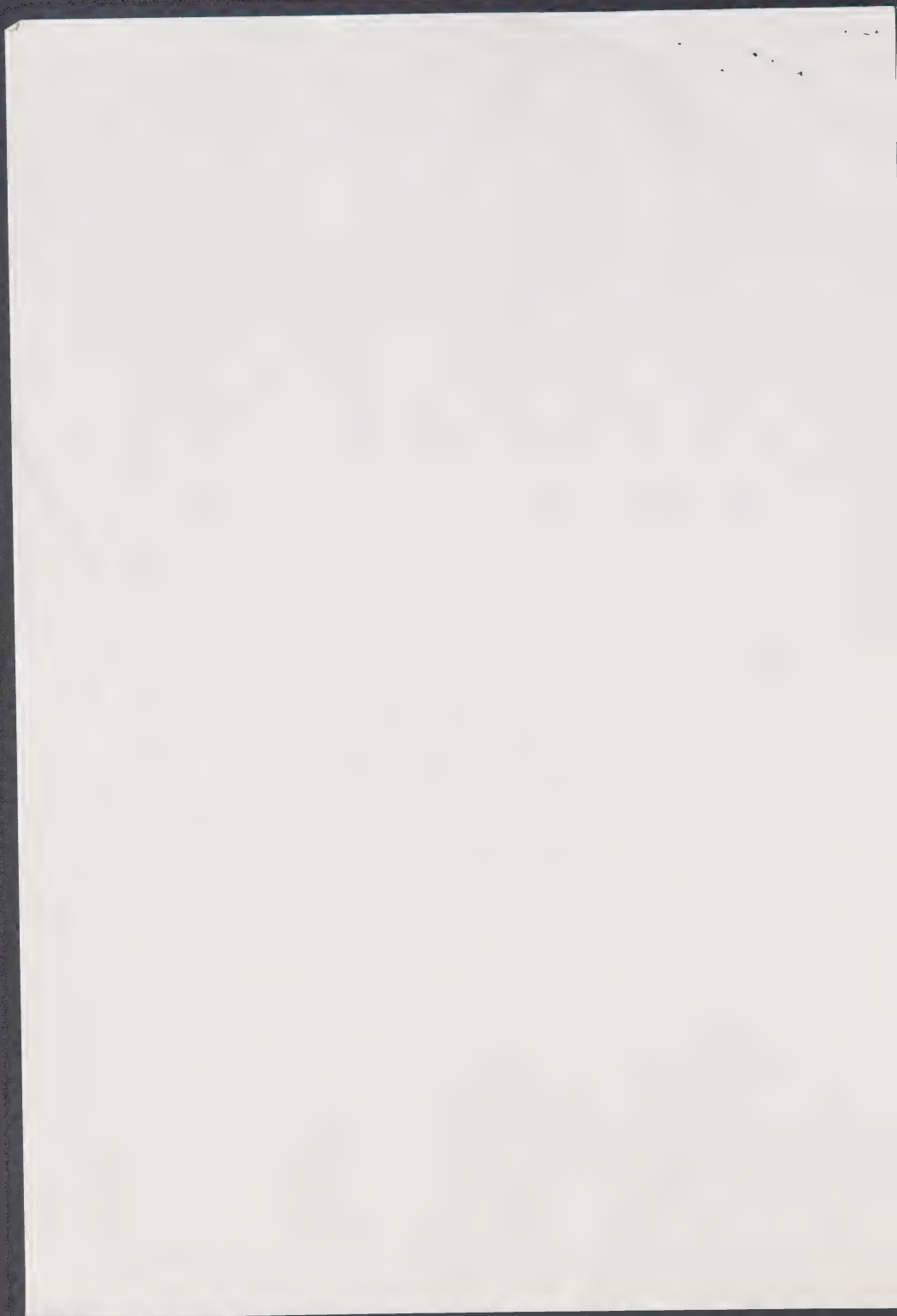


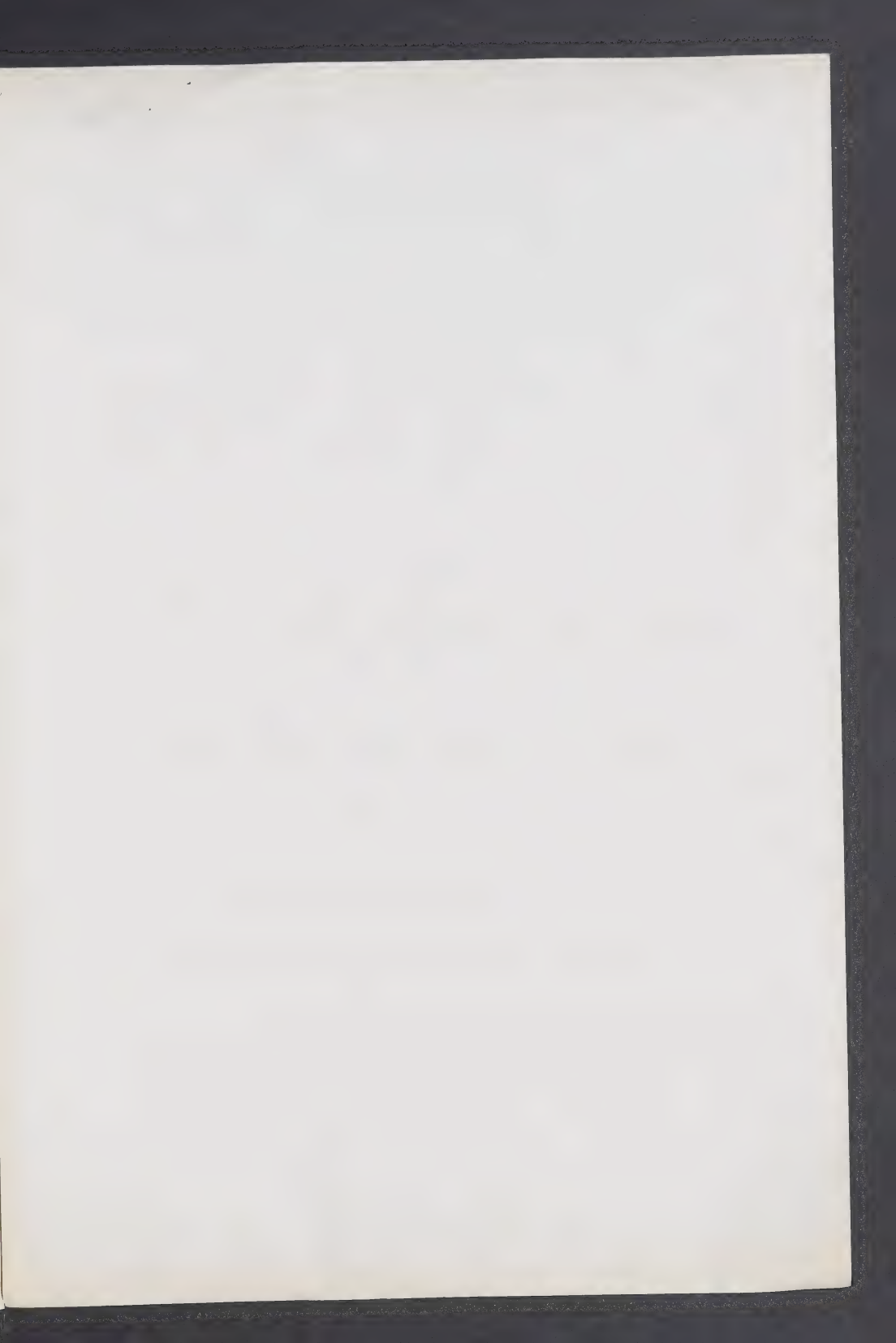


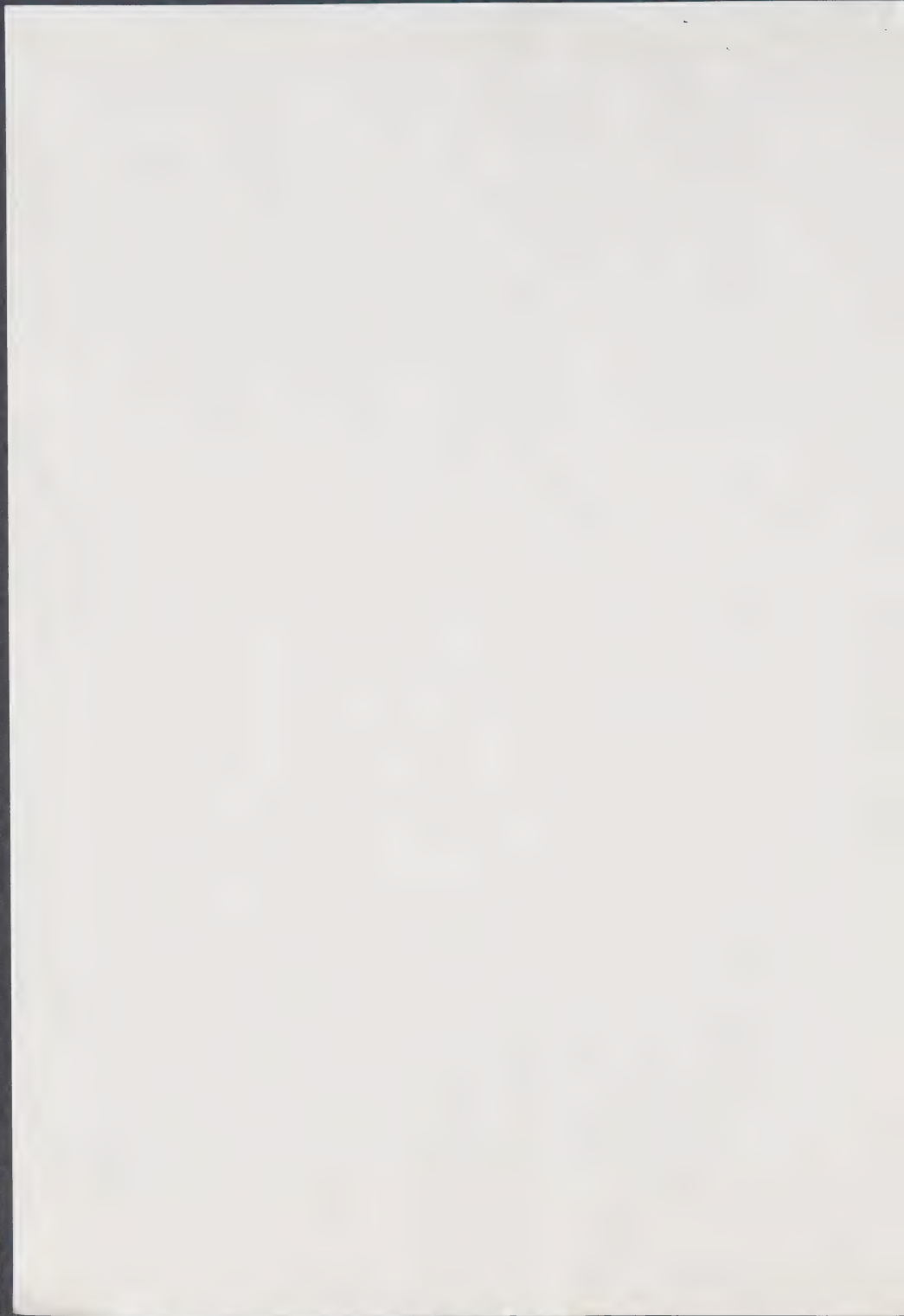


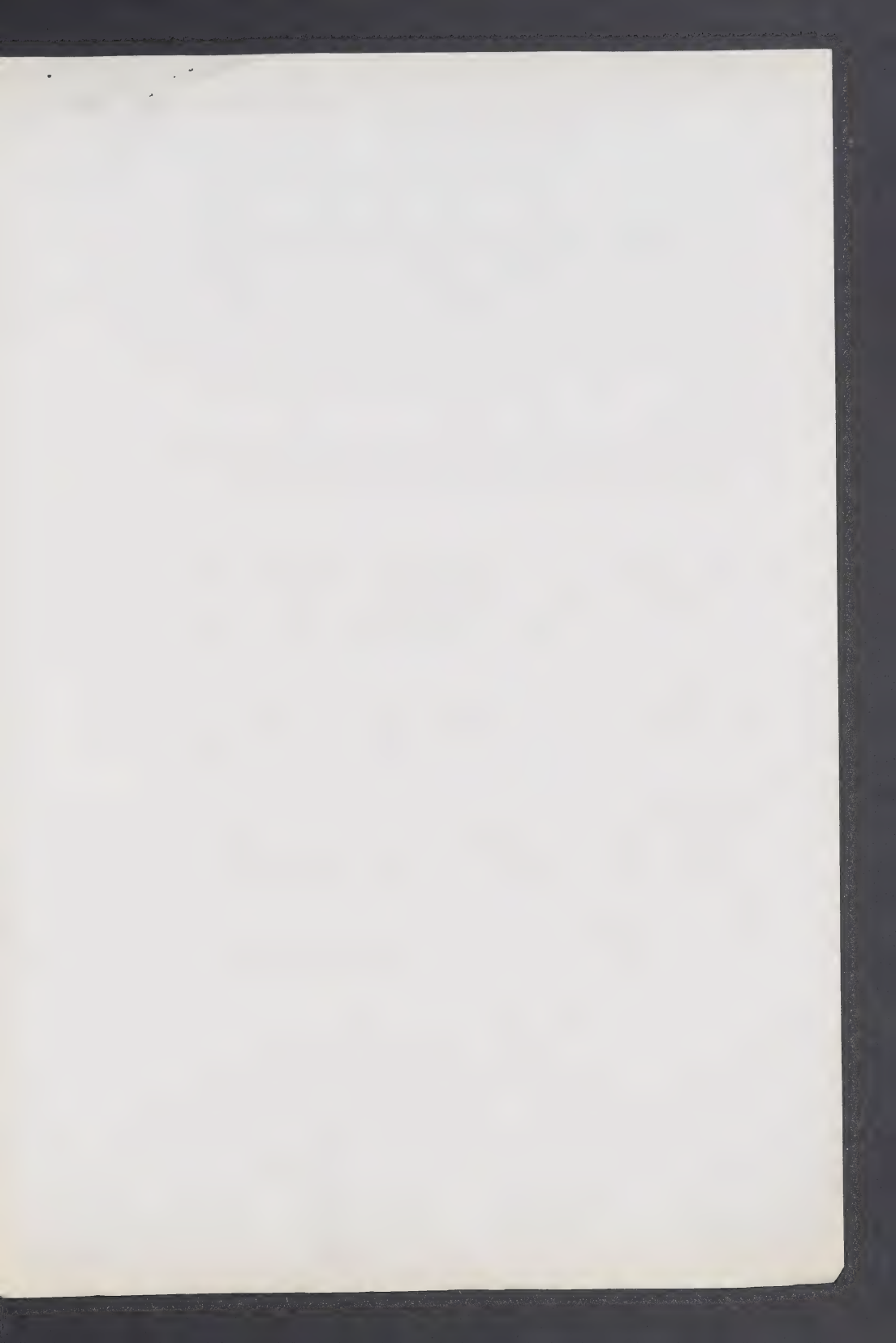


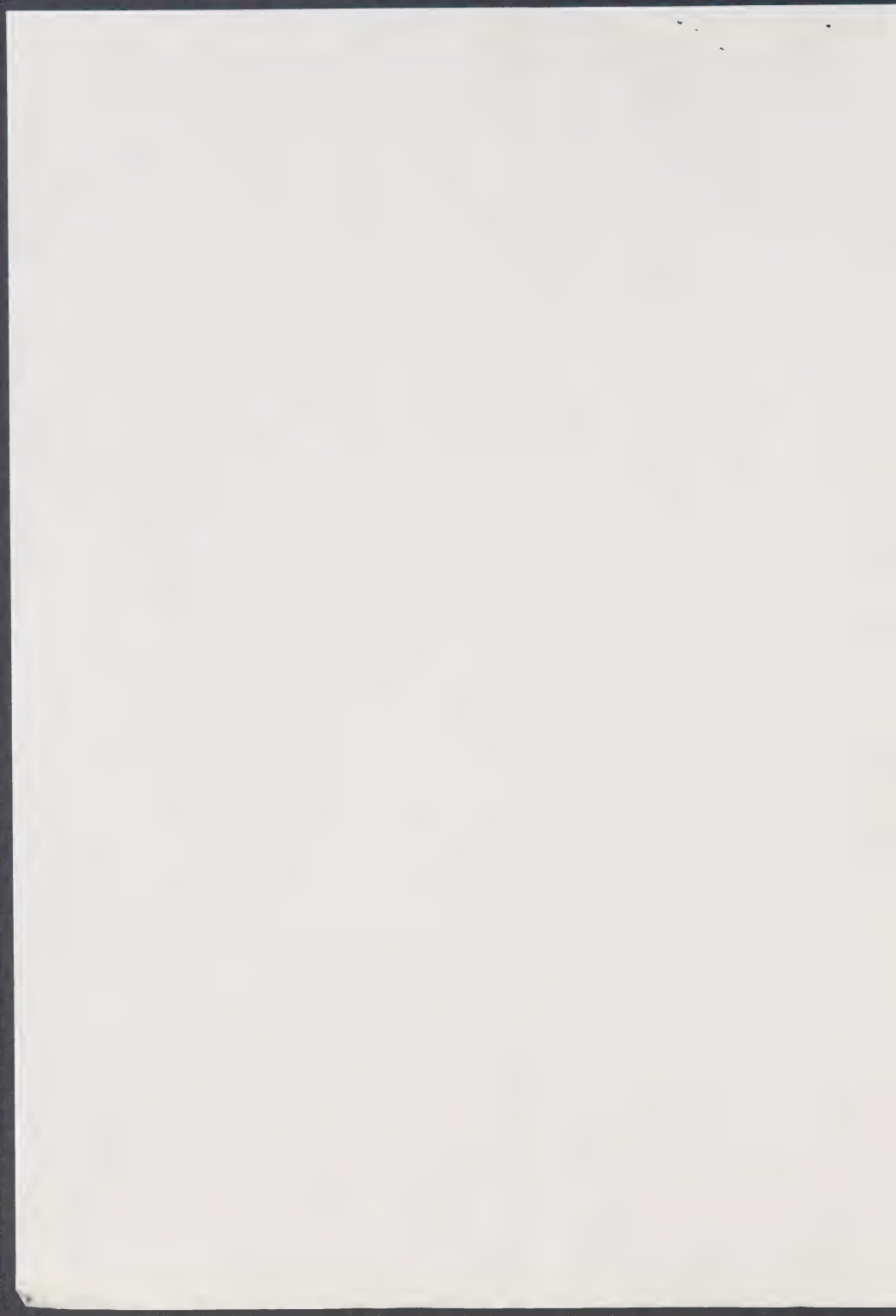


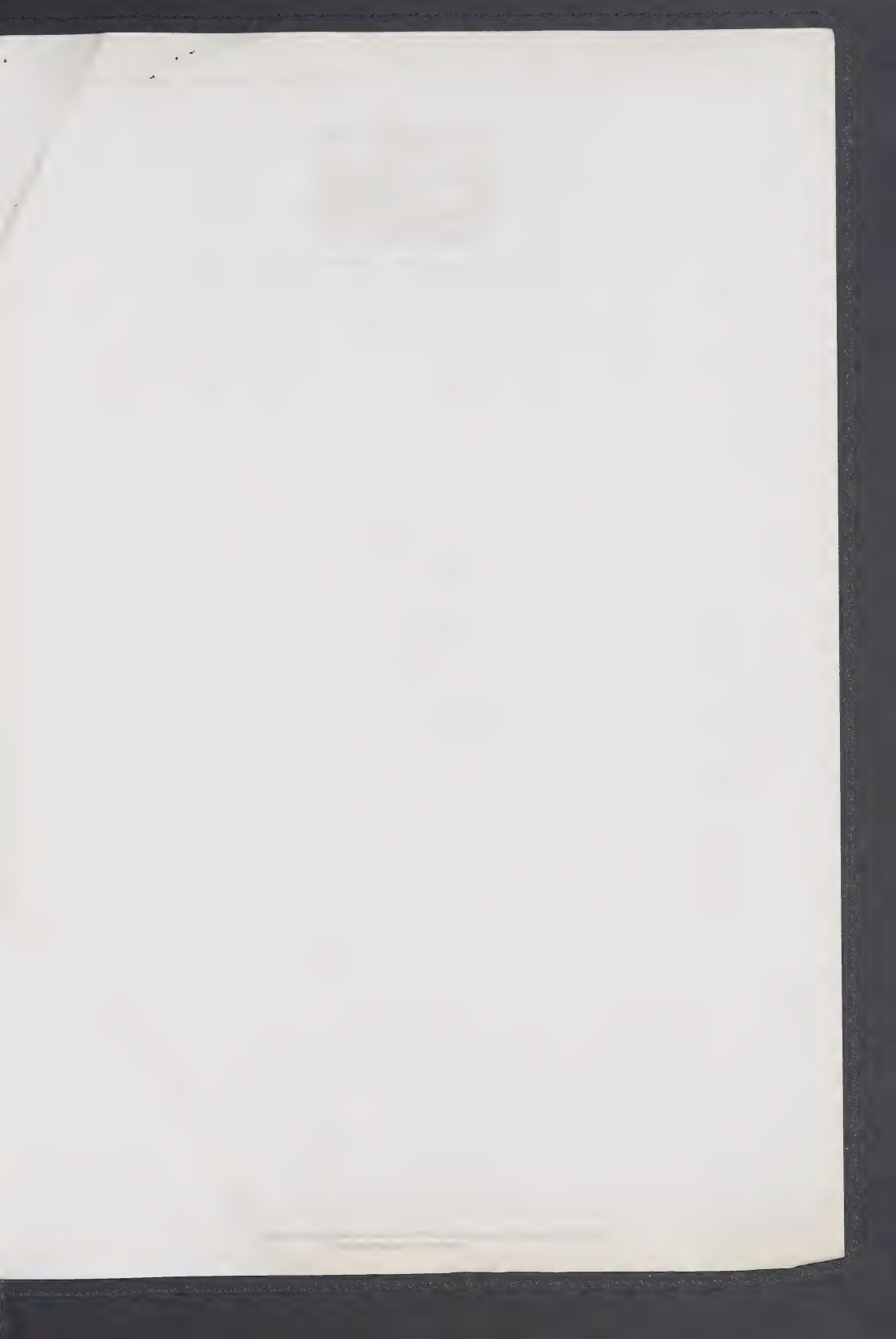


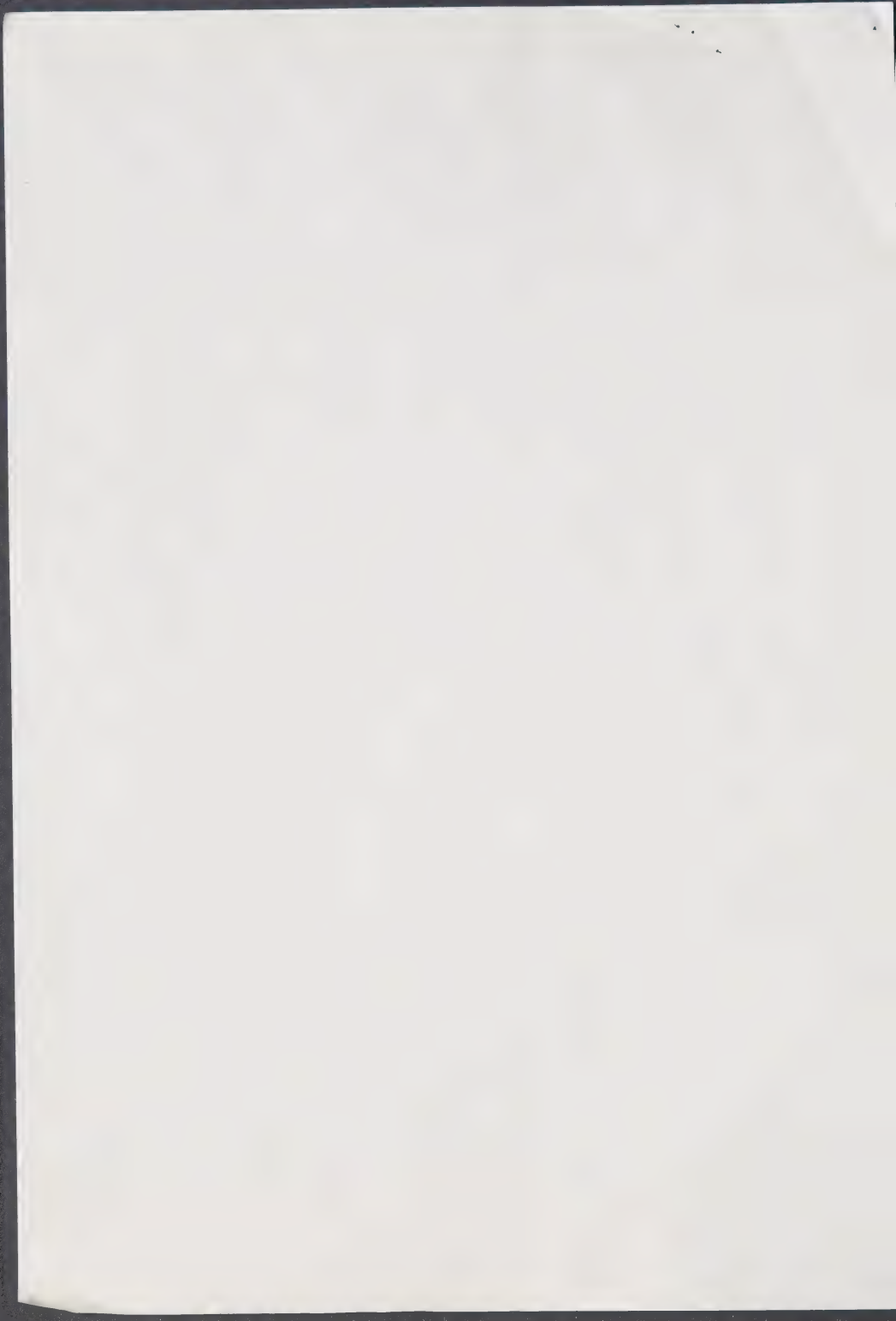


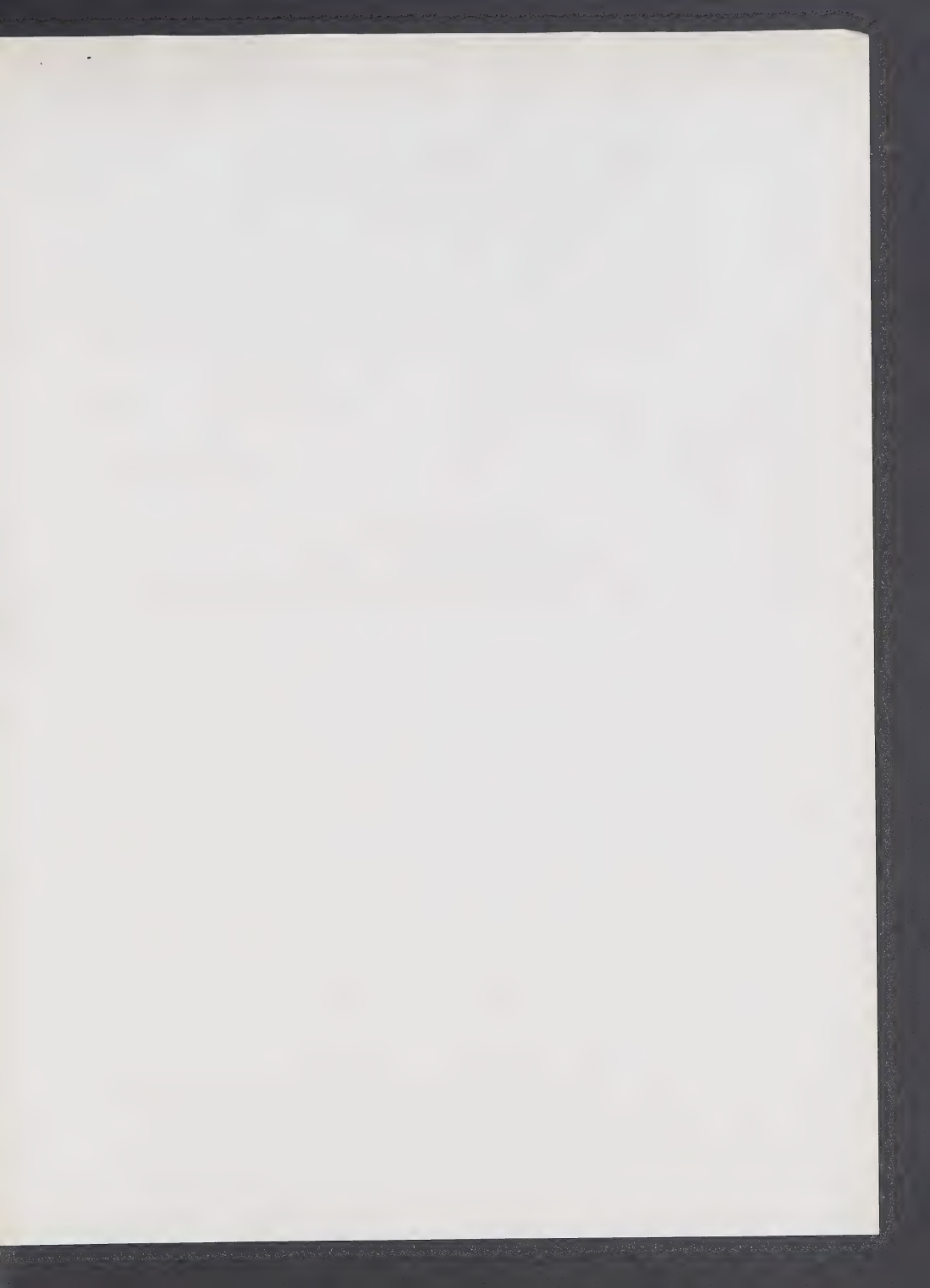


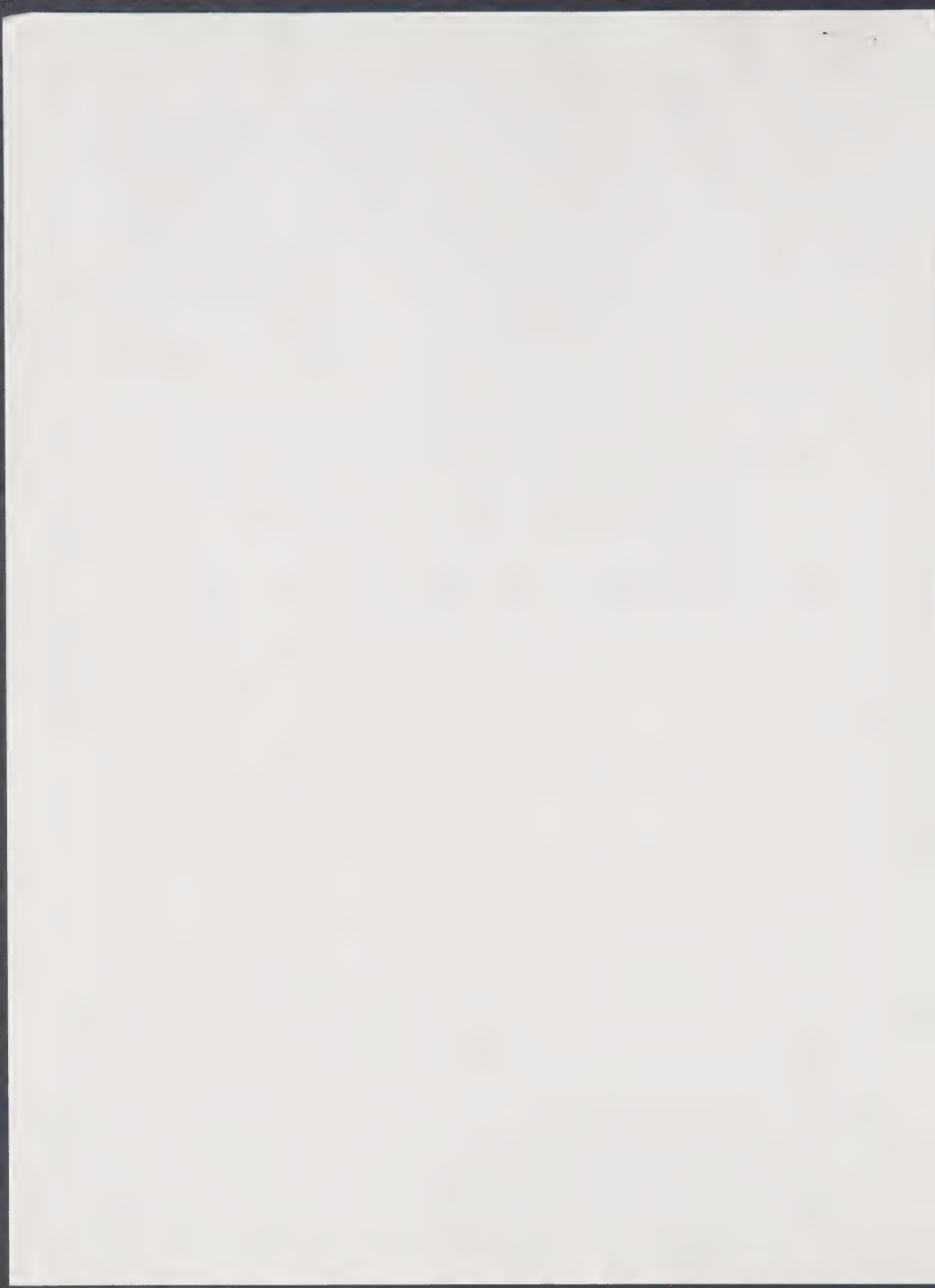


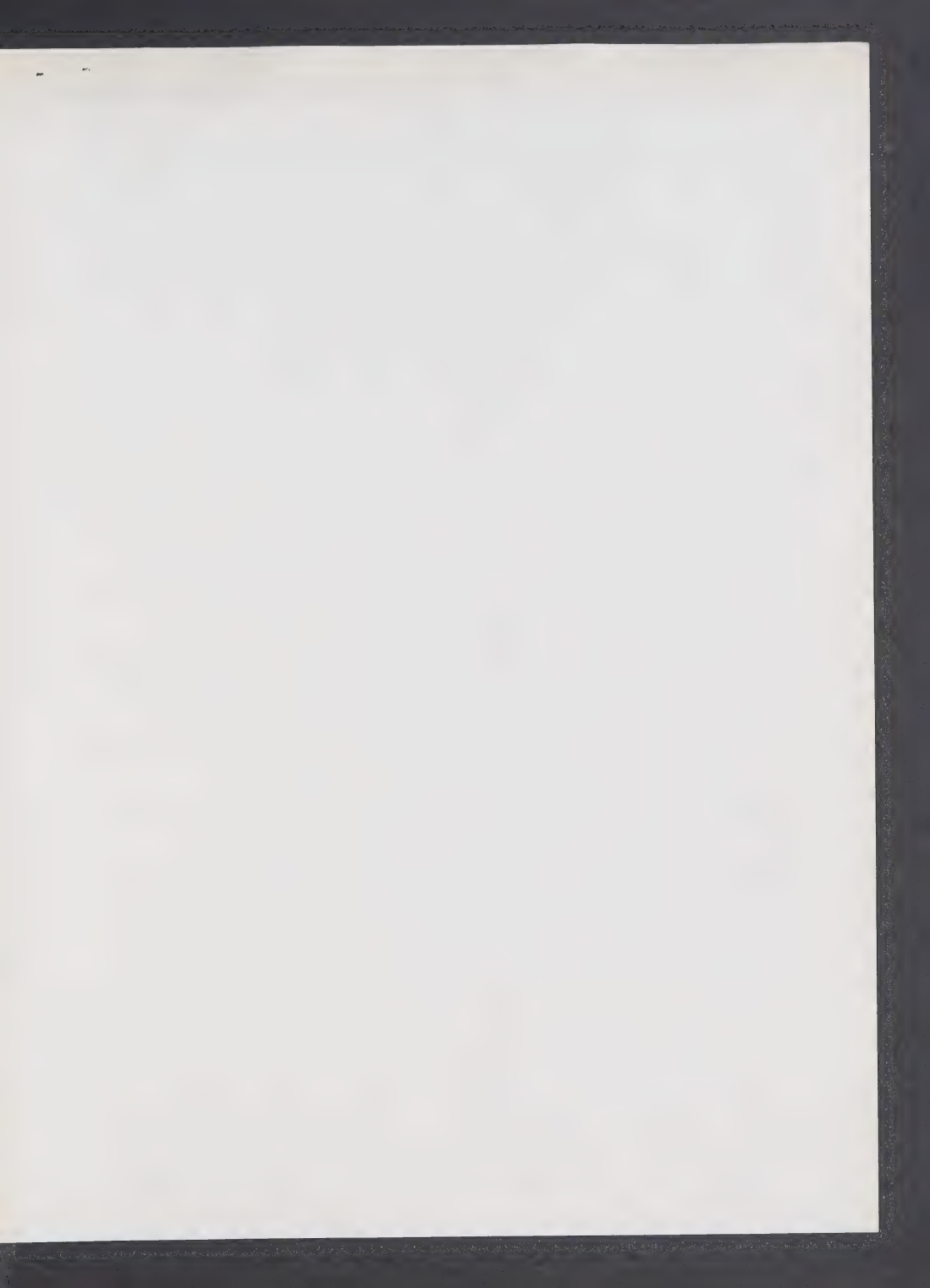


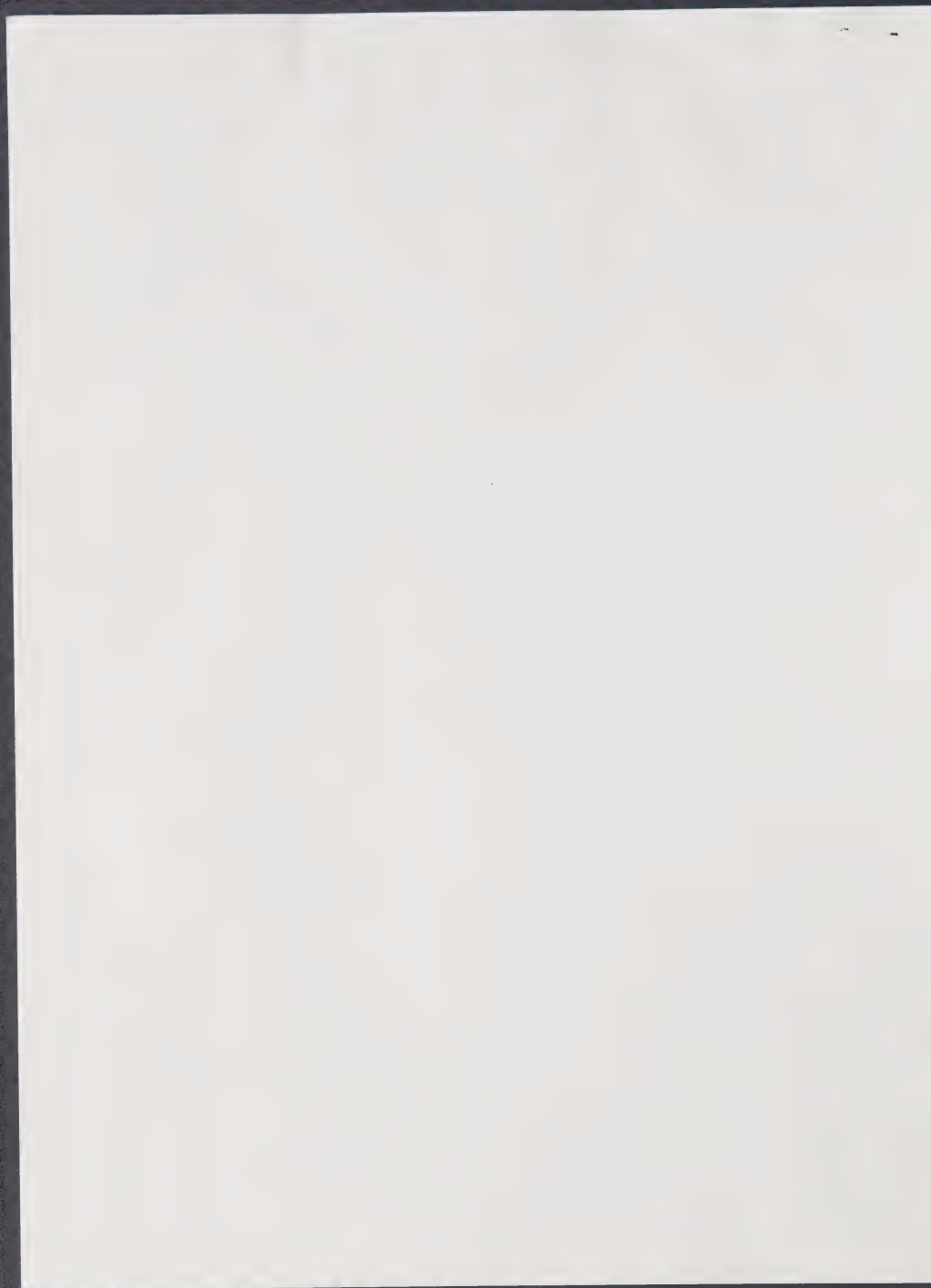












Telephone:
(0424)214288.

23, Normandale,
Bexhill-on-Sea,
East Sussex.
TN39 3LU.

h

26 February 1993.

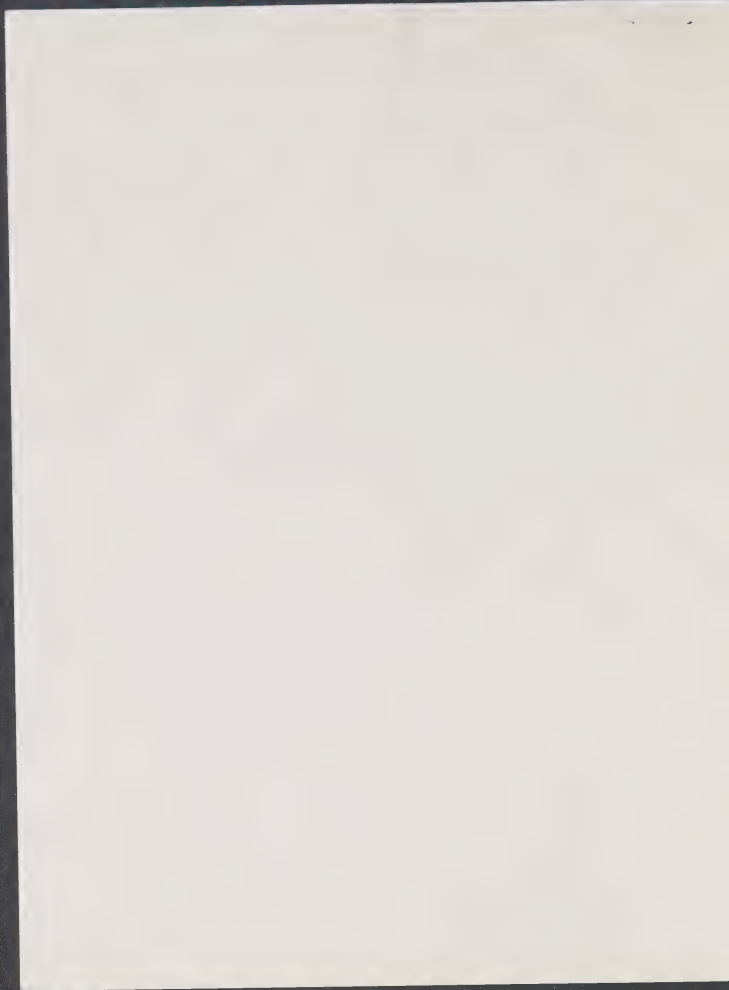
Rtn. Jack Spier,
Courtlands,
64 South Cliff,
Bexhill-on-Sea,
East Sussex. TN39 3EE.

Dear Jack,

I read in the local paper recently that you are well acquainted with Dr. Alfred Bader, who has taken a leading role in the proposed purchase of Herstmonceux Castle for Queen's University, Kingston, Ontario.

As you are probably aware, I was on the staff of the Royal Observatory from 1936 until 1977. I am therefore very interested in seeing Herstmonceux used for an appropriate activity. We have a small group that raised objections to undesirable developments in the vicinity of the Castle.

There is also a continuing programme at Herstmonceux with a laser ranger. This, in conjunction with a GPS receiver, (Global Positioning System), is now becoming of great interest and value. I continue to receive annual International reports on performance. There have been recent meetings, in which I have participated, at the University of Sussex and at the Institution of Electrical Engineers, to discuss the remarkable achievements of GPS in a wide range of applications. I sincerely hope that this work may be enabled to progress.



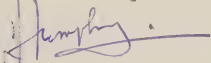
You will understand, therefore, that I am delighted at the prospect of Herstmonceux becoming an academic centre, and cooperating with the University of Sussex.

If Dr. Bader is visiting you, I should be very happy to have the opportunity of meeting him, telling him something about the period when it was the home of the Royal Greenwich Observatory, and hearing of the plans for the future.

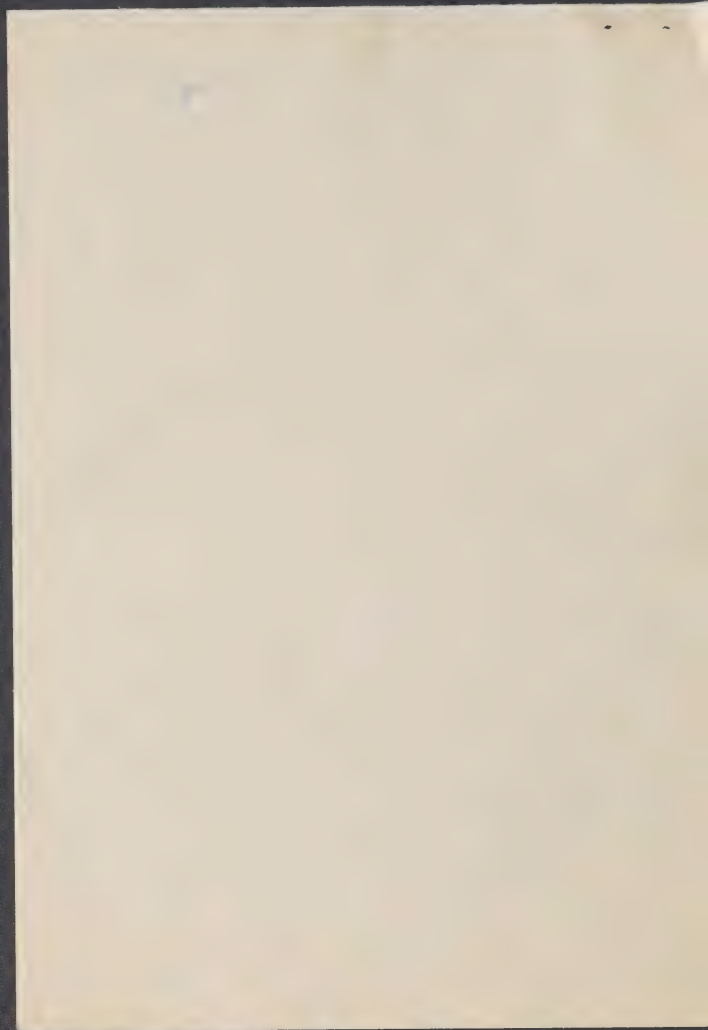
On a personal note may I add that, like you, I have lost my partner. I am very thankful for the more than 50 years we enjoyed together. Fortunately I have many local interests to keep me busy.

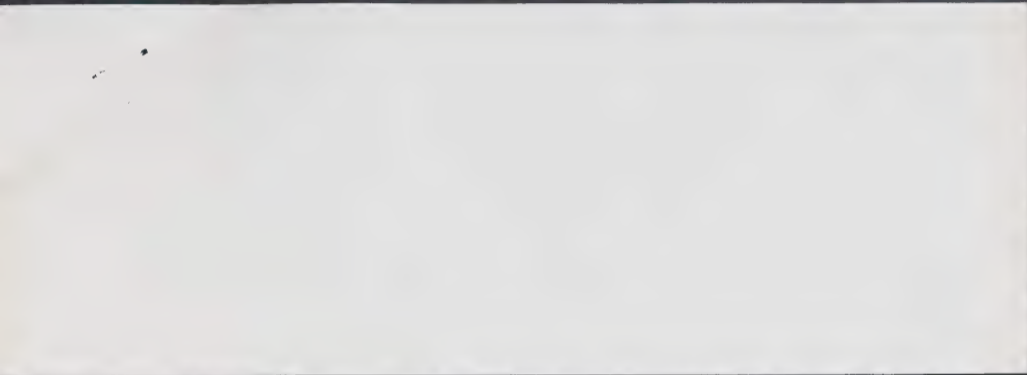
I trust you are keeping well. With kind regards,

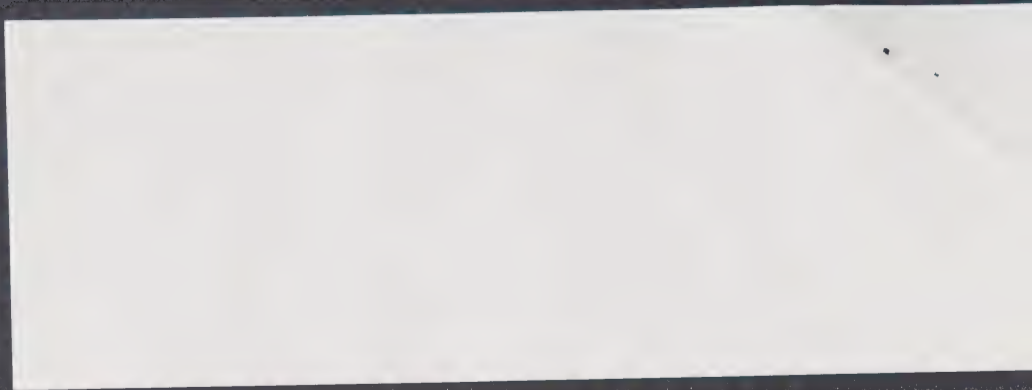
Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Humphry M. Smith', with a long horizontal flourish extending to the right.

Humphry M. Smith.







FAX FROM

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

Feb. 26 93

8:30 am

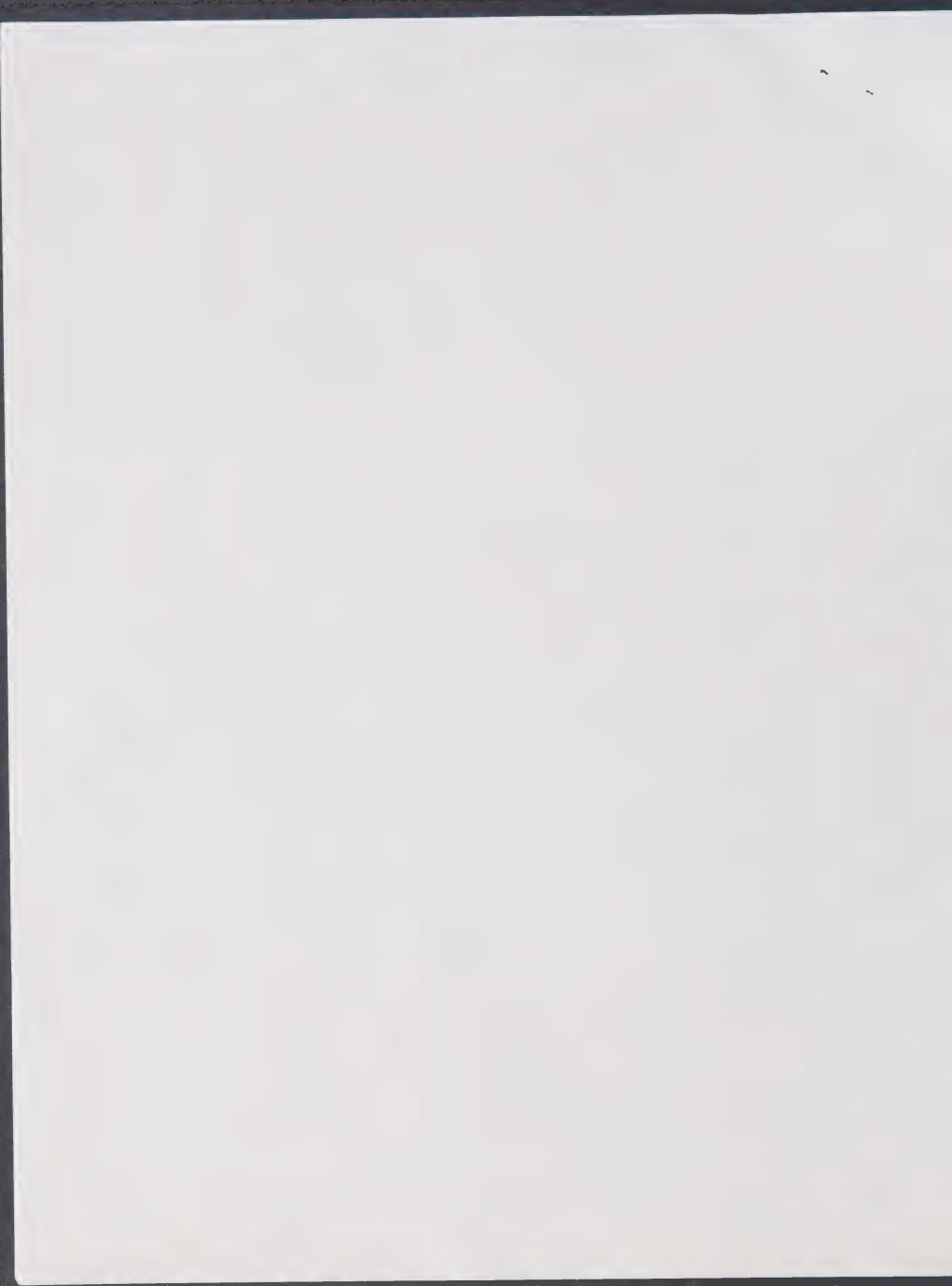
To: Tom Thayer

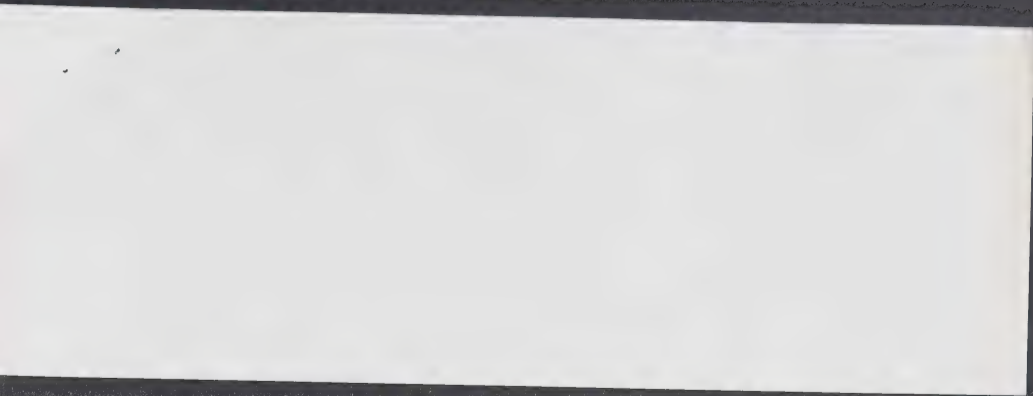
I understand that Principal Bank
is engaged to exchange purchase contracts
with bank. If that has been done, he
will know date when \$ 3.8 million
payment will have to be made, and
we should consider buying 1.8 million
forward to that date.

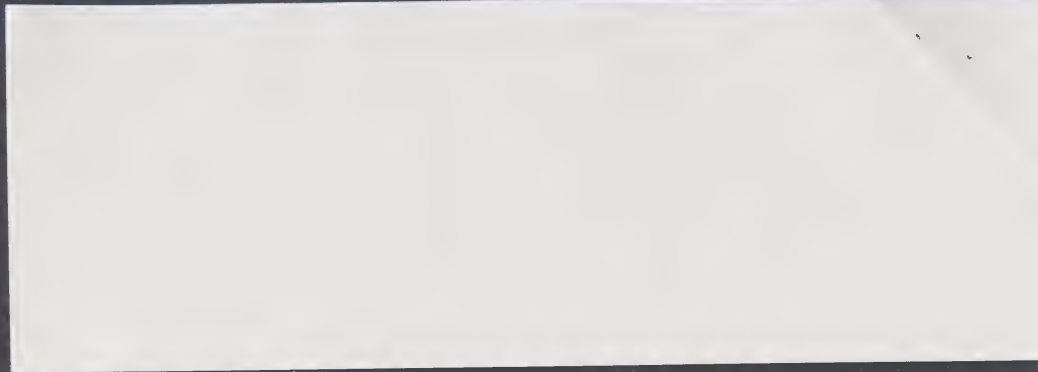
Right now, pound for spot delivery
is us of 1.42¢, 90 day a little lower -
if contracts have in fact been exchanged,
please consider buying.

Best wishes

Alfred







FAX FROM

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

February 25, 1993

To: Dr. David Smith, Principal
Queen's University

Dear David:

I hope you had a successful trip to England and that despite the bank's stubbornness the contracts were exchanged.

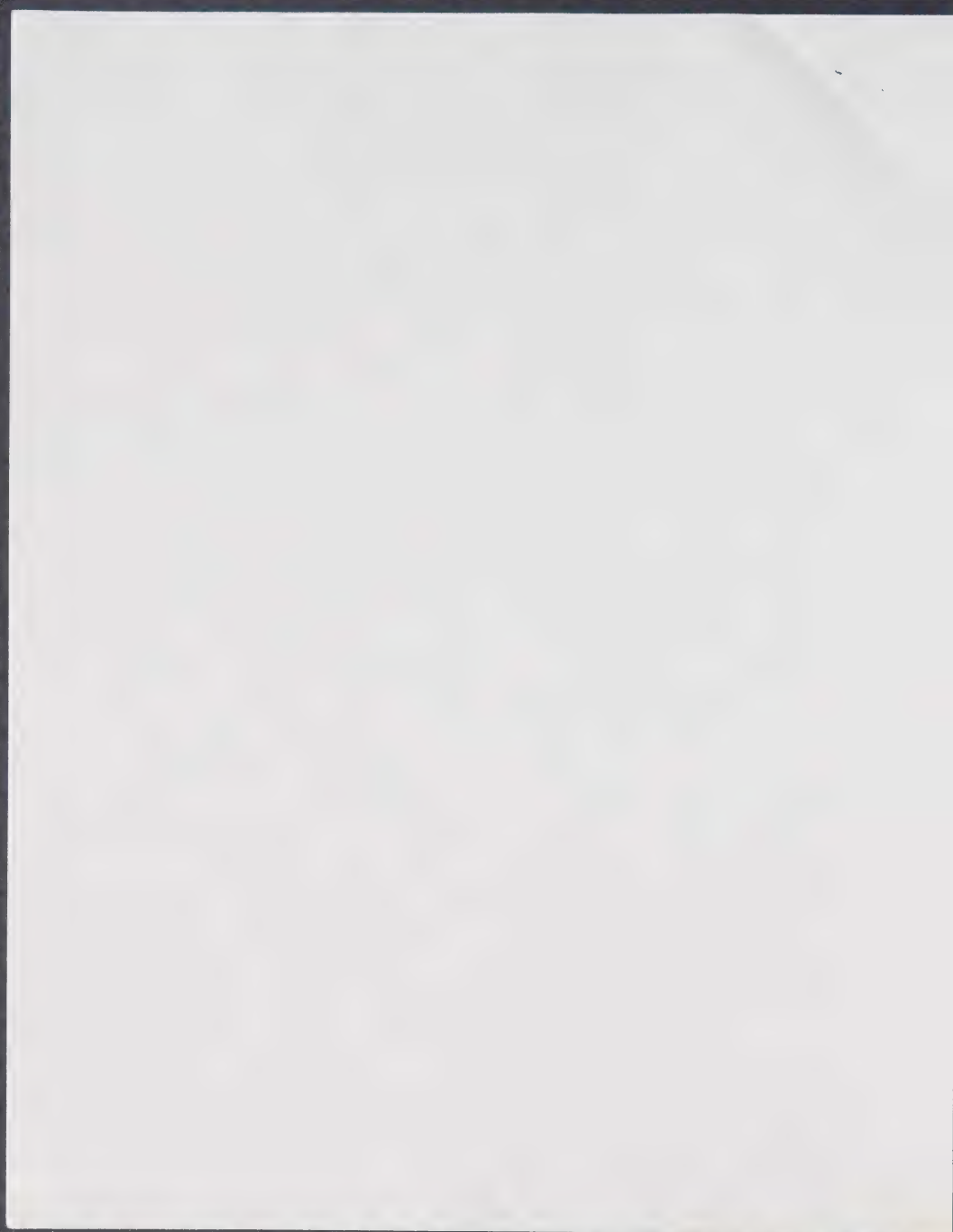
Dr. Jeffrey Cooper will be visiting us in Milwaukee on March 8, and Isabel and I plan to drive to O'Hare in Chicago to pick him up.

Could you please send me the November contract between Queen's and Isabel and me with the two amendments. It may be useful to be able to show Dr. Cooper the amended contract from which he will see that if the bank is too difficult, Queen's will keep the funds and we will find something else really useful. Perhaps not Dr. Cooper, but others in the bank really play hard ball, which is so different from the way we operate.

Best wishes.

As always,







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Fax 979-8635

1993 02 24

Dr. and Mrs. Alfred Bader
2961 N. Shepard Avenue
Milwaukee, WI 53211
U.S.A

Dear Dr. and Mrs. Bader,

Attached find an excerpt from the Global evening news of February 17th. The item was shown twice, once on the 6:00 p.m. news, and again at 11 p.m. I hope the video arrives in good shape - it may require some track adjusting as the copy from the agency is not the best.

Principal Smith may have indicated that he has asked me to serve as Executive Director for the International Study Centre at Herstmonceux Castle Estate, which you have so graciously given to the University. I must say, the response from the local communities on both sides of the Atlantic has been overwhelming. The British media have been fascinated by the story, and the community in Sussex appears delighted to have a part of a Canadian university in their midst.

The faculty, students, and staff at Queen's are thrilled with the generosity of the gift and the exciting opportunities that it provides. Preparations for the academic programme are proceeding well. I have visited more than twenty-five departments and schools within the University, to discuss ideas and solicit plans, and have been overwhelmed by the widespread enthusiasm. The vision of an International Study Centre has caught everyone's imagination.

Incidentally, I congratulate you both on your excellent T.V. "presence."

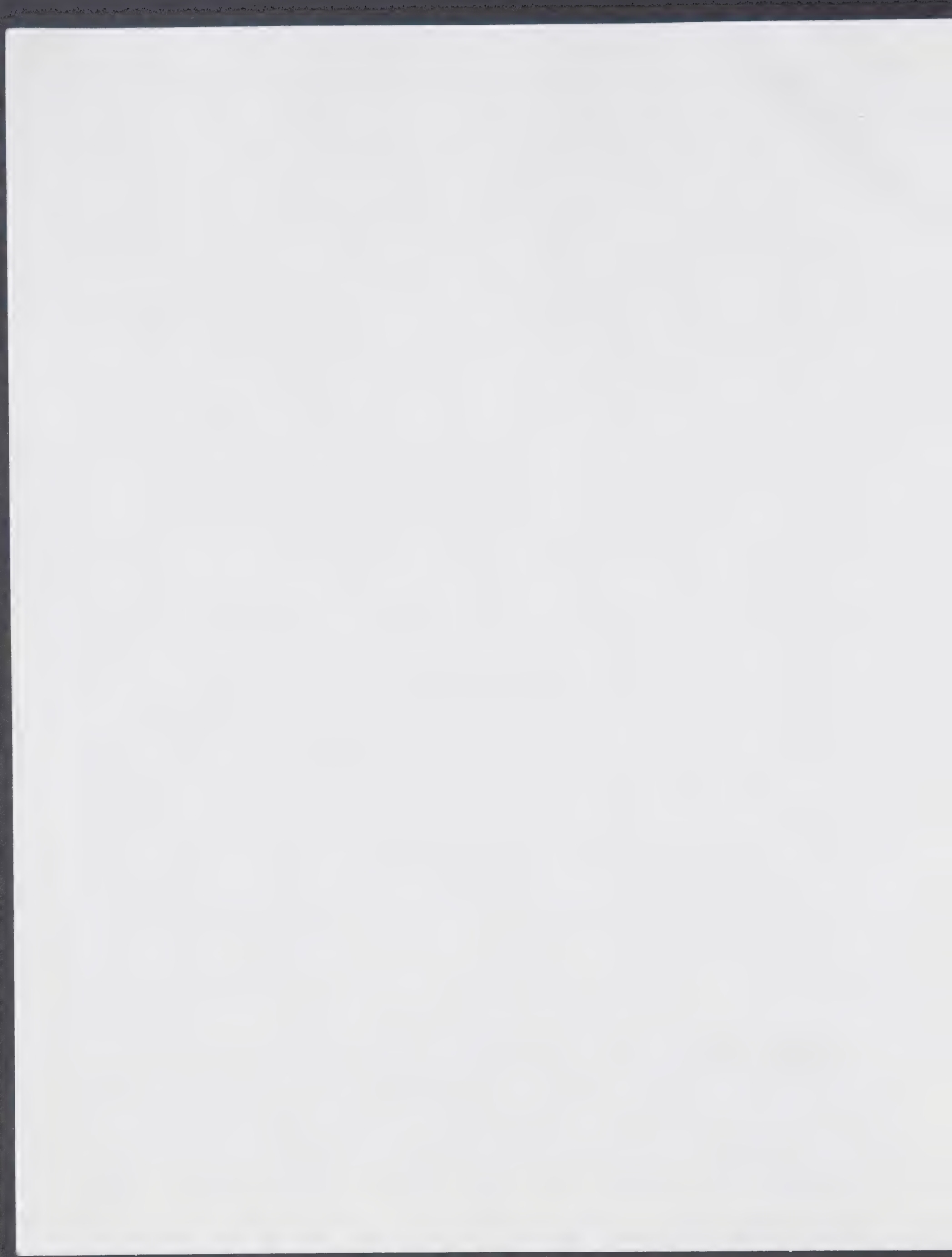
With gratitude and best wishes.

Sincerely,



Maurice Yeates
Executive Director, OCGS

cc: Dr. David Smith, Principal
MY/hs
Tres.hs/Bader.ltr



FAX FROM

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

February 15, 1993

To: Principal David Smith
Queen's University
Fax 1 613 545 6838

Dear David:

Thank you so much for your fax of February 12th. The modified paragraph 5 of our agreement is just right, and I would appreciate your sending me a full copy, properly initialed. We will then initial it also and return a copy to you.

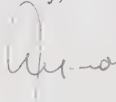
I am happy to know that the contracts will be exchanged next week and that you will also be visiting the University of Sussex. If you have a few minutes to spare in Falmer, please greet two very old friends in ~~the~~ Chemistry, Dr. David Walton and Dr. Jim Hanson.

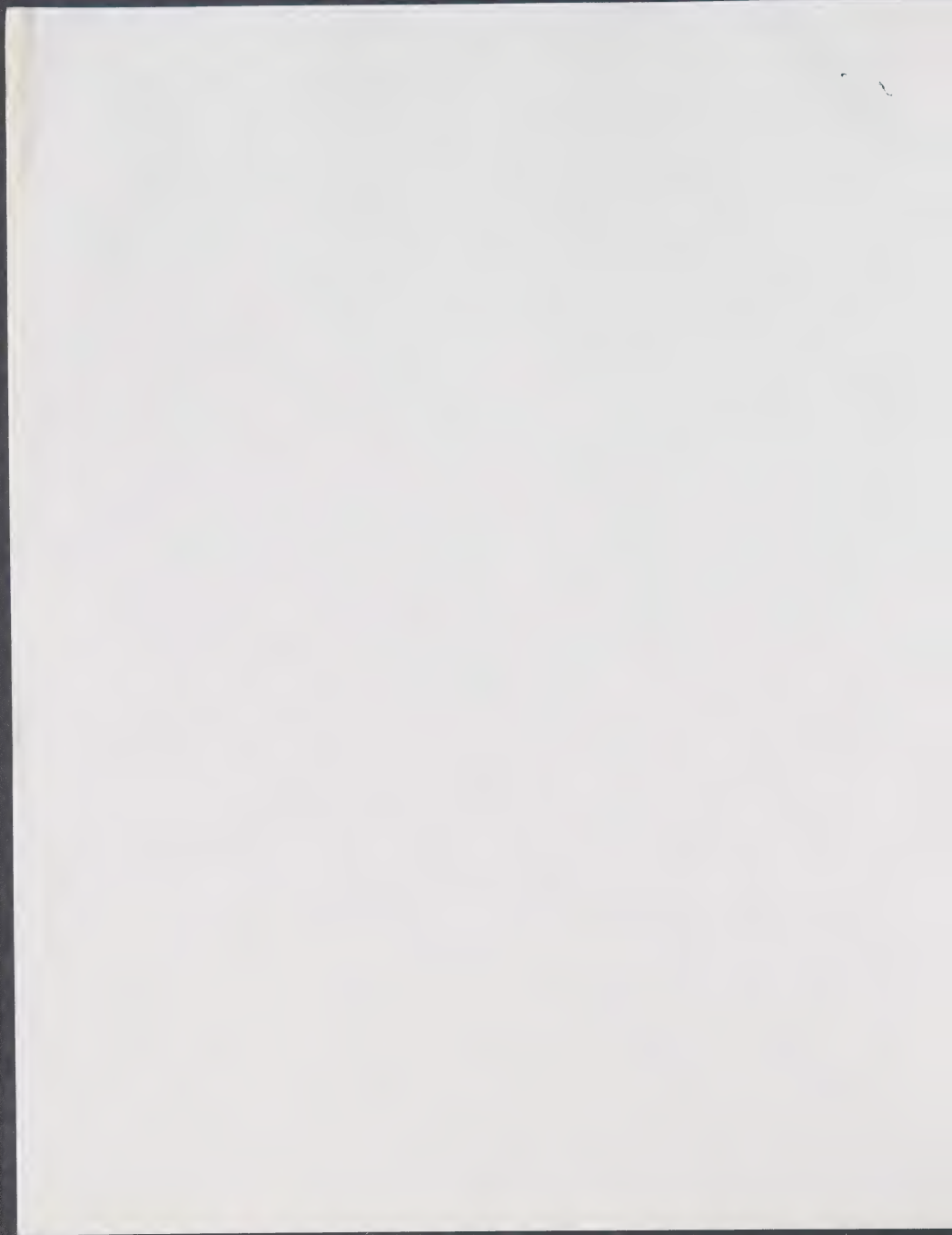
Regarding the fund-raising, I don't understand David Shankland's suggestion that Guinness Mahon might purchase the option. I still hope that we will be able to change their mind and to accept L4 million for an immediate sale.

I am sure that Bruce Buchan has shared with you my deep concern about the Bader Chair in Art History. I am all for complete equality between men and women, but it would be a shame to pick a competent woman professor in preference to a world class man who is clearly very much better.

Best wishes.

Sincerely,





The Whig-Standard

Feb. 9, 1993

EDITOR

Dr. Alfred Bader,
2961 North Shepard Avenue,
Milwaukee, Wisconsin, 53211,
U.S.A.

Dear Dr. Bader,

I apologize profusely for the delay in answering your request of Jan. 21 for a copy of that picture that was carried next a story I had written on your marvellous castle, Herstmonceux. The delay is partly explained by the fact that I found the photo had been taken by Alec Ross, who works off and on for Queen's University, and had taken the picture of you both back in 1984, I believe.

At any rate, I called Queen's news department to suggest that you'd like a copy and a negative perhaps, and so I hope that by now you will have received it. I am enclosing the copy we had in a file on you - a photo file, let me add - and another little story I did on the ghost and architecture side of the site, being of an historical turn of mind. A friend very kindly brought in the vintage romantic print which we ran for interest.

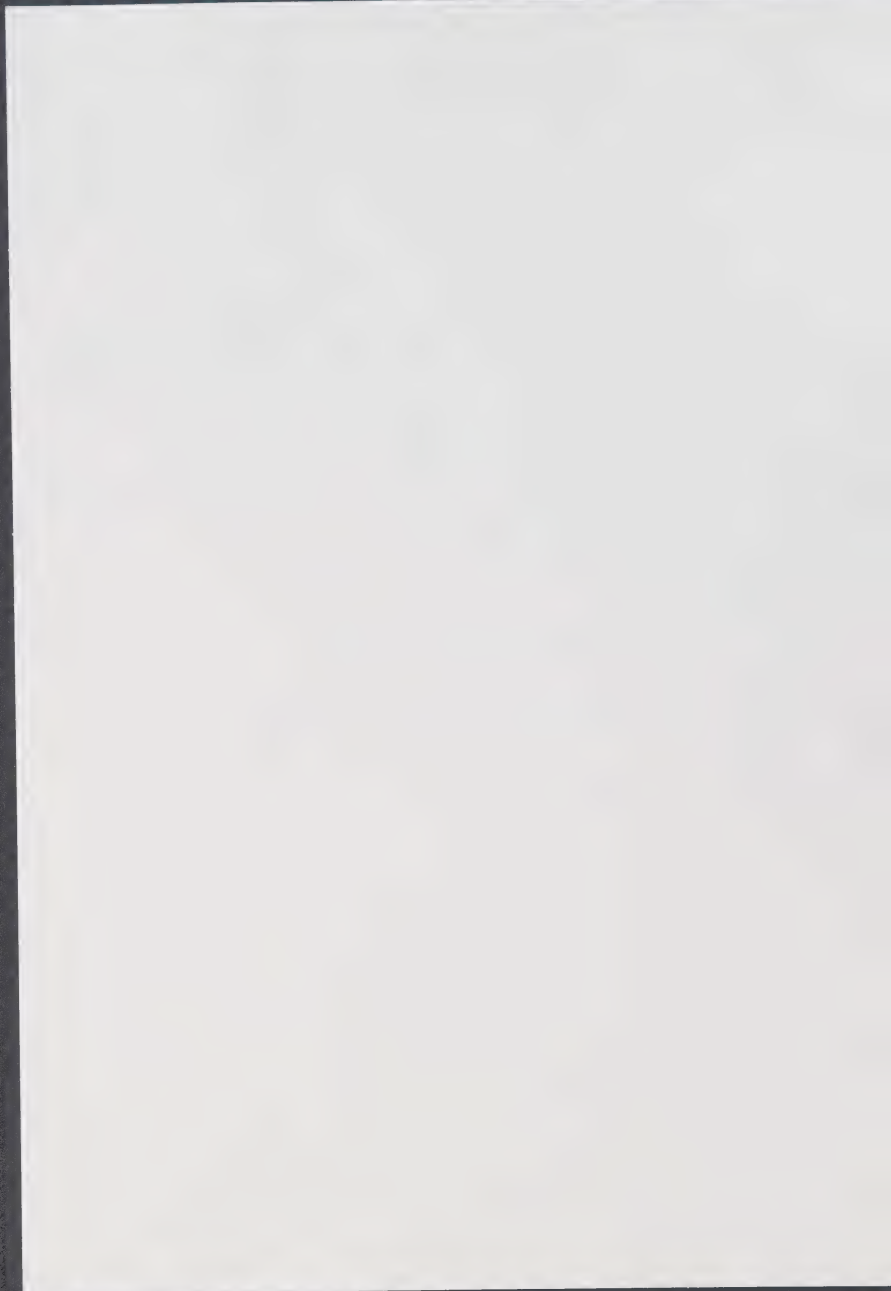
I hope the photo will be of use. We all enjoyed writing up the castle coup because it's all so interesting and off the beaten track of daily news stories.

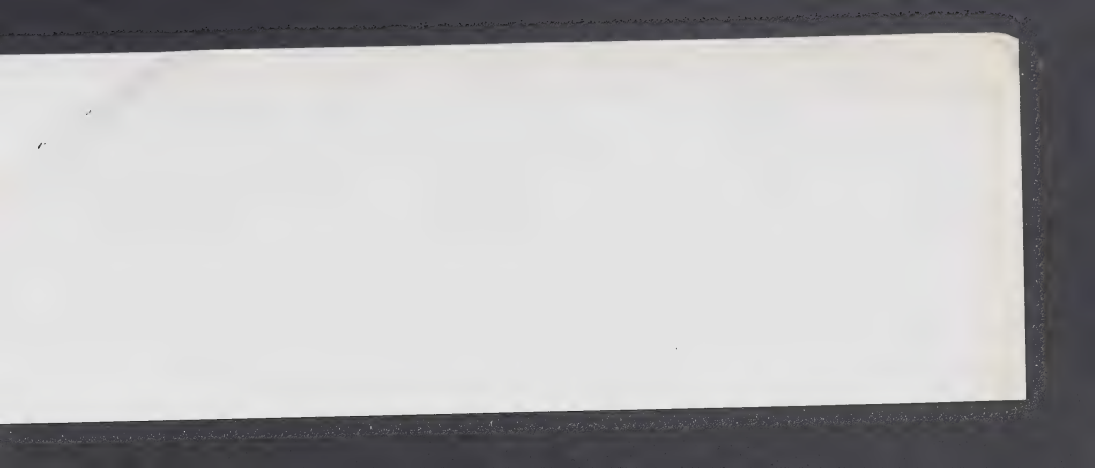
Best wishes,

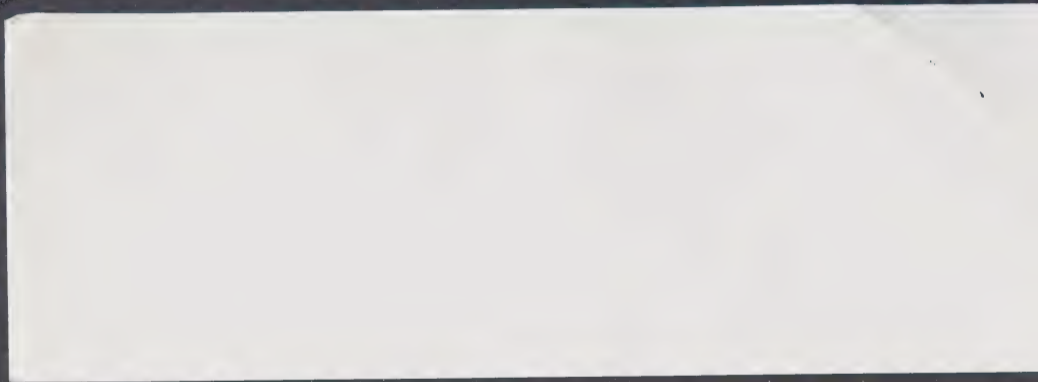


Murray Hogben.

Reporter







FAX FROM

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

February 9, 1993

To: Principal David Smith
Queen's University

Dear David:

Thank you so much for your letter of January 18th with the agreement and the correction in Paragraph 1.

Could you please also have paragraph 5 changed as per our discussion.

How are the negotiations with the bank proceeding?

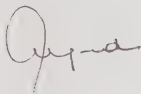
As you know, Queen's now owns £2 million and will probably purchase the next £1.8 million, soon.

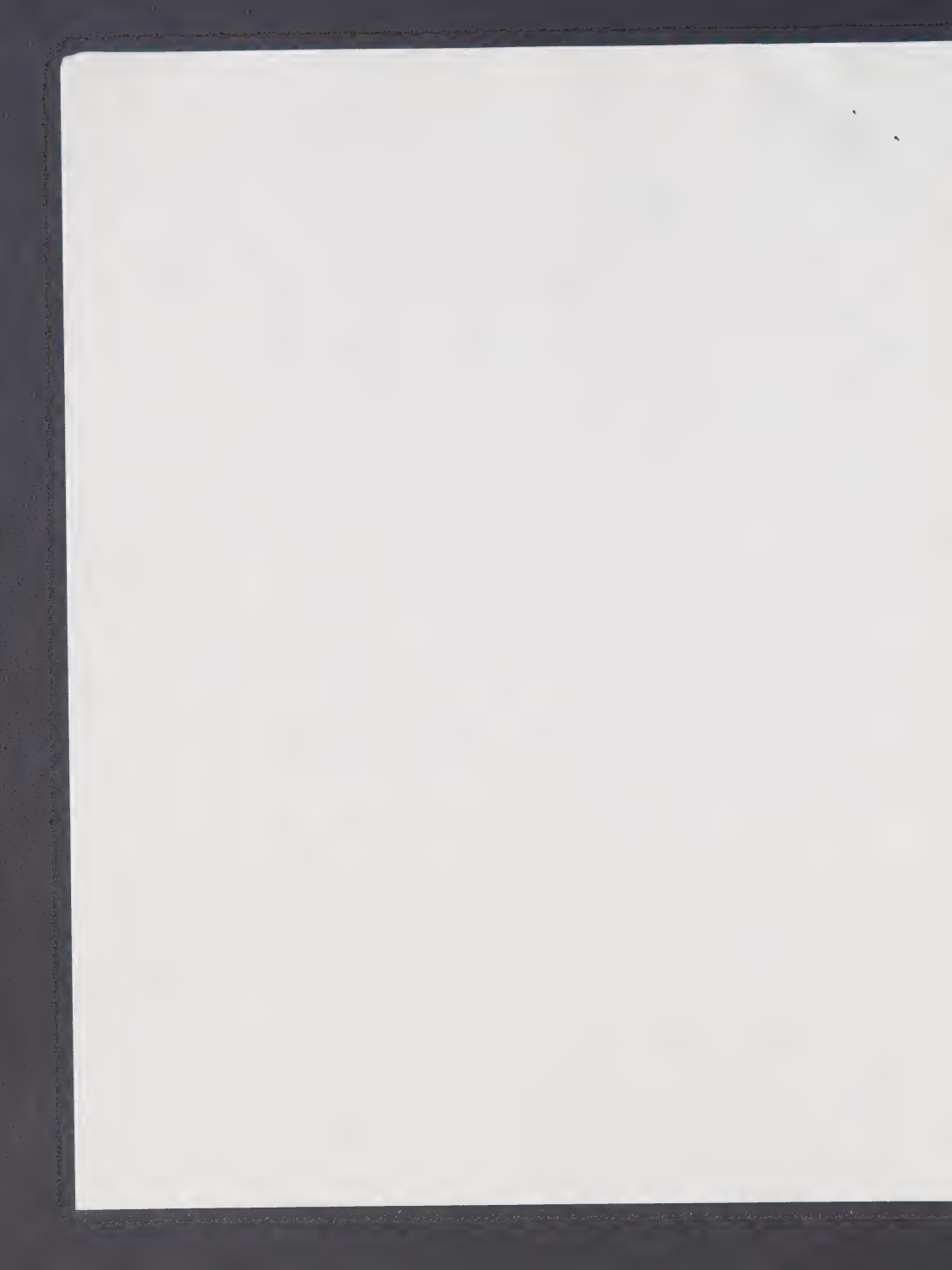
I very much appreciate the January 23rd Whig Standard magazine, containing the section on the Bader Collection. Do you think that you could persuade the Whig Standard to let you have six more copies which I would love to share with family and friends.

We so enjoyed having Bruce Buchan here.

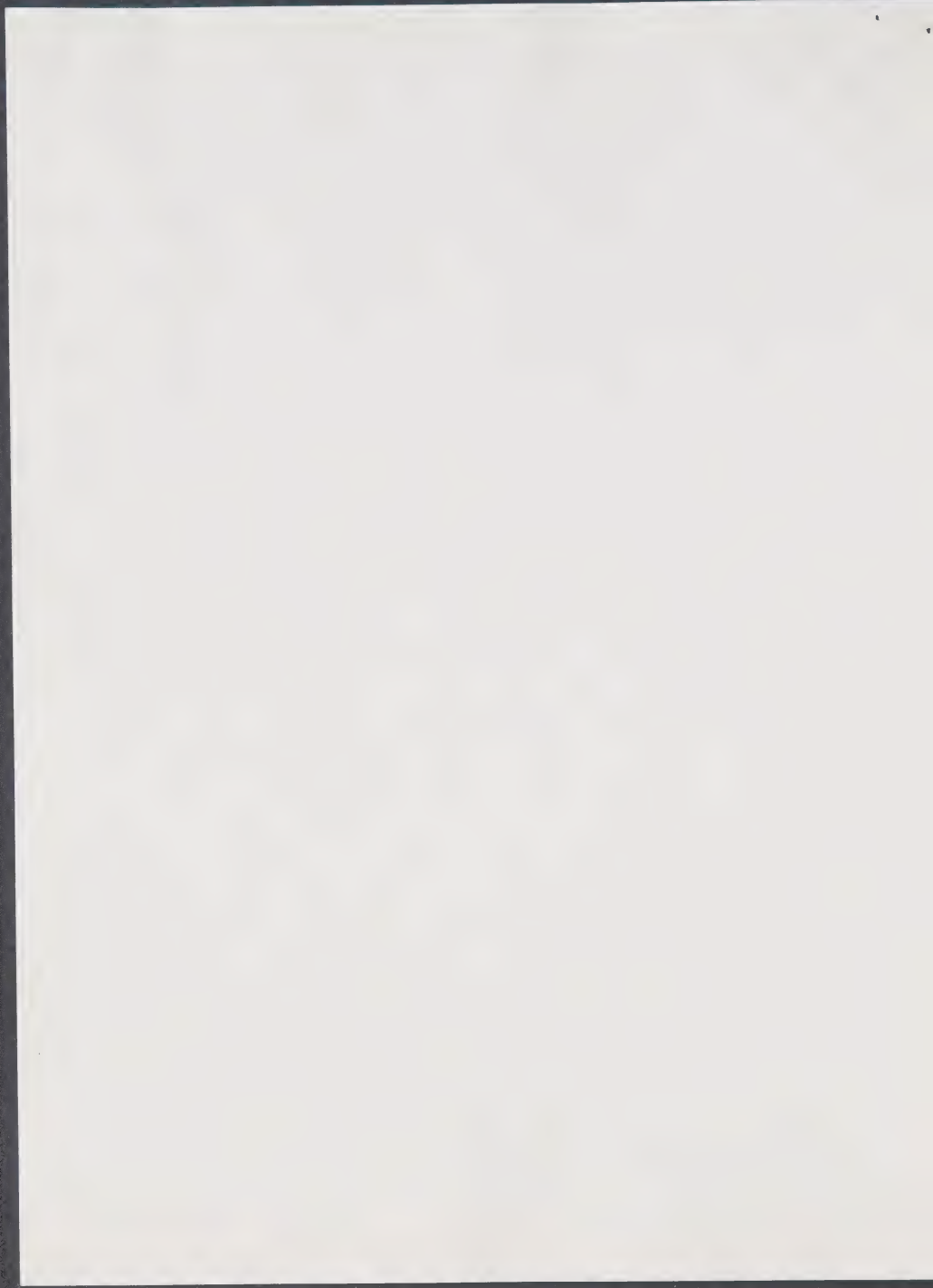
Best wishes.

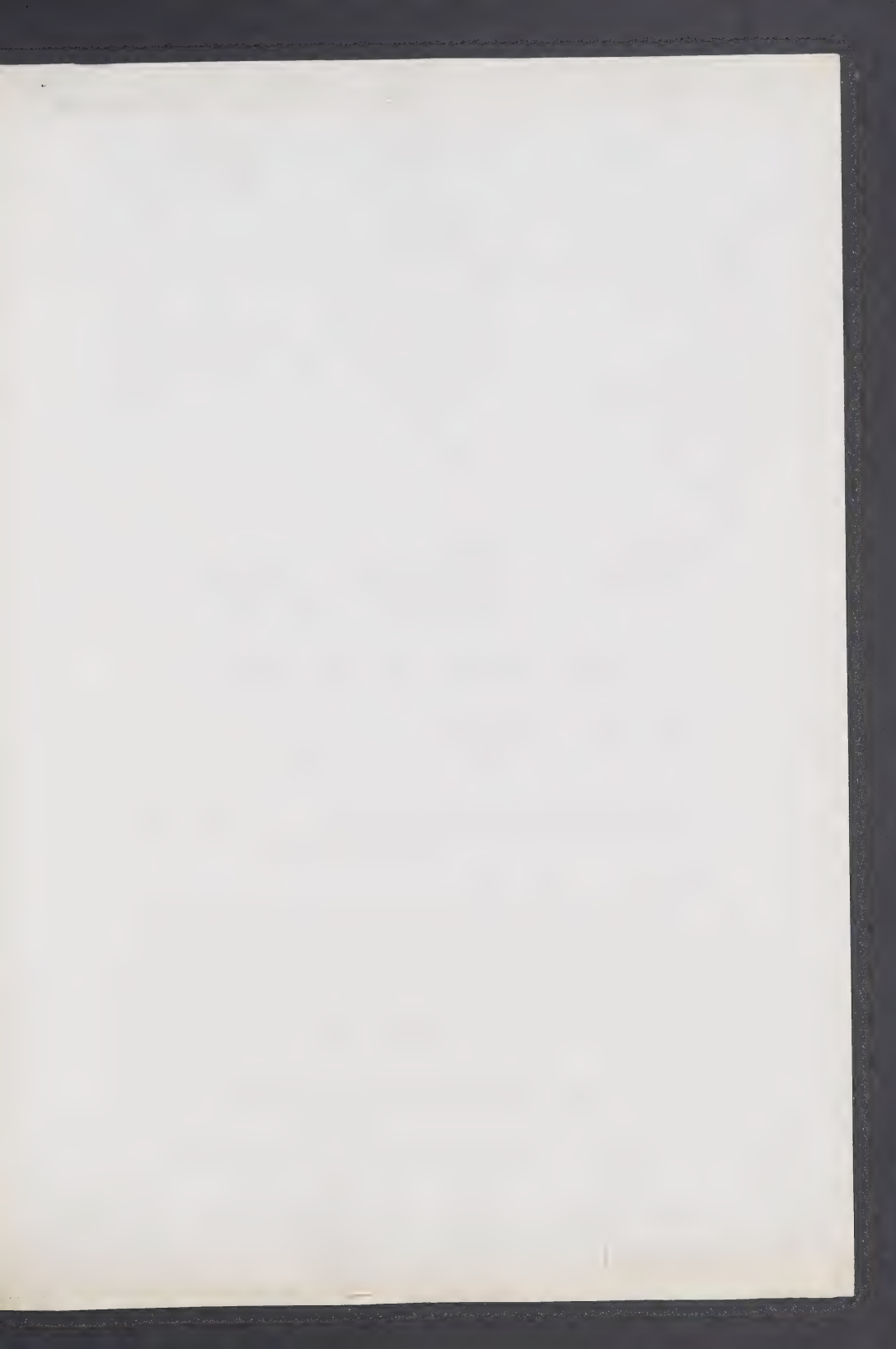
As always,

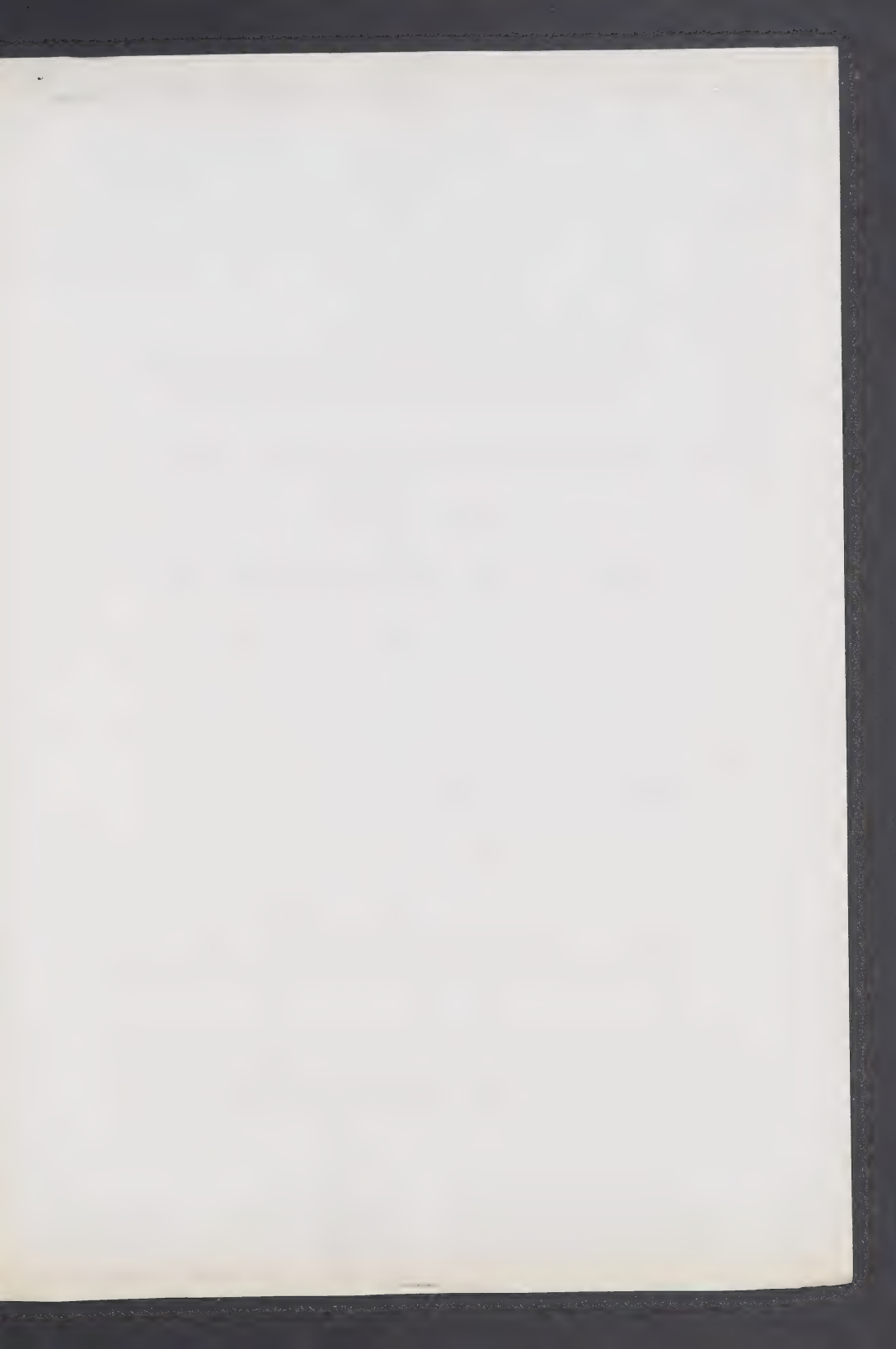


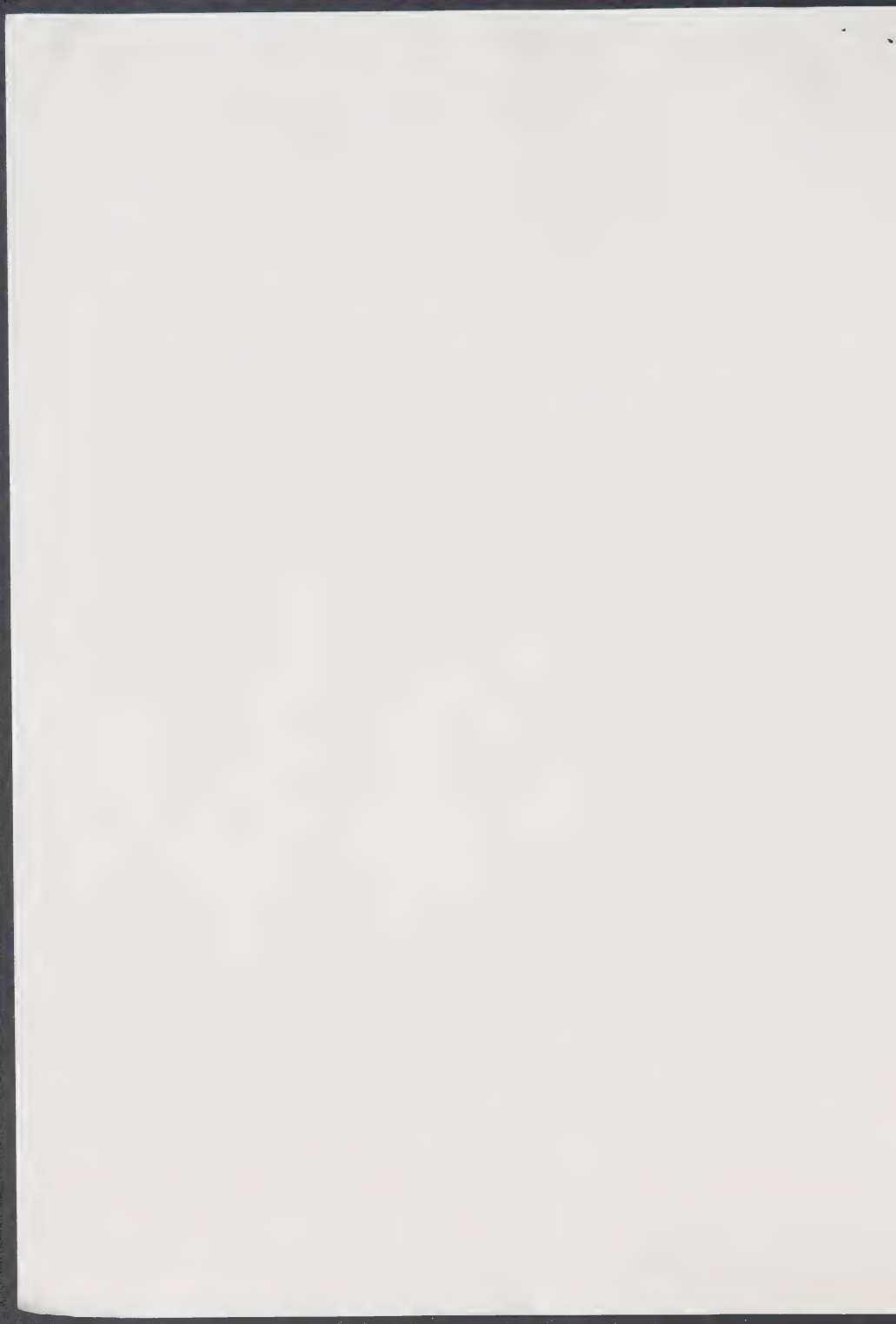


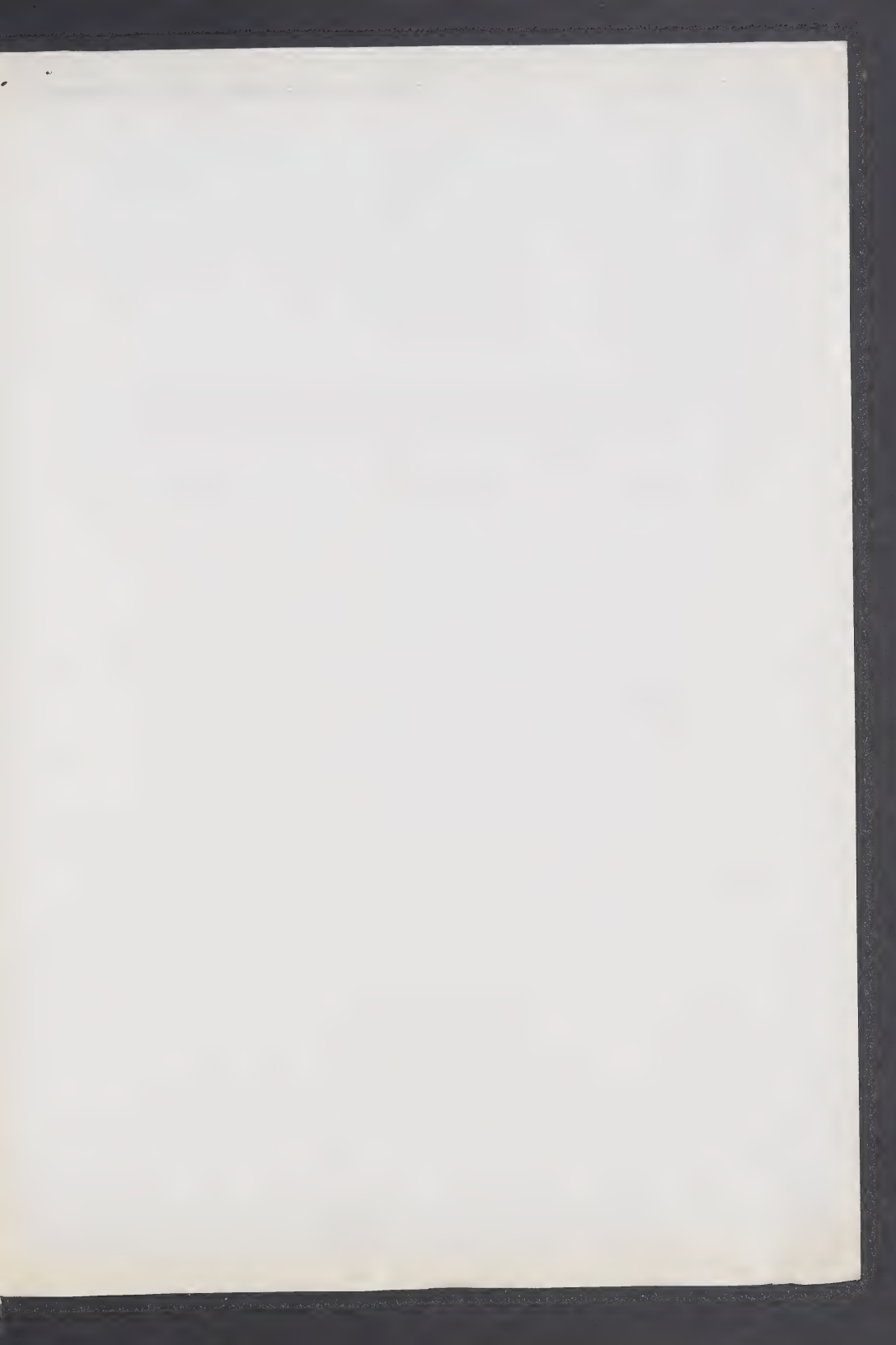












Dr. Alfred Bader
2961 North Shepard Avenue
Milwaukee, Wisconsin 53211

February 1, 1993

Principal David Smith
Queen's University
Fax 613 535 6838

Dear David:

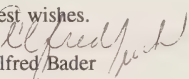
I am puzzled not to have received from David Shankland a response to my fax of January 28th, of which I sent you a copy. I would very much like to respond to Dr. Cooper fairly promptly. How does my proposed response look to you?

I have suggested to Tom Thayer today that he purchase the first million pounds, as the pound today is well under U.S.\$1.50. Of course, this suggestion is made on the assumption that you feel comfortable that the purchase of Herstonceux will go through. Otherwise, Queen's might lose a substantial amount of money if the pound keeps dropping.

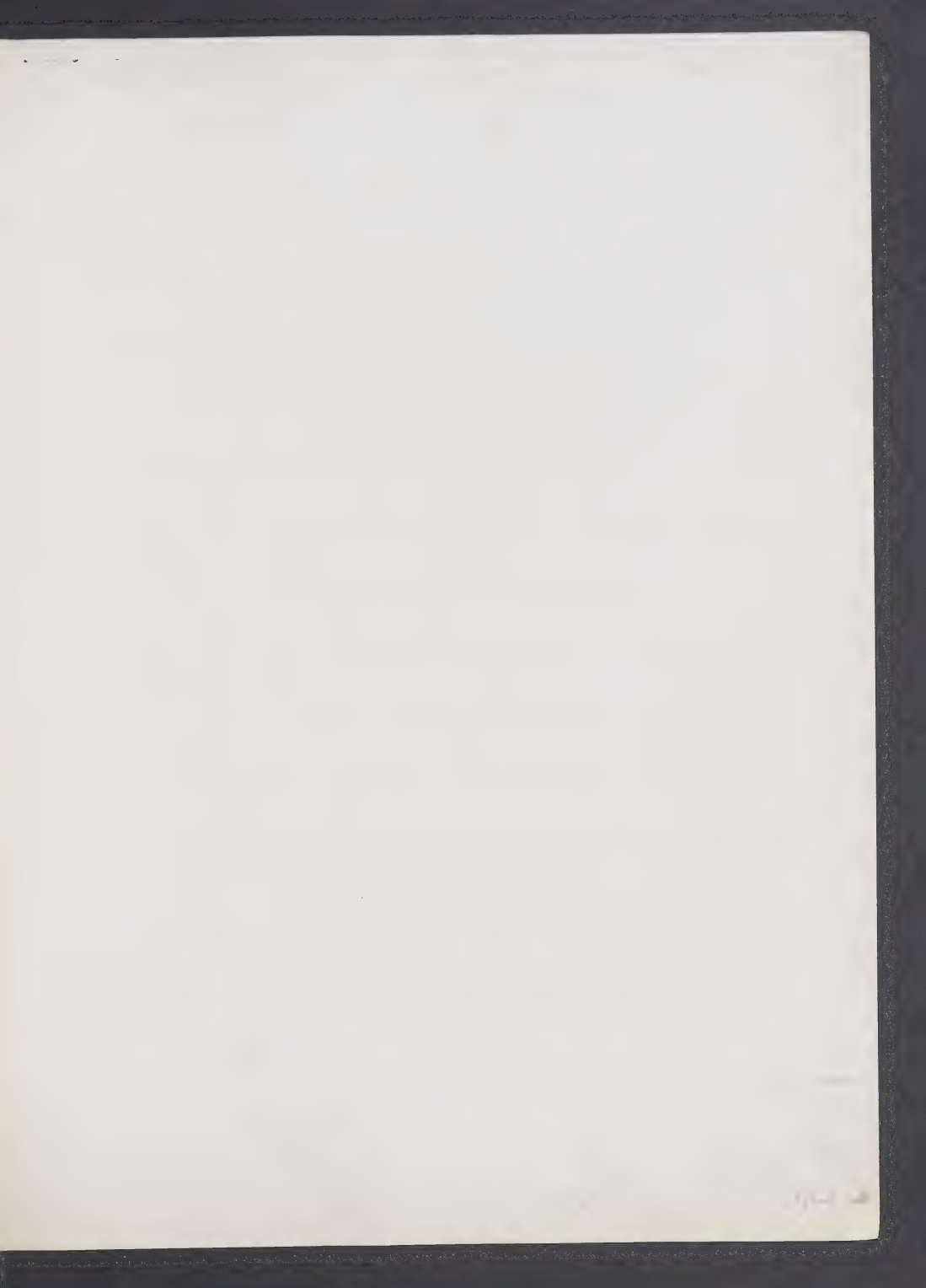
I am returning home late this afternoon and, if convenient to you, I would like to chat with you about this matter this evening.

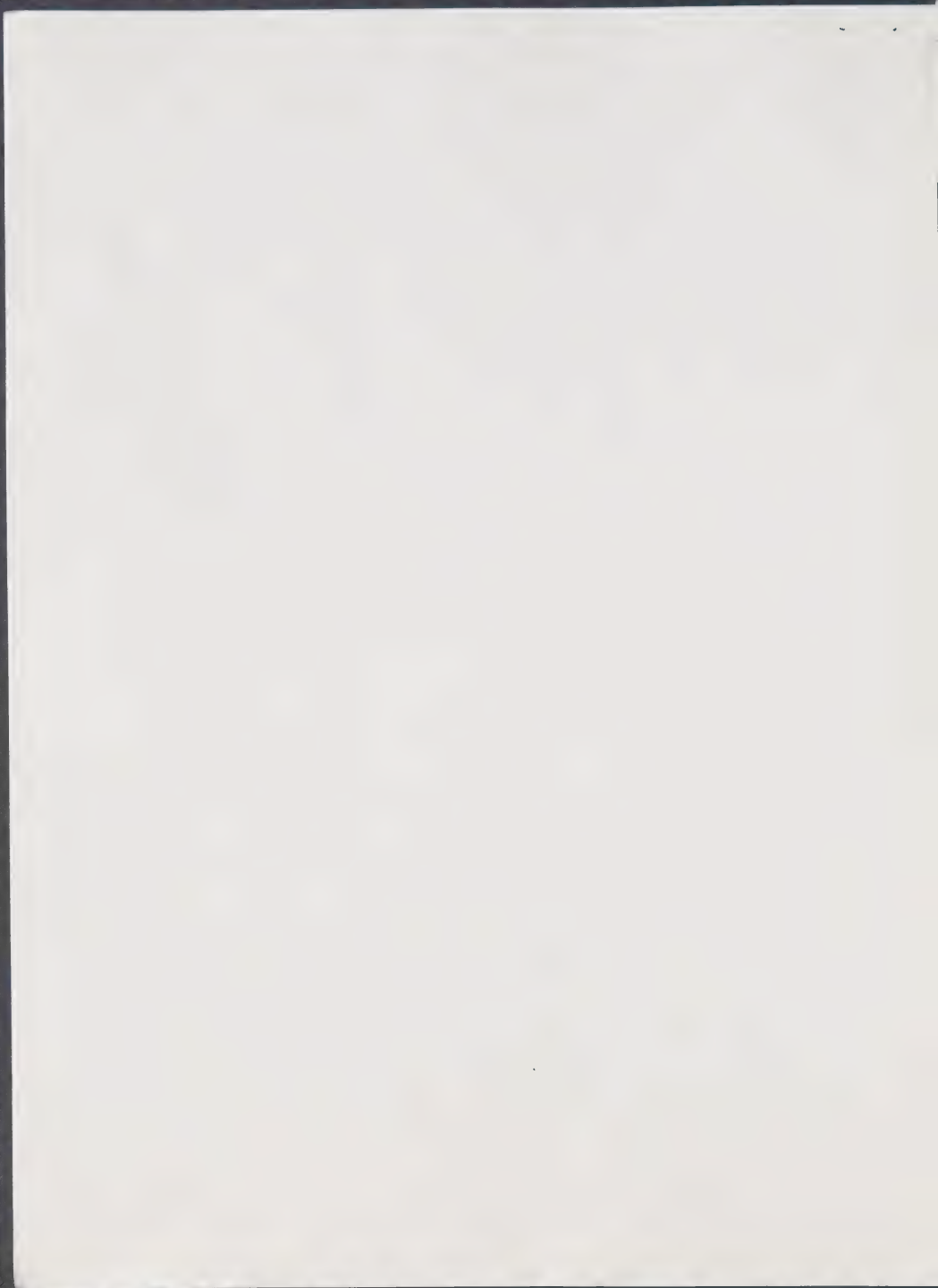
Best wishes.

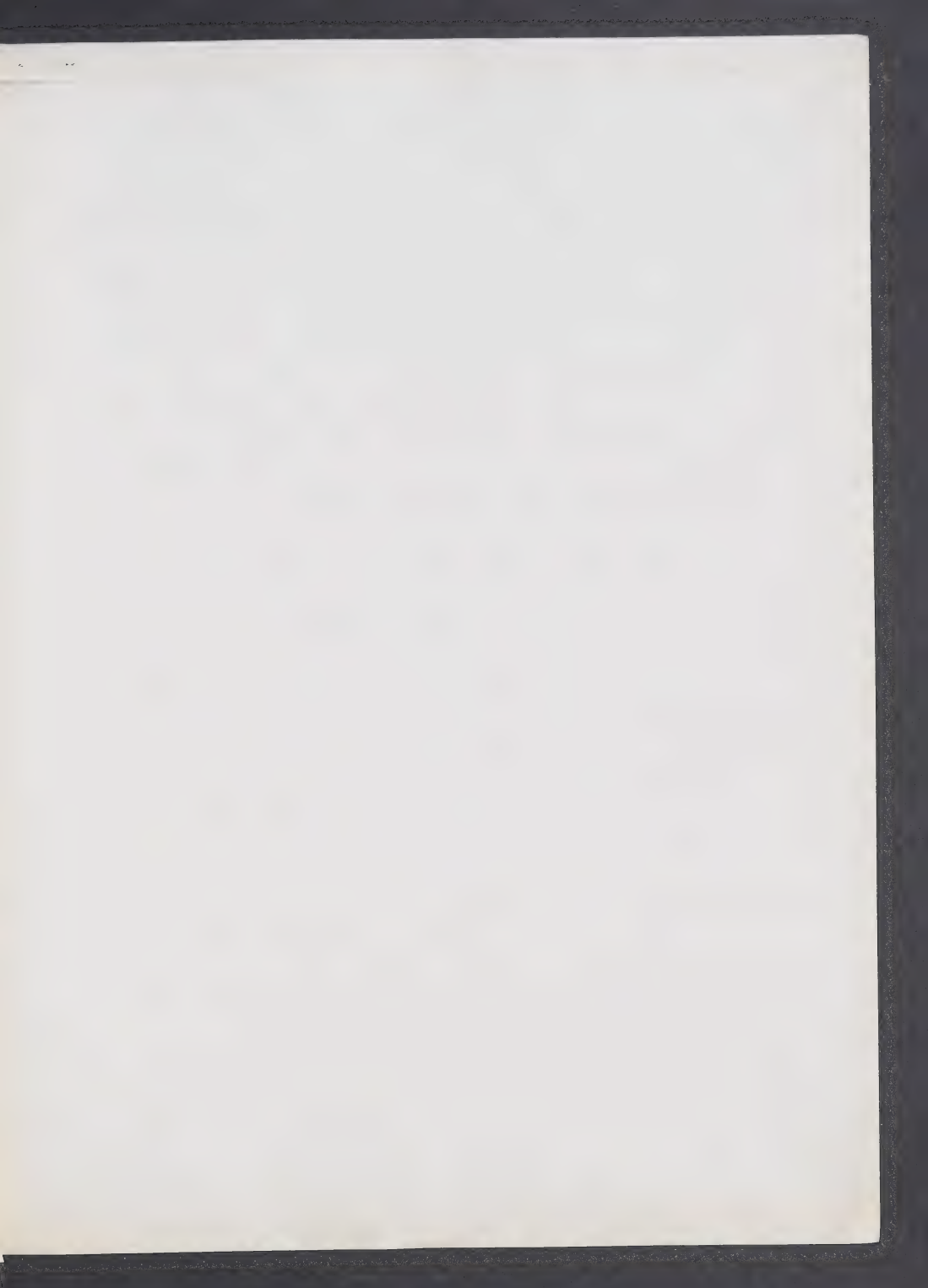
Alfred Bader

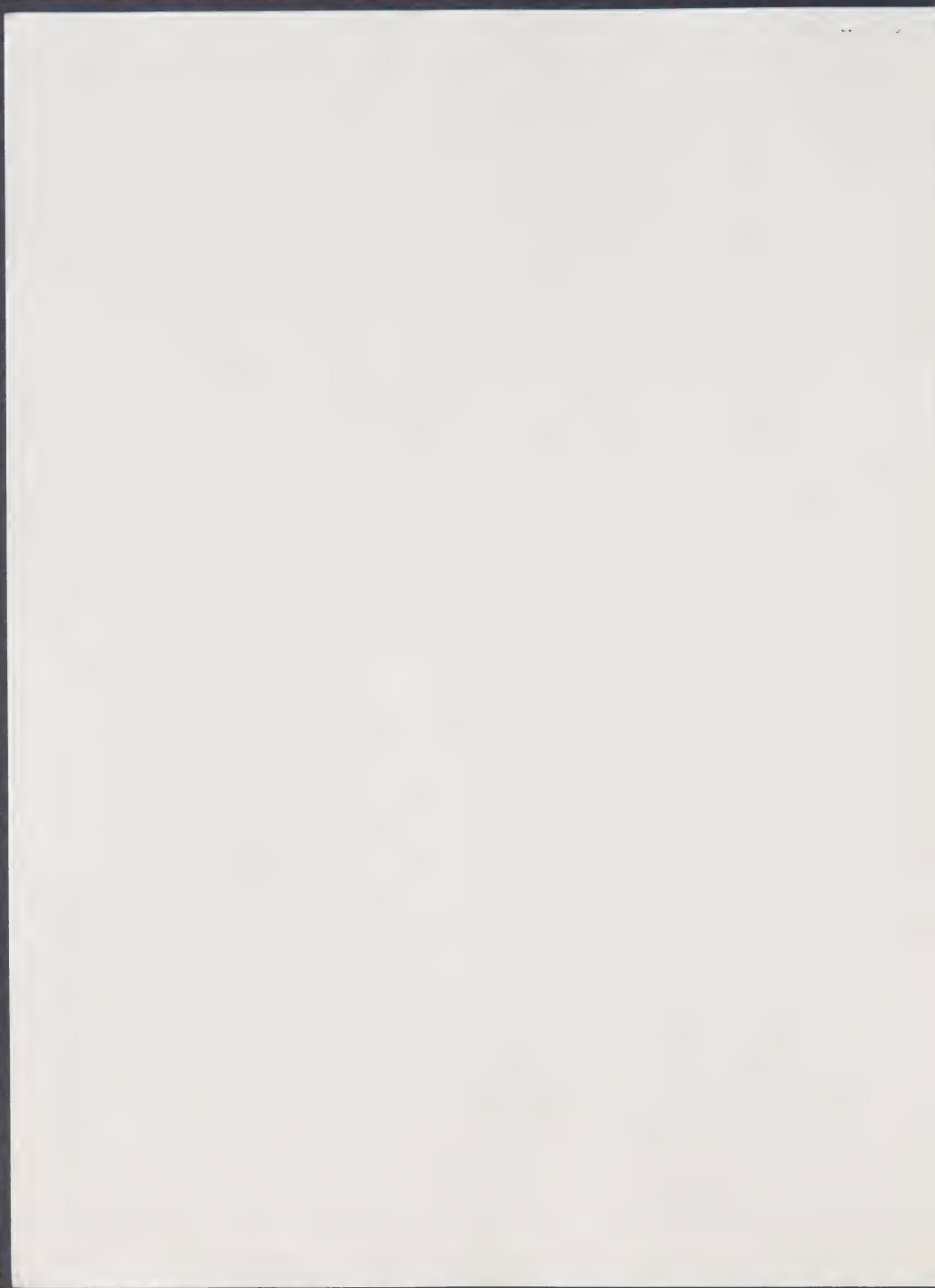






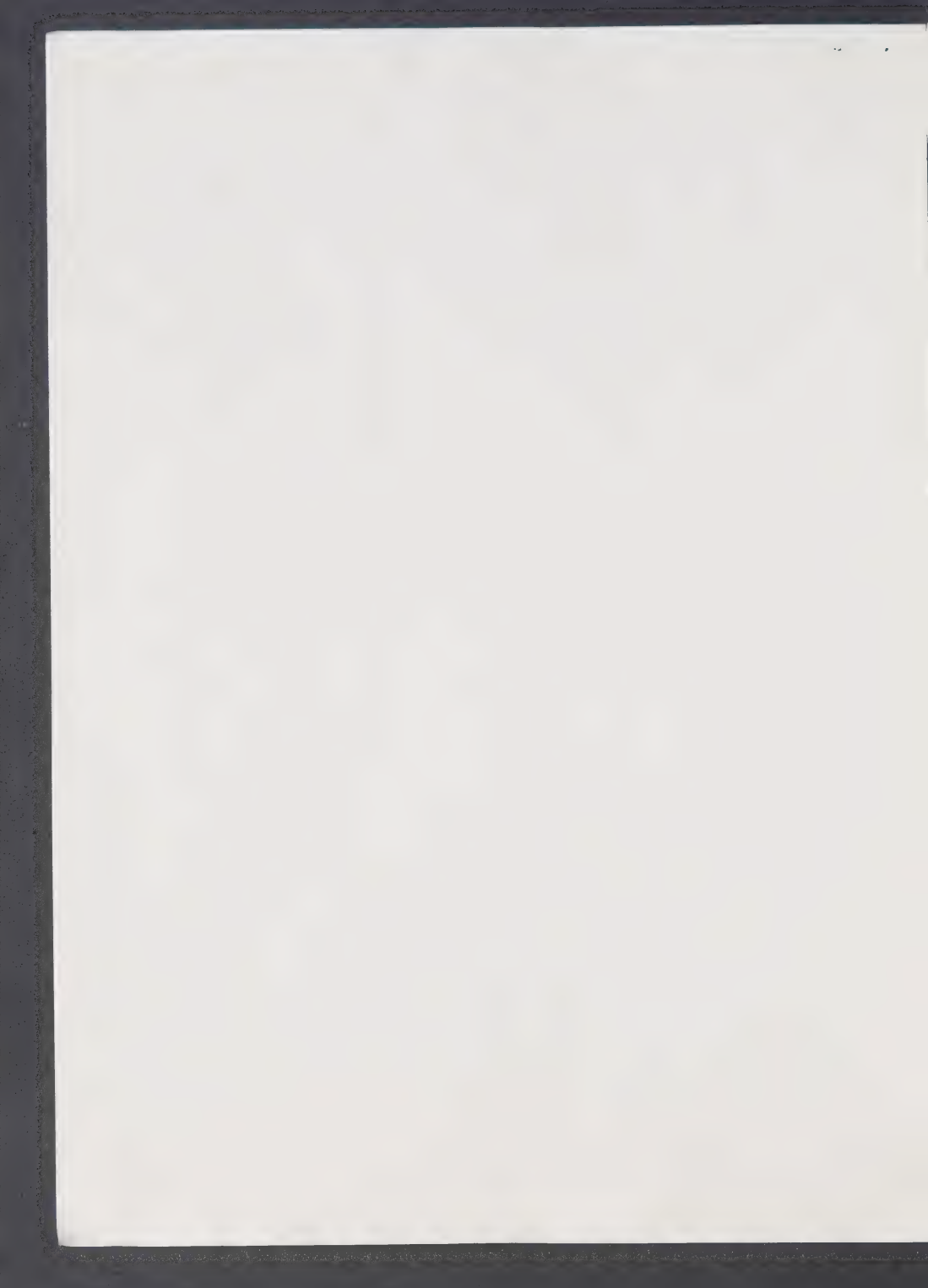






eyes - see fat

32





ALFRED BADER FINE ARTS

DR. ALFRED BADER

ESTABLISHED 1961

January 7, 1993

Via Fax 613 545 6838

Principal David Smith
Queen's University
Kingston, Ontario K7L 3N6
Canada

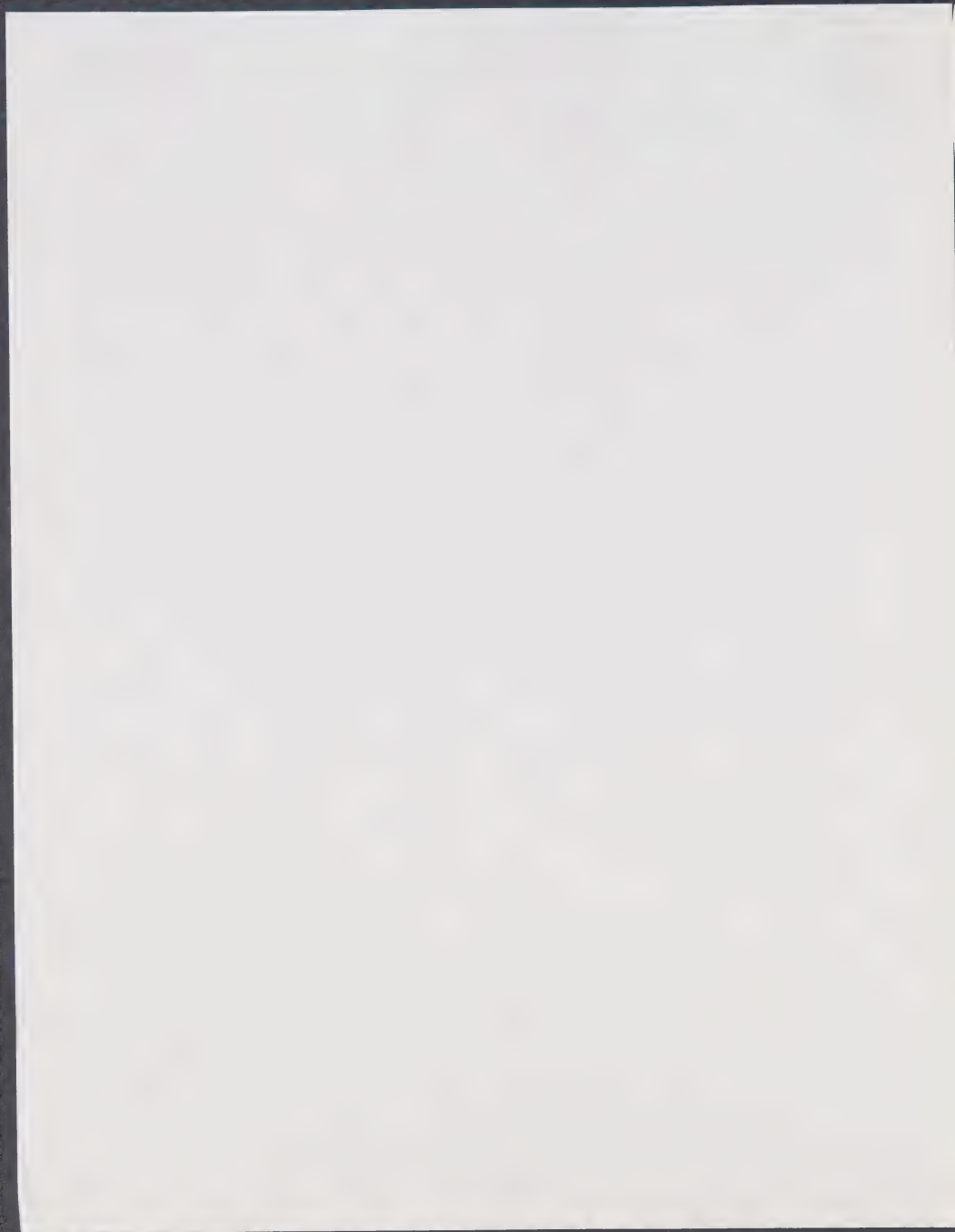
Dear David:

I am happy to be able to tell you that between yesterday and the day before, Bill Schield sold the first 50,000 shares of Sigma-Aldrich stock at an average of U.S.\$55.80 per share, net. Bill will advise me when Baird wire transfers the funds, and I will then talk to Tom Thayer about the first purchase of sterling.

Best regards.

Sincerely,

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





ALFRED BADER FINE ARTS

DR. ALFRED BADER

ESTABLISHED 1961

January 6, 1993

613 545 6838

Principal David Smith
Queen's University
Kingston, Ontario K7L 3N6
Canada

Dear David:

Thank you for your and your associates' long call yesterday morning. For the sake of good order, let me just summarize my understanding:

1. John Haney will advise Bill Schield at Baird to sell the Sigma-Aldrich stock as you see fit.
2. You do not want me to open a Queen's bank account in Milwaukee, but you will advise Bill Schield to transfer the money to your U.S. dollar account at the Bank of Montreal.
3. Queen's will arrange to buy sterling, but not 6 million pounds at once, but 1 million pounds at a time. You will not purchase the first million pounds until Queen's has received the first U.S.\$1.5 million from Baird.
4. Queen's will arrange to invest the sterling at the best rate possible, in such a way that the investments will mature close to the closing date.
5. Both the earnings accruing in U.S. dollars and in sterling investments should be added to the principal.

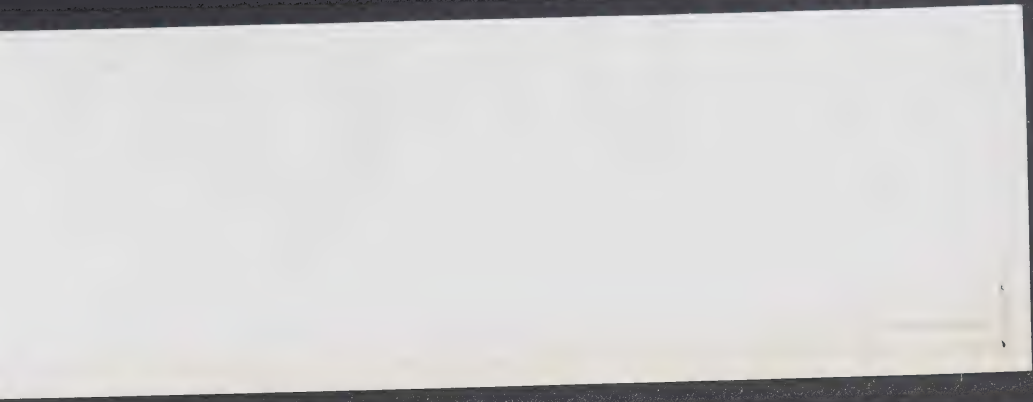
Tom Thayer will advise me weekly about the total funds in U.S. dollars and in sterling accruing in these "castle accounts."

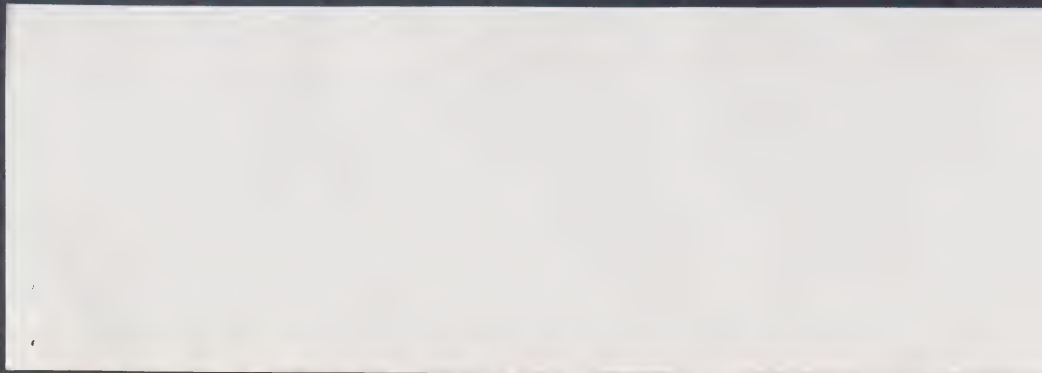
Best wishes.

As always,

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







January 4, 1993

Via Fax 613 545 6838
Confirmation by air mail

Principal David Smith
Queen's University
Kingston, Ontario K7L 3N6
Canada

Dear David:

I had a lengthy meeting with my attorney yesterday to discuss my gift of the funds for the castle.

Should you ever have any legal questions, his name is Jere McGaffey, Esq., Foley & Lardner, 777 East Wisconsin Avenue, Milwaukee, WI 53201, telephone 414 289 3641, fax 414 289 3791.

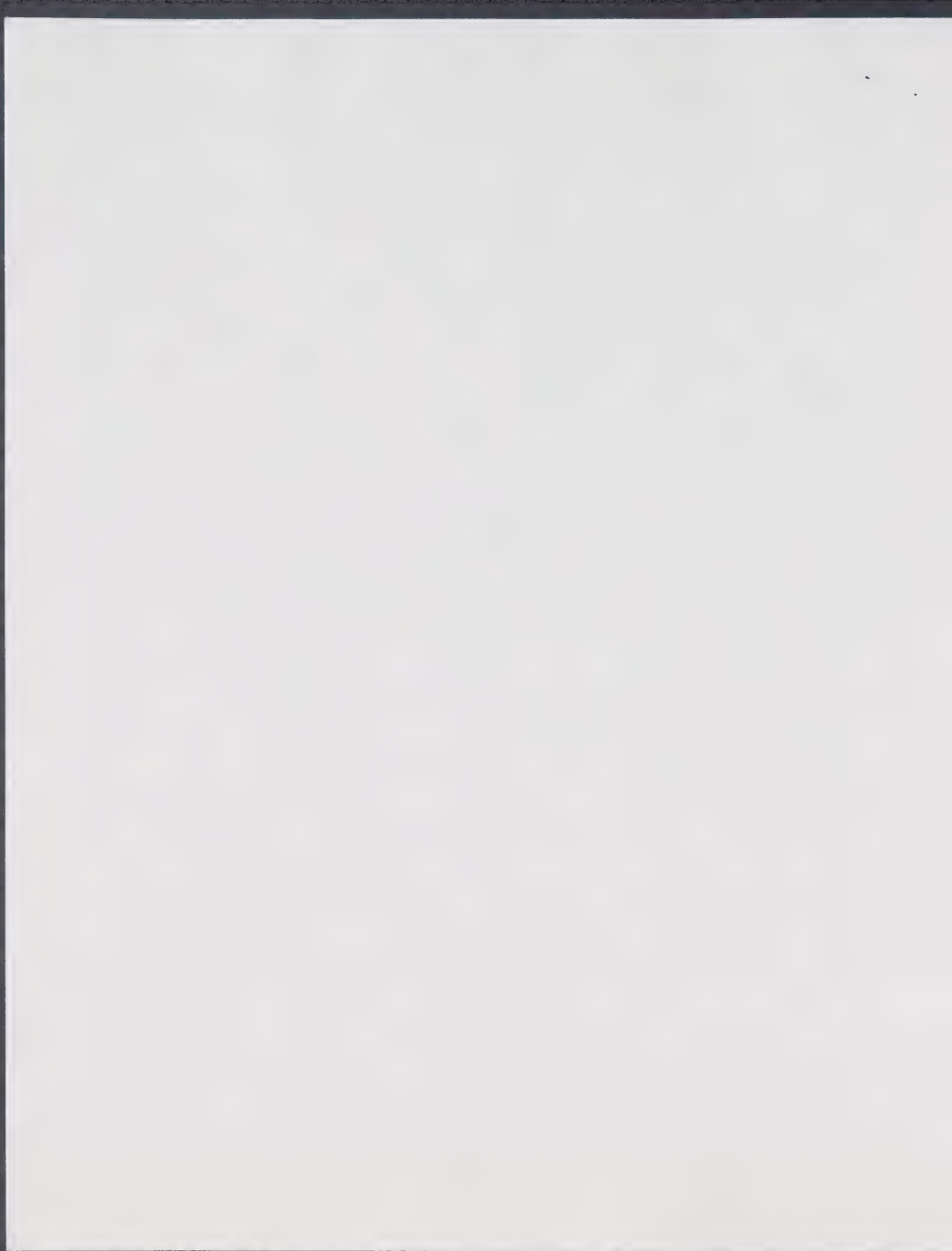
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Queen's University
December 29, 1992
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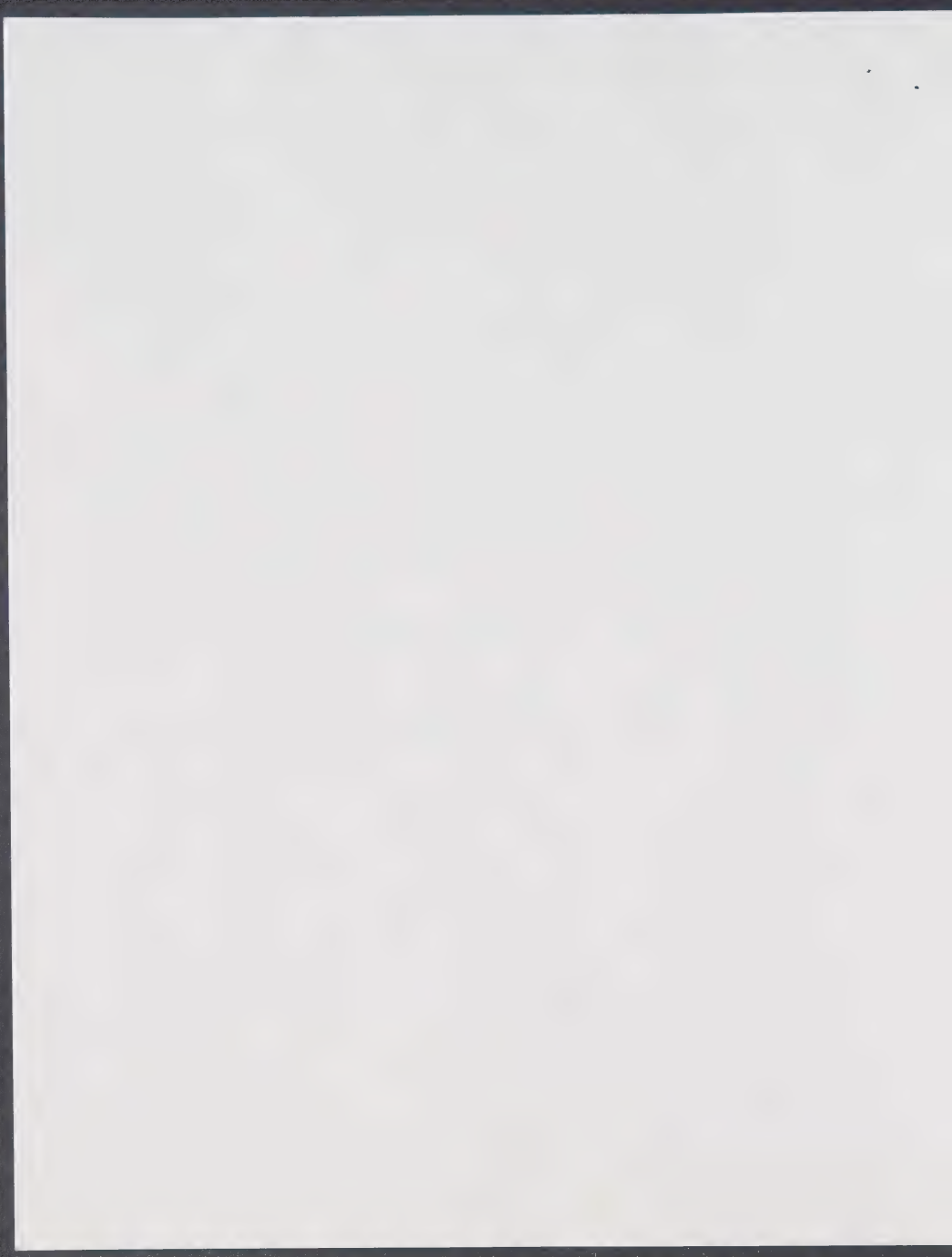
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ALFRED BADER FINE ARTS

DR. ALFRED BADER

ESTABLISHED 1961

December 29, 1992

Via Fax 613 545 6838
Confirmation by air mail

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Queen's University
Kingston, Ontario K7L 3N6
Canada

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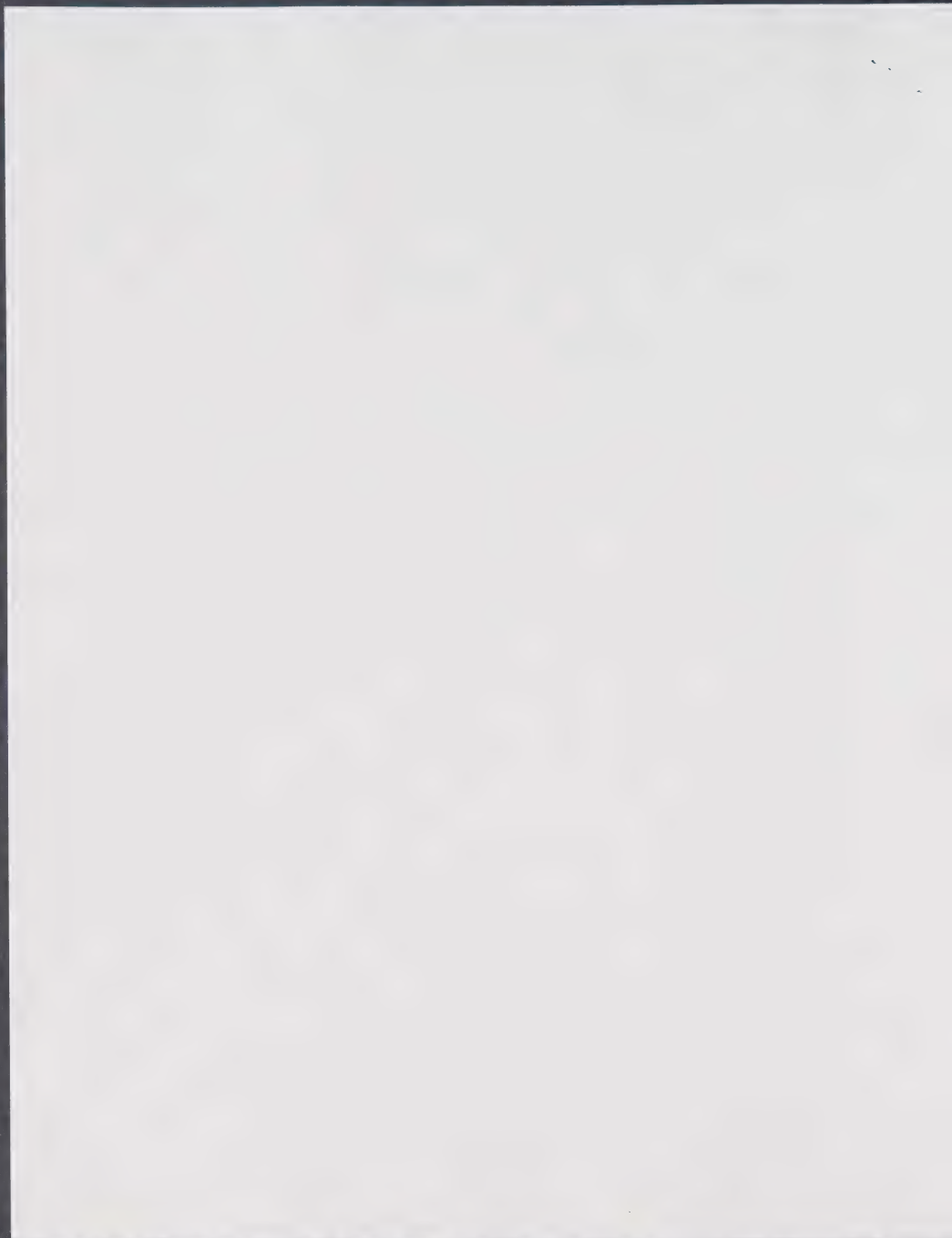
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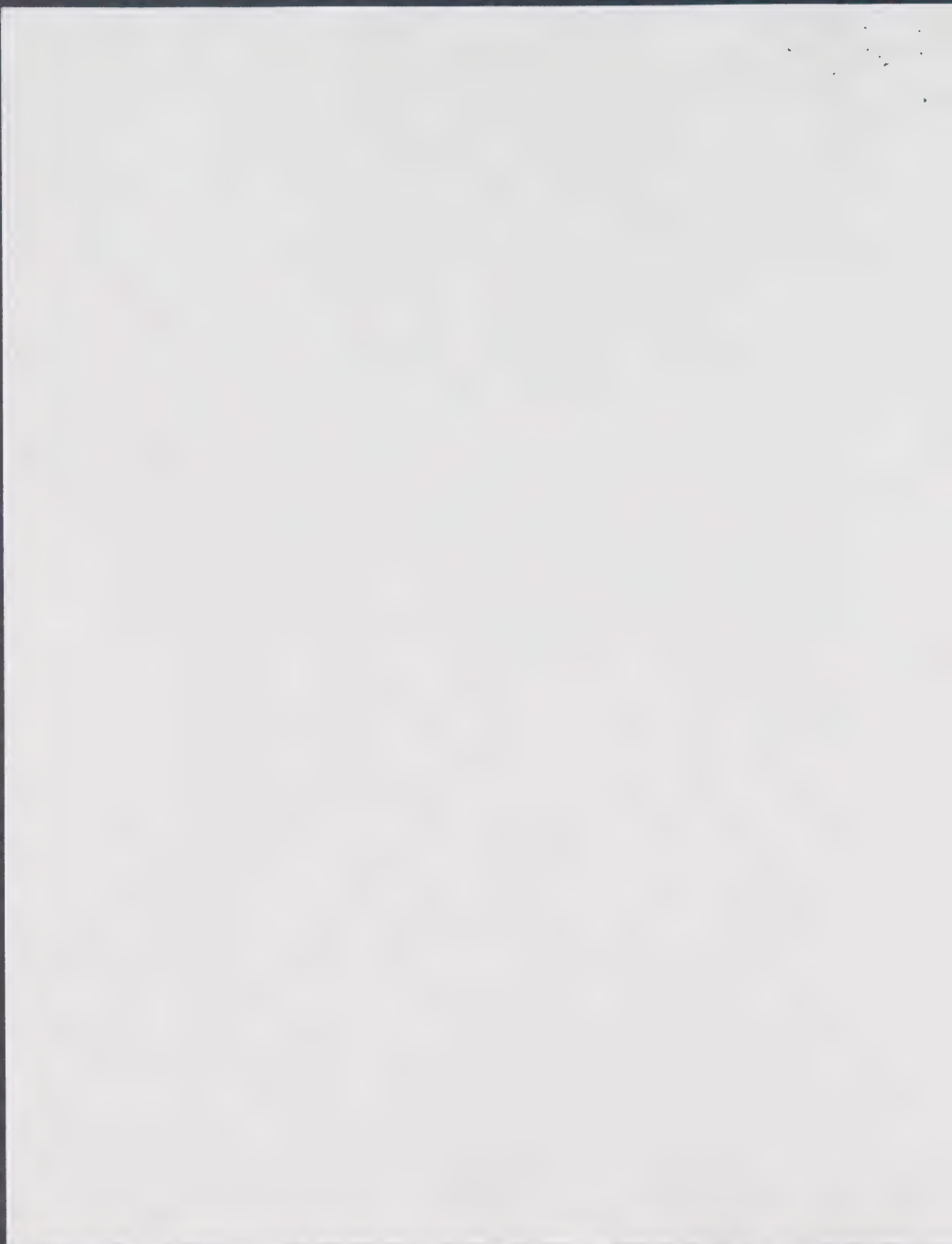
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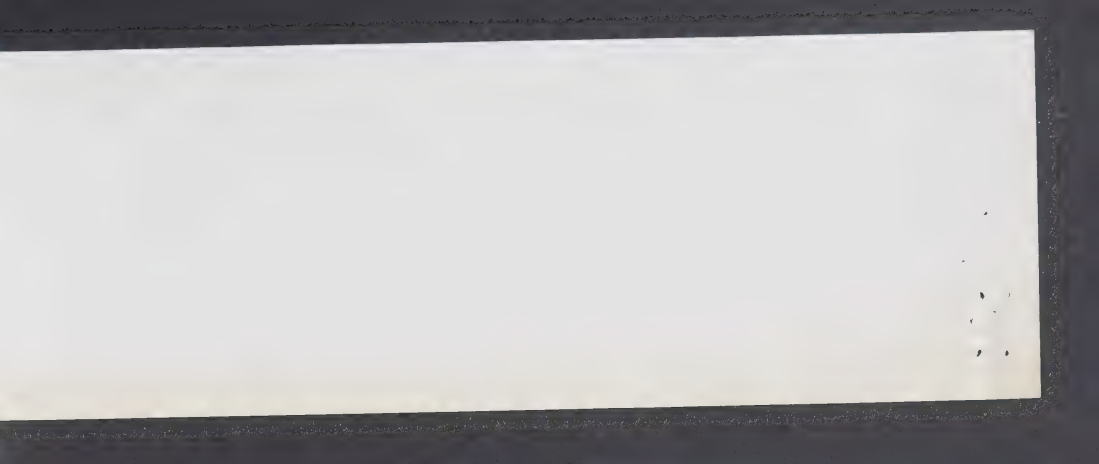
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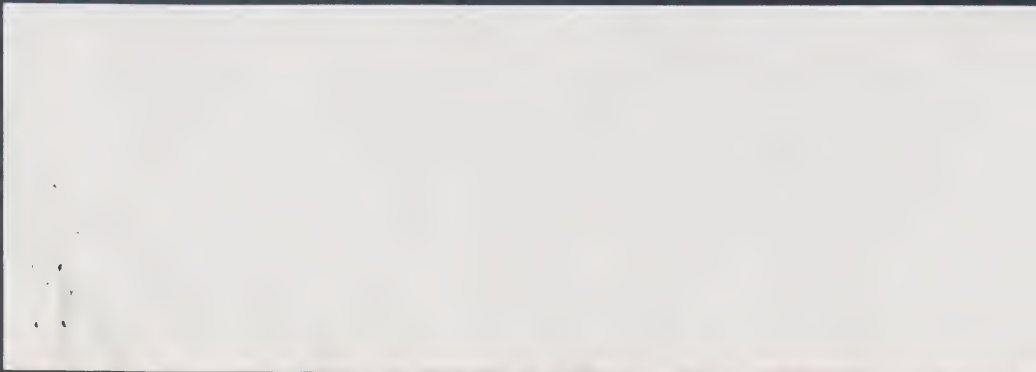
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DR. ALFRED BADER

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Via Fax 613 545 6838
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Dear David:

I am somewhat concerned by your suggestion that Queen's use part of the L6 million to fund both start-up costs and operating costs of the castle. Of course, I have no qualms about start-up costs, but I do not think that the gift should be used for operating costs. My worry is that if you use part of the funds for operating costs the L2 million or so remaining after the property is paid for will be used very quickly.

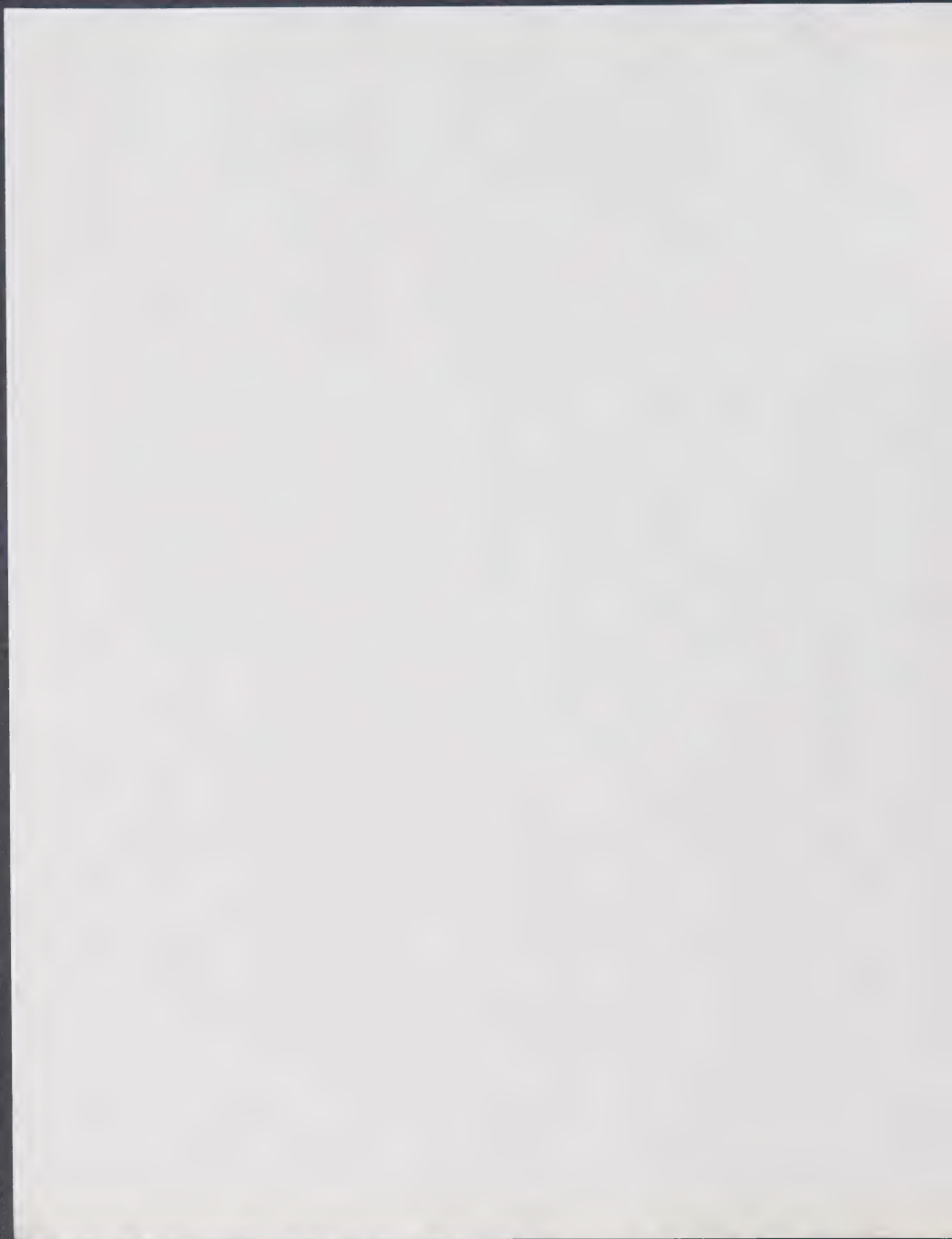
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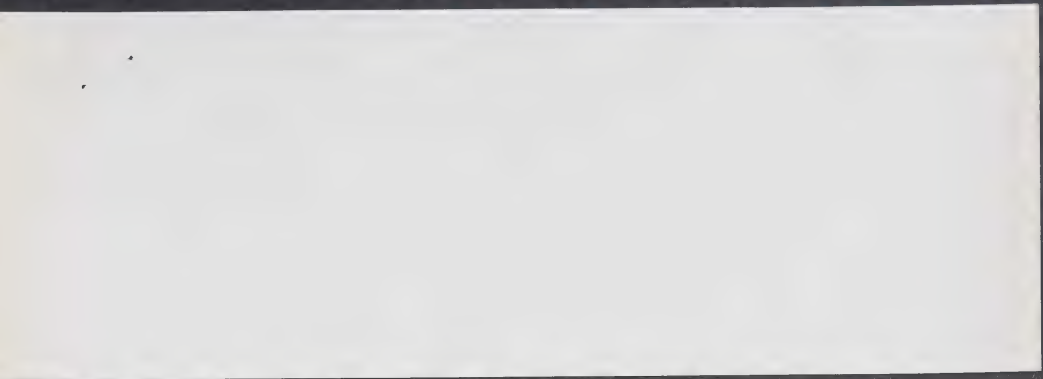
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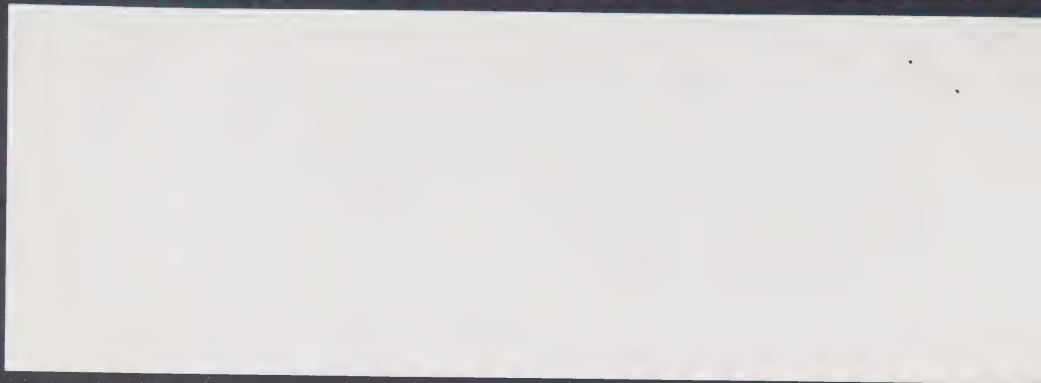
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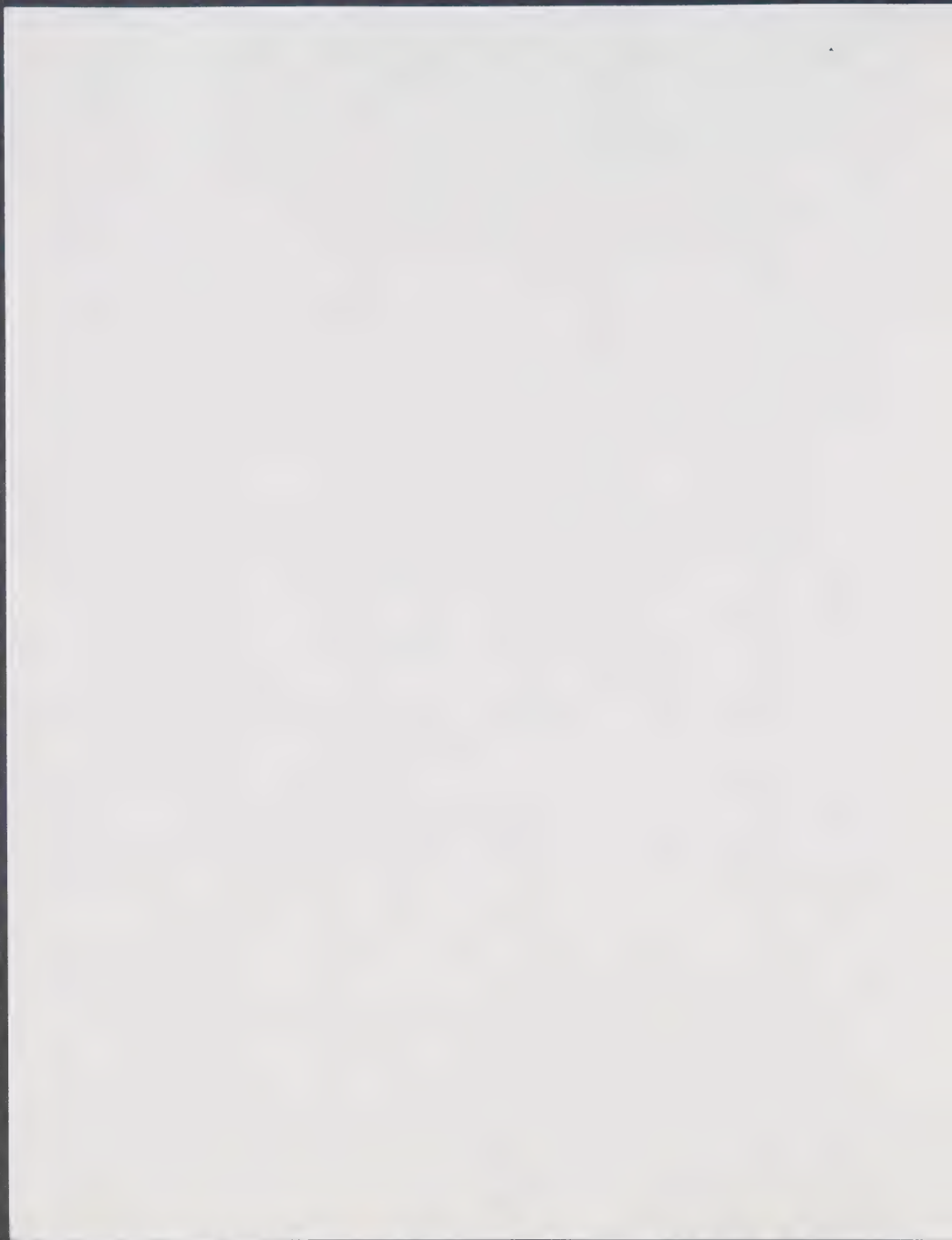
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THE PRINCIPAL
AND VICE-CHANCELLOR

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

December 14, 1992

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

Dear Alfred,

This note is to confirm our discussion on Sunday, December 13, 1992.

In the unlikely event that Queen's is not allowed to purchase Herstmonceux Castle Estate, it is understood that the £6,000,000 fund would still be designated for Queen's University use. But the amount would be put in an abeyance ~~in an abeyance fund~~ with its use to be agreed upon between you and Queen's.

The other modification to the agreement, which you and Isabel signed on the £6,000,000 fund, is that the balance after the purchase price of the castle can be used both for renovation as well as for operating and start-up costs.

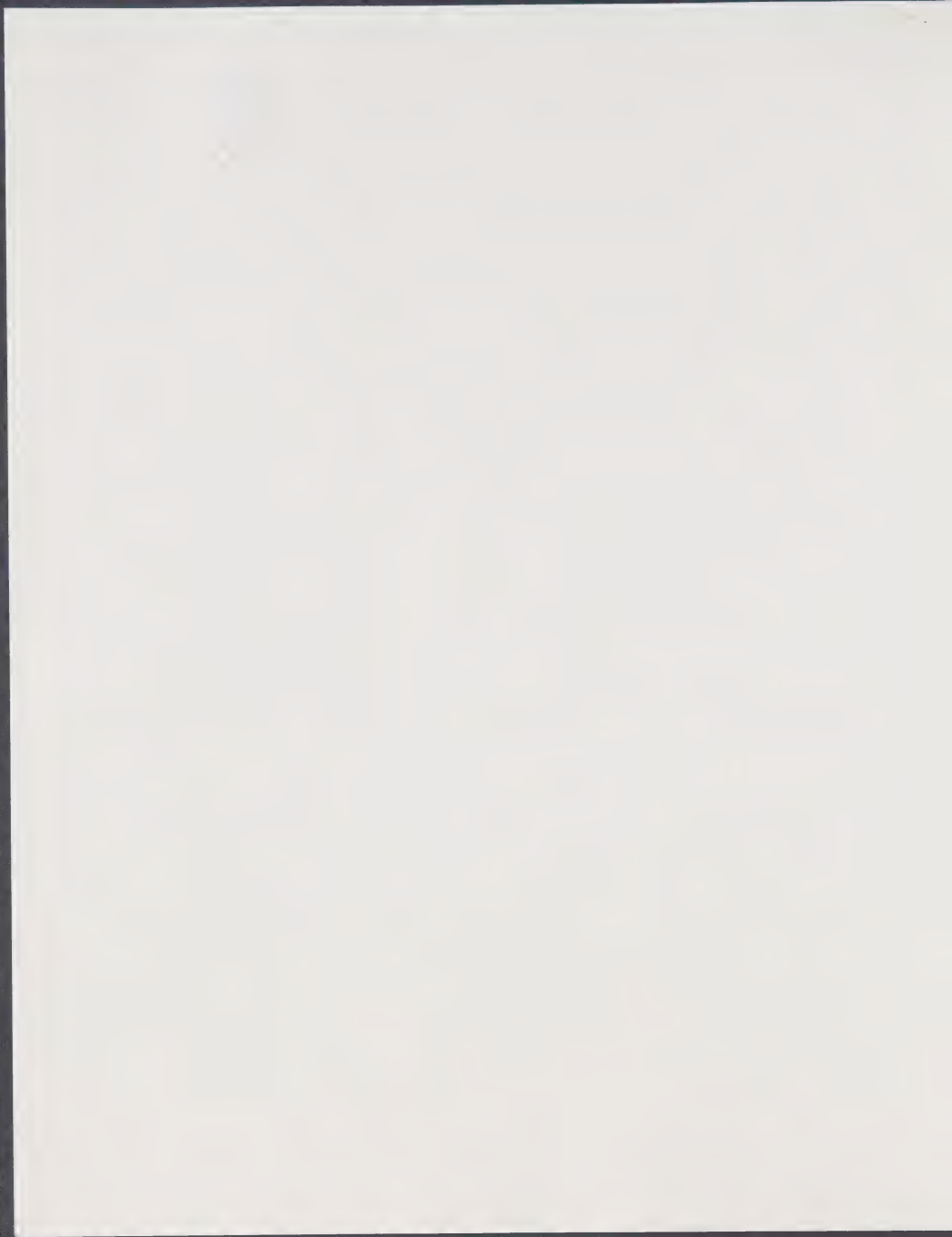
On behalf of Queen's I wish to express again our very deep appreciation to you and Isabel for this magnificent gift. I am sure it will be of great benefit to many, many students from Queen's and elsewhere. I liked your suggestion of a linkage, for example, to some Czech students.

With very best wishes,

Yours sincerely,



David C. Smith
Principal and
Vice-Chancellor



Confidential

Queen's University Memorandum
Office of the Vice-Principal (Resources)

To: Principal David C. Smith
Vice-Principals

From: David T. Barnard
Associate to the Vice-Principal (Resources)
and
Tom Morrow
Executive Assistant to the Vice-Principal
(Operations and Institutional Relations)



Date: November 10, 1992

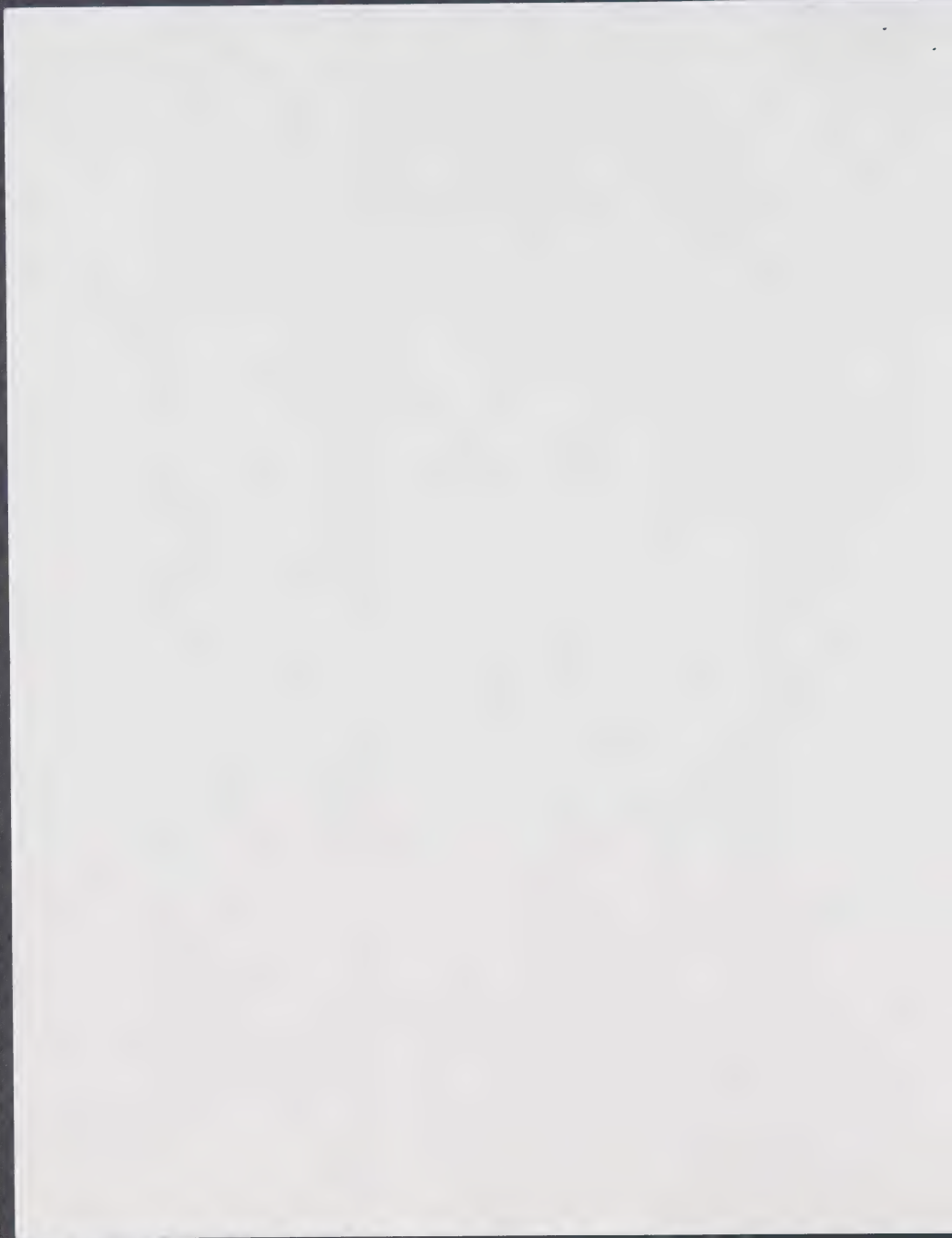
Subject: Cost Estimates on the Herstmonceux Property

This report makes three contributions to the debate about the Herstmonceux property:

1. It catalogs, summarizes and compares the various sources of information available about the costs of renovating and operating the property.
2. It evaluates the various information sources.
3. It makes a recommendation on the capital required if the acquisition of the property is to be pursued.

In summary, we conclude that the property will require major expenditure after purchase, and thus recommend *that an amount of at least \$9M in addition to the purchase cost will be required to make the project a success.* This assumes that a program of use and a business plan derived therefrom can be devised that will generate the annual cash flow required to maintain and operate the property.

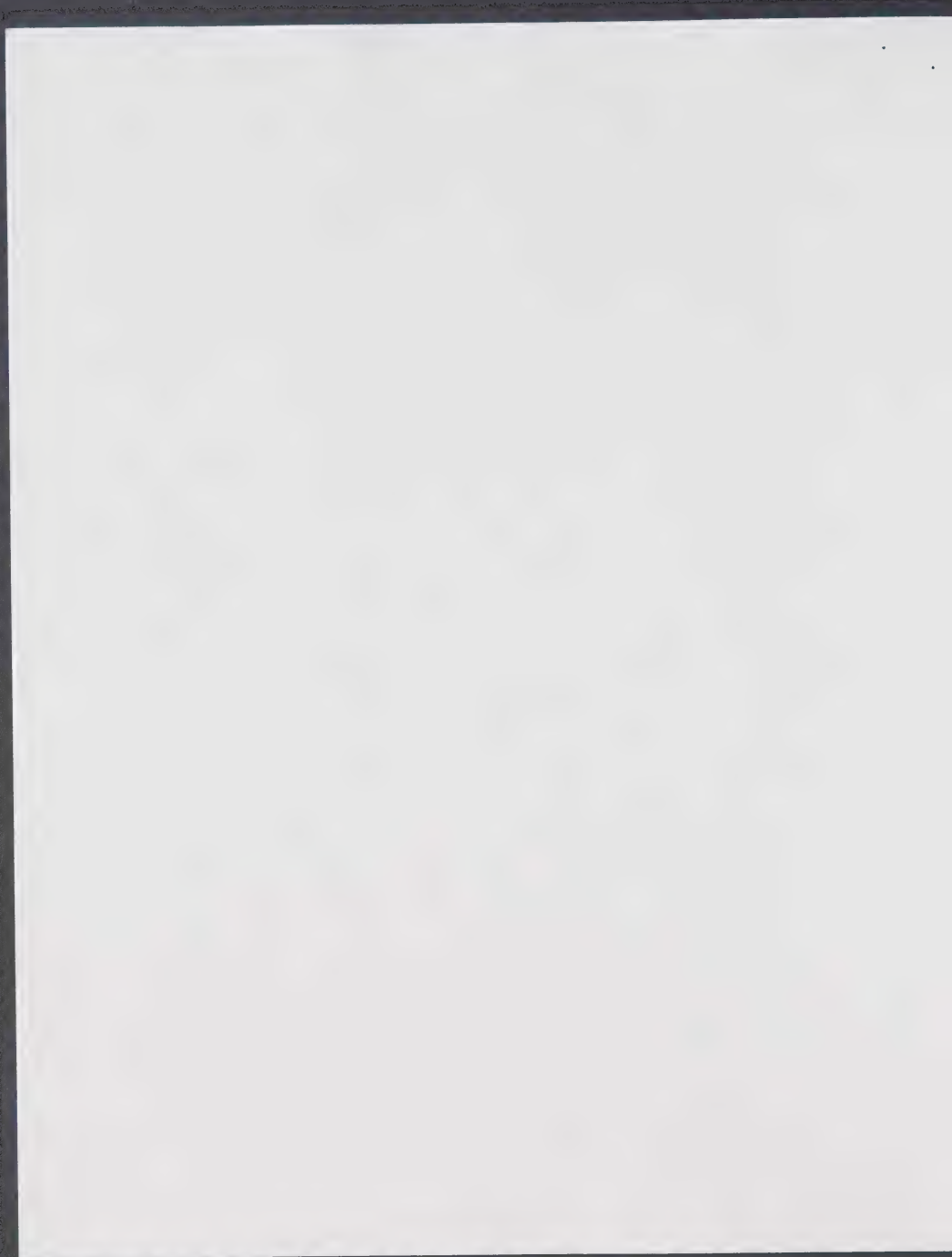
This report does not address the issue of use of the property—the academic program and other activities that could be carried on at this site, the cost of mounting these activities, and the degree of conformance these would have with established institutional priorities.



Information Sources

These information sources have been used:

1. On October 19, 1992, Principal Smith visited the Herstmonceux site, accompanied by Sam Blyth of Blyth and Company Travel, representatives of the architectural firm MacCormac Jamieson Prichard (MJP), and Jane Whistler (a Queen's alumna). On the basis of this visit, Blyth and Company have discussed an estimate of the renovation costs at a meeting with the *ad hoc* working group and submitted a written business plan for operating a study centre on the property. The Blyth estimate is based on experience the company has had with other projects in England and on the European continent.
2. MJP submitted a written estimate of costs for renovating the West Buildings to Blyth, which he forwarded to Principal Smith. This estimate is based on their experience with other renovation projects.
3. Blyth requested another estimate from the firm of Rattee & Kett (the letterhead used for this is from their affiliate Mowlem). This estimate is based on their experience with other historical renovations.
4. Alan Broadbent, Vice-Chair of the Queen's University Board of trustees, provided the name of Cobb McCallum, a quantity surveyor in England with whom his firm has done business. Tom Morrow spoke with McCallum, who visited the site and provided a written report. He based his estimate on similar renovation projects and Morrow's description of what Queen's would require rather than working from a specific architectural plan.
5. Jane Whistler, anticipating that the estimates from MJP and Mowlem might be for a level of elegance unnecessary in a student residence, asked English Heritage for names of architects in the area of the site who might give another estimate. With the Principal's permission, she commissioned Clive Mercer for this purpose. Their report is an extensive one, certainly the most detailed of all that we have on hand. It is not directly comparable with the others because it anticipates spreading the costs of renovation over several years—it is thus at least a specific payment plan, and possibly also a work plan, for 10 years.
6. Tom Morrow generated an estimate of several components of the cost based on comparison with similar activities in Kingston. Renovation costs are estimated by using a per-square-foot amount suggested by the quantity surveyor Hanscomb (based in Ottawa) using a scaling factor quoted as being appropriate for costs in England; the deferred maintenance and long term maintenance costs are based on the report of the Board of Trustees Task Force on Deferred Maintenance; the annual operating costs are based on COU reports on operating costs.



The reports from which the inputs are drawn are not attached here as they are too voluminous, but they are available for consultation.

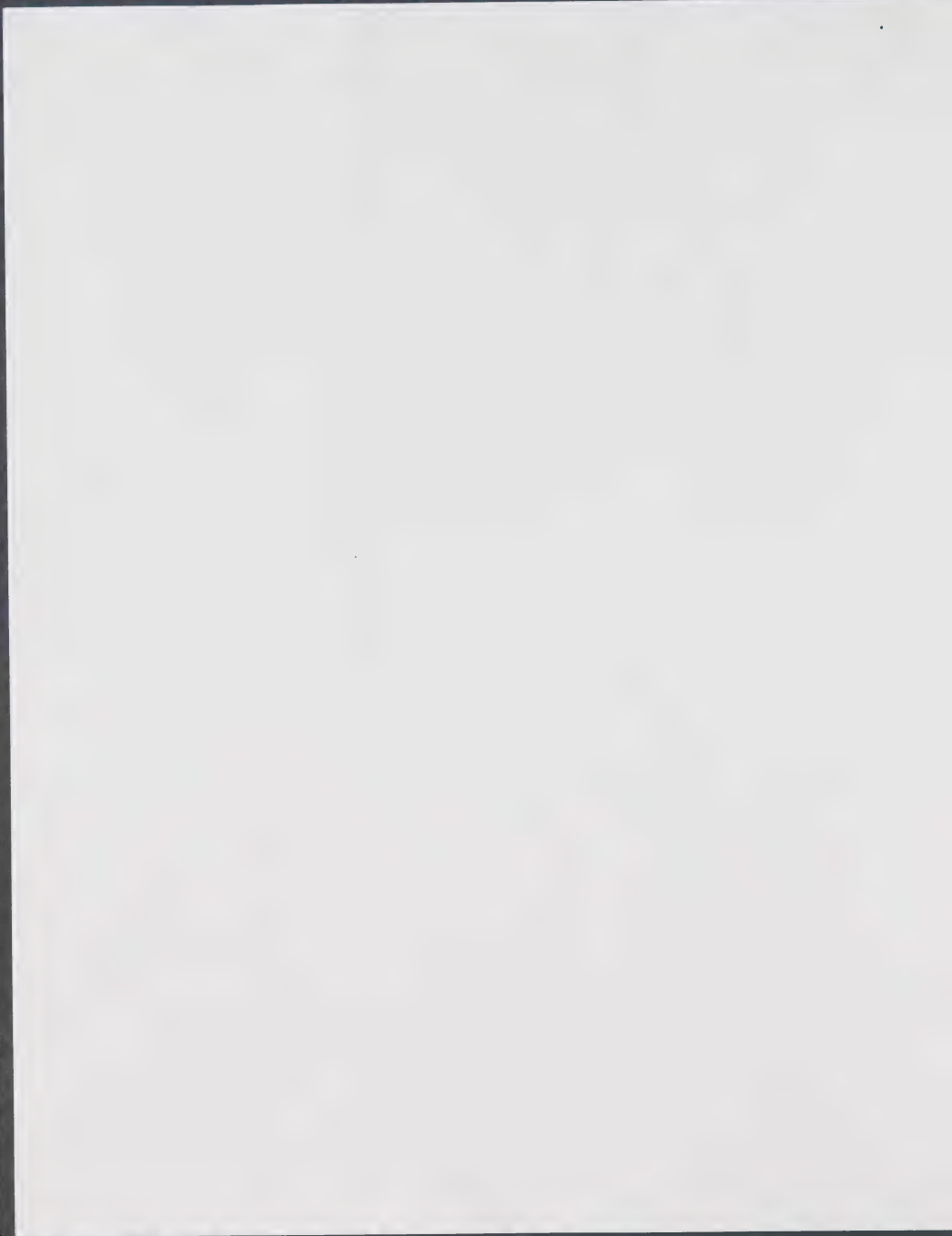
The attached spreadsheet presents a comparison of the costs presented in the various reports now available to Queen's. The following points should be noted concerning the data as presented in the spreadsheet and the data as presented in the reports themselves.

- Some of the raw figures provided in these various estimates are not directly comparable. For example, some have included the architect's fees and some have not. Morrow has scaled up the non-inclusive estimates. The factor used is 1.4, which is consistent with the scale used by the estimates that do include fees, and also with our own local experience (for example, the Stauffer Library project has a construction cost of \$30M and a total cost of \$42M which is 1.4 times as large as the construction cost).
- Some estimates deal only with the renovation of the West Buildings into student accommodation. We have considered this to be necessary before the property is useful. Some of them also deal with renovations to the Castle itself; some of these would be essential initially (we base this on our reading of the Clive Mercer report) and some of these would provide additional accommodation that is not considered necessary initially.
- There has been no attempt to estimate interest charges on money that would be spent on different schedules in the different estimates. We assume this difference would not be significant at the level of this analysis.
- The various estimators were working under a number of difficulties:
 - the academic program has not been worked out in detail, although there have been some discussions in the working group, so estimators assumed a combination of student residence and conference-like facilities;
 - the time constraints were very tight;
 - architects did not have time to draw detailed plans and quantity surveyors did not have detailed plans from which to work; and
 - they were commissioned by different persons so that, in the absence of a written specification of what we require, they were doubtless working with different conceptions of the finished product.

Evaluation

Concentrating only on the costs for the West Buildings, 1 of the 6 estimates—that from Blyth—is an outlier. The others, though differing in non-trivial ways, are reasonably similar given the difficulties under which the work was completed.

We thus have a high degree of confidence that the amount of money required to renovate the property to make it suitable for use by undergraduate students in reasonable numbers lies in the range of \$9M to \$16M.



There is less information about the operating costs. The Mowlem figure is the outlier in this group of 3. We have some degree of confidence that the costs for direct expenses plus the costs associated with keeping the buildings on a reasonable (30 year) schedule of regular maintenance is in the range of \$.9M (Blyth) to \$1.2M (Morrow) per annum.

While our local estimates are thus similar to those provided by Blyth and Company, we do not share their optimism about the occupancy level that can be achieved in the facility. We have on hand a report (provided by Alex Zikakis of the Donald Gordon Centre) showing that the average occupancy rate of an international sample of university conference facilities is 47%. Achieving more than that is certainly reasonable with good management, but basing a business plan on almost twice that number seems excessively optimistic. Thus, we are in agreement about the costs but do not share Blyth's optimism concerning the achievability of the income required to cover the costs.

Recommendation

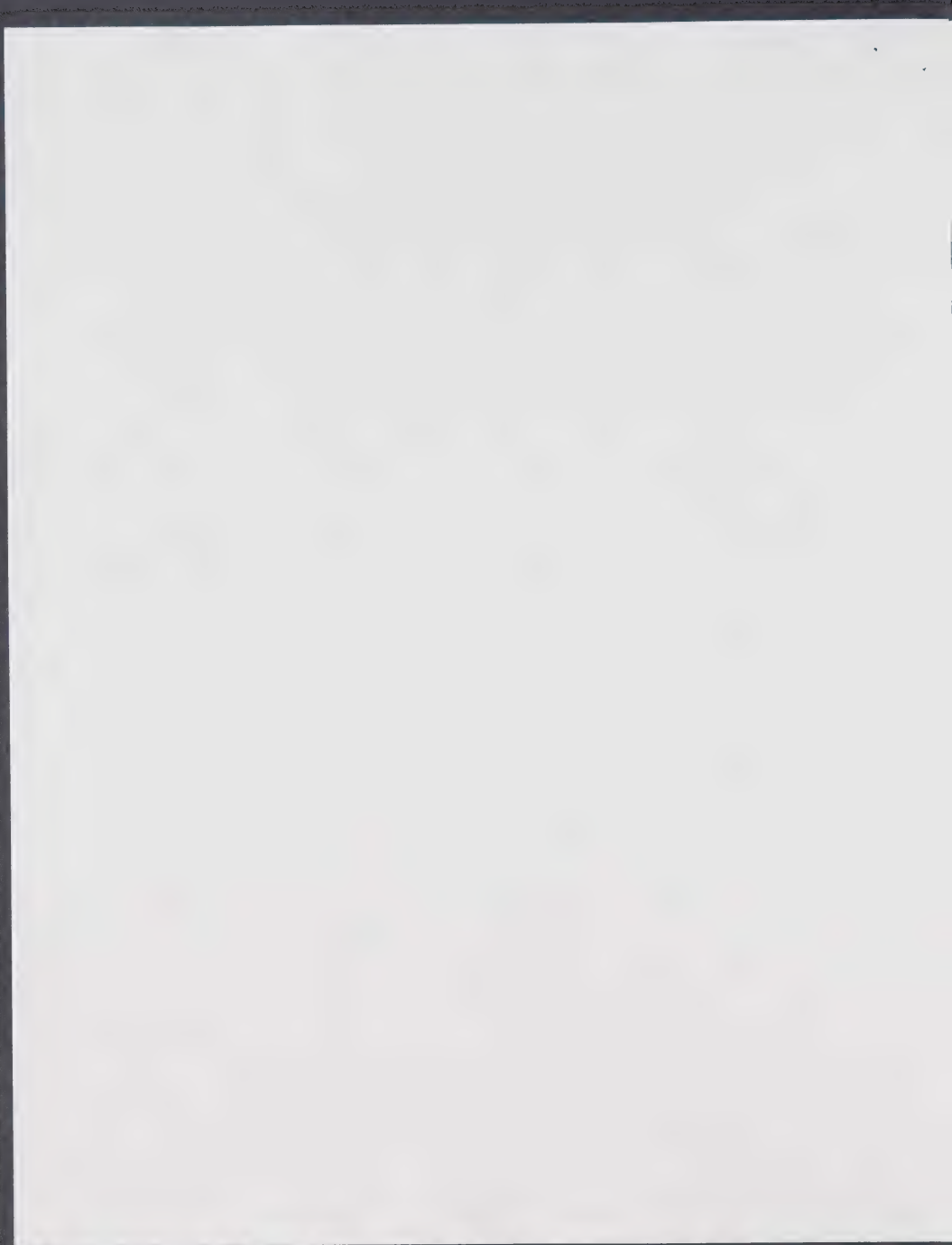
The Blyth capital estimate seems so different from the others as to be unsafe as a basis for planning. To get a more realistic lower bound on the requirement for additional money beyond the purchase price, we have assumed the following:

- Leaving Blyth's estimate aside, the next lowest estimate for the West Buildings renovation is that from Clive Mercer, at \$4.437M.
- Some work seems to be *necessary* on the Castle itself (i.e., not simply providing more accommodation in that building), and according to the Clive Mercer report this will cost \$2.832M.
- The Cobb McCallum report is the only one that addresses the need for renovations to provide food services on the site, and provides a cost for this of \$1.610. The other estimators did not envision this, or had in mind a different approach (Blyth's idea of kitchenettes where students do their own food preparation).

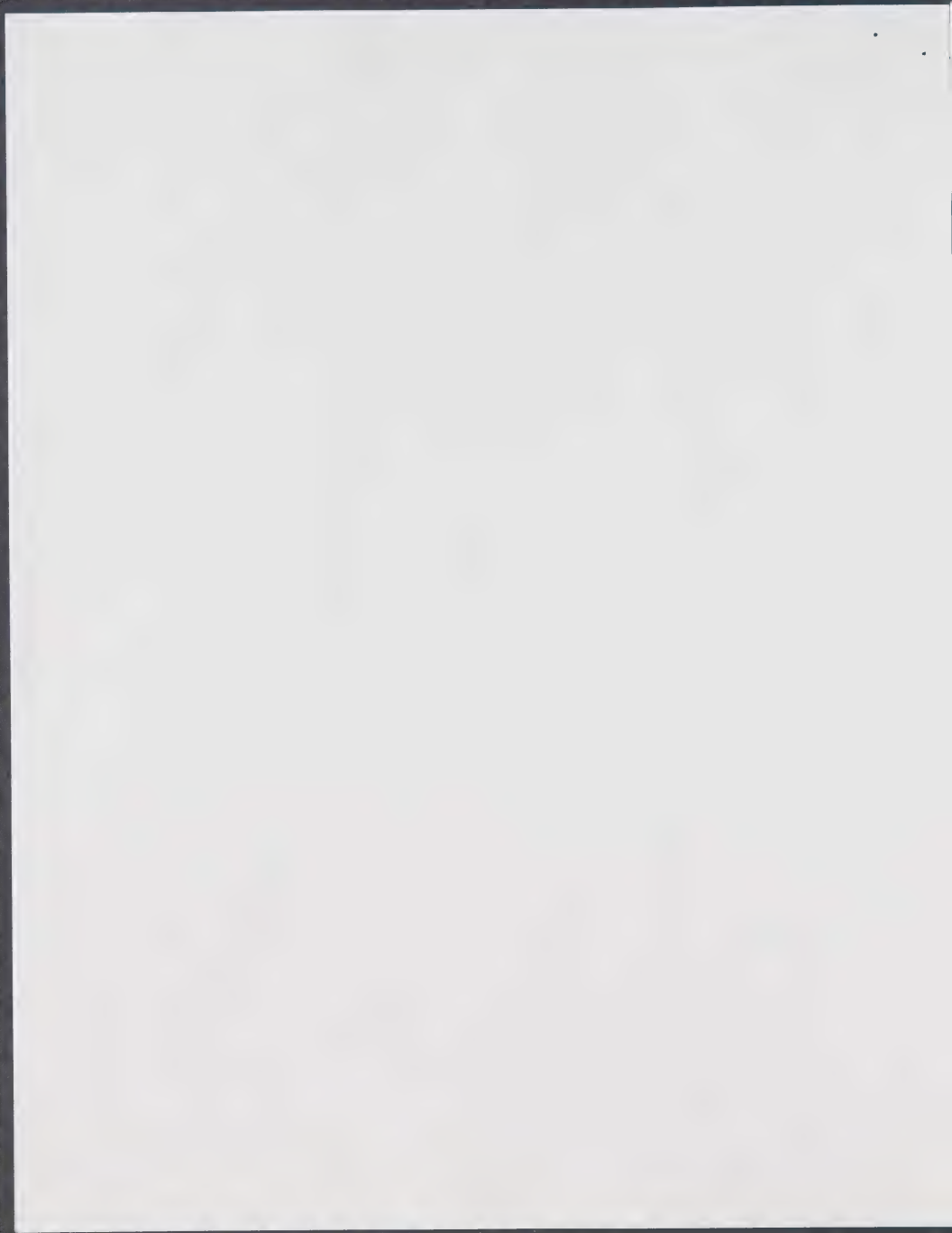
The total of these three amounts is \$8.879M. We thus recommend *that an amount of at least \$9M in addition to the purchase cost will be required to make the project a success.* This assumes that a program of use and a business plan derived therefrom can be devised that will generate the annual cash flow required to maintain and operate the property.

Minimal Cost Option

As an alternative, we might consider simply acquiring the property and not running any programs there. This would have a minimal cost of \$.7M per annum, the amount estimated by Morrow for annual long term maintenance costs (we actually believe a figure of \$1M would be more realistic). This expenditure would be required to slow the rate of deterioration of the property and maintain marketability. Under this plan the property could be purchased

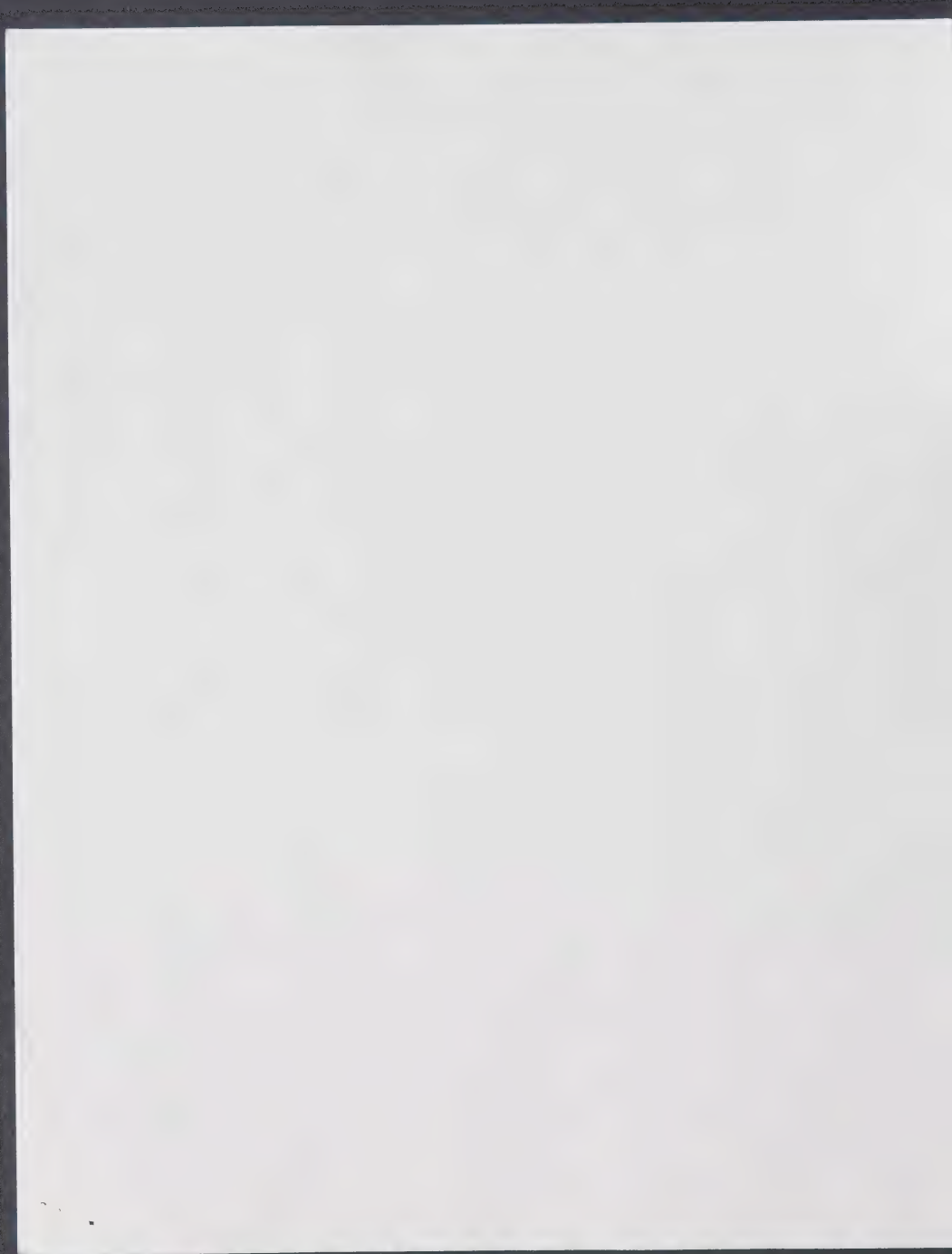


now and held for 5 years. We have been told that an offer of \$35M was previously made (and turned down), so it might be reasonable at some point in the future to expect that a market value of \$25M could be achieved. We do not know if this could be achieved in 5 years or ever. If it could, maintaining the property as is might be a more attractive option for Queen's, if not for the donor.



	Blyth		MJP		Rattee & Keit		Cobb McCallum		Queen's		Olive Mercer	
	Project Cost	Project Cost	Construction Cost	Project Cost	Construction Cost	Project Cost	Construction Cost	Project Cost	Project Cost	Construction Cost		
One-time Capital Expenses												
Required Work												
Castle												
West Buildings	\$2,000,000	\$6,440,000	\$4,600,000	\$2,680,000	\$1,900,000	\$8,040,000	\$5,660,000	\$6,000,000	\$2,892,200	\$2,023,000		
Telescope Buildings				\$5,600,000	\$4,000,000				\$4,437,650	\$3,159,750		
Newton Buildings				\$700,000	\$500,000							
Workshop				\$1,400,000	\$1,000,000	\$1,610,000						
Overall				\$168,000	\$120,000							
Optional Renovations												
Castle				\$1,400,000	\$1,000,000							
West Buildings				\$7,000,000	\$5,000,000							
Telescope Buildings												
Newton Buildings												
Workshop												
Overall												
Deferred Maintenance												
										\$1,250,000		
Ongoing Expenses												
Annual Operating Costs	\$751,550									\$450,000		
Annual Long Term Maintenance Costs	\$150,000					\$1,772,400				\$700,000		

Note - project cost calculated by applying factor of 1.4 to construction cost
 * project and construction cost as estimated by Cobb McCallum (excludes VAT)



Jane Whistler
Forge Lodge
Ashburnham
Bath

Re Miller

E. Sx TN33 9PH

0424-892304

POST CARD
THIS ADDRESS TO BE WRITTEN ON THE SIDE



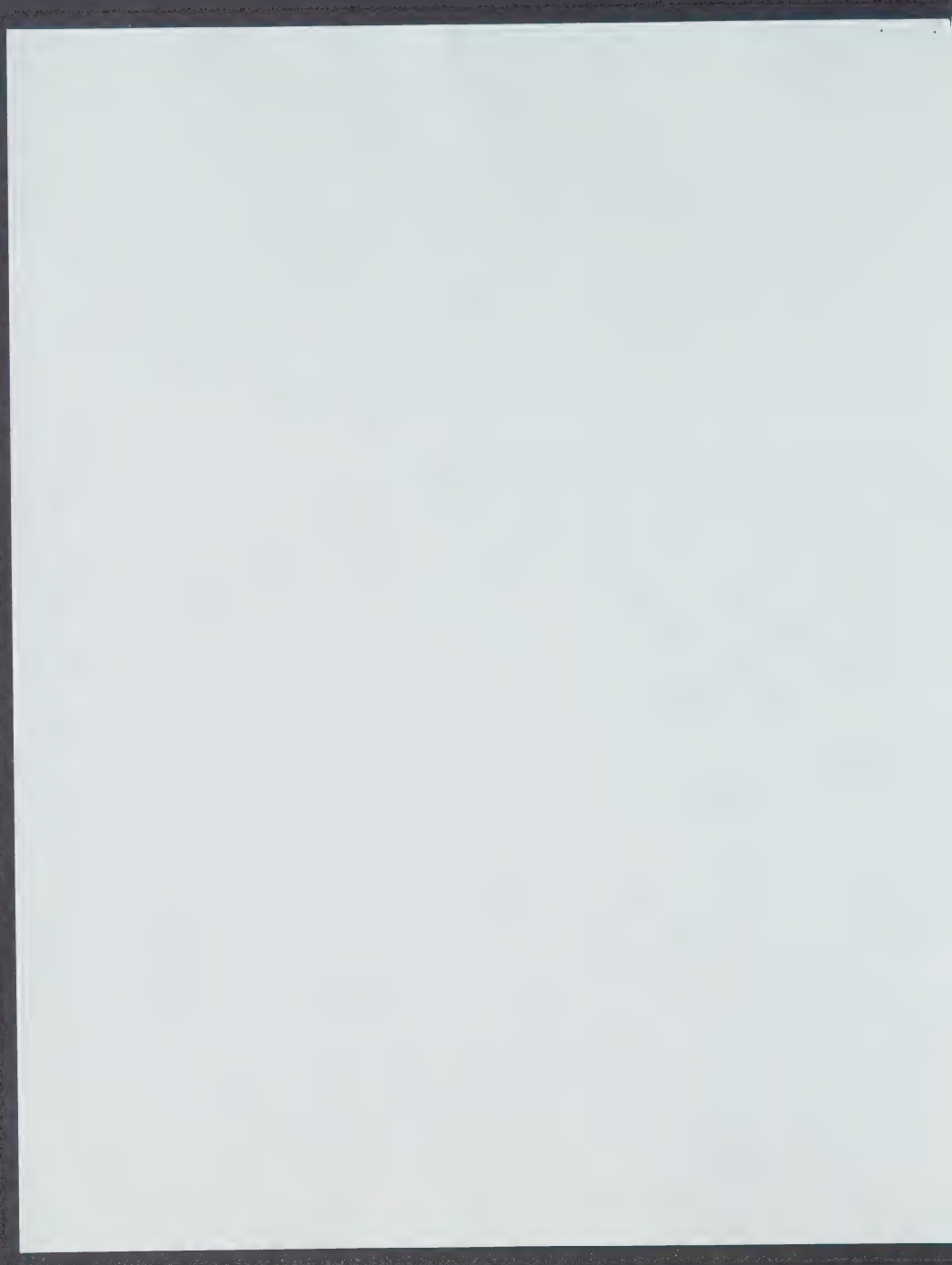
Forge Lodge
Ashburham
Bath E. Sx
TN33 9PH

17th January 1993

Dear Alfred and Isobel,

I hope it has been as exciting for you both as it has been for the faculty staff and students at Queen's. I certainly ended up being here at a very exciting moment — just as it all came out in the press and as the Queen's term started. There have been very good reports in the press and on the radio about your involvement — on both sides of the ocean. The planning is going to be a long and complex process — especially as Queen's are only now coming to grips with it. Very very few people at Queen's knew about it before it came out in the press — so there has been no pre-planning.

I will have my time cut out for me



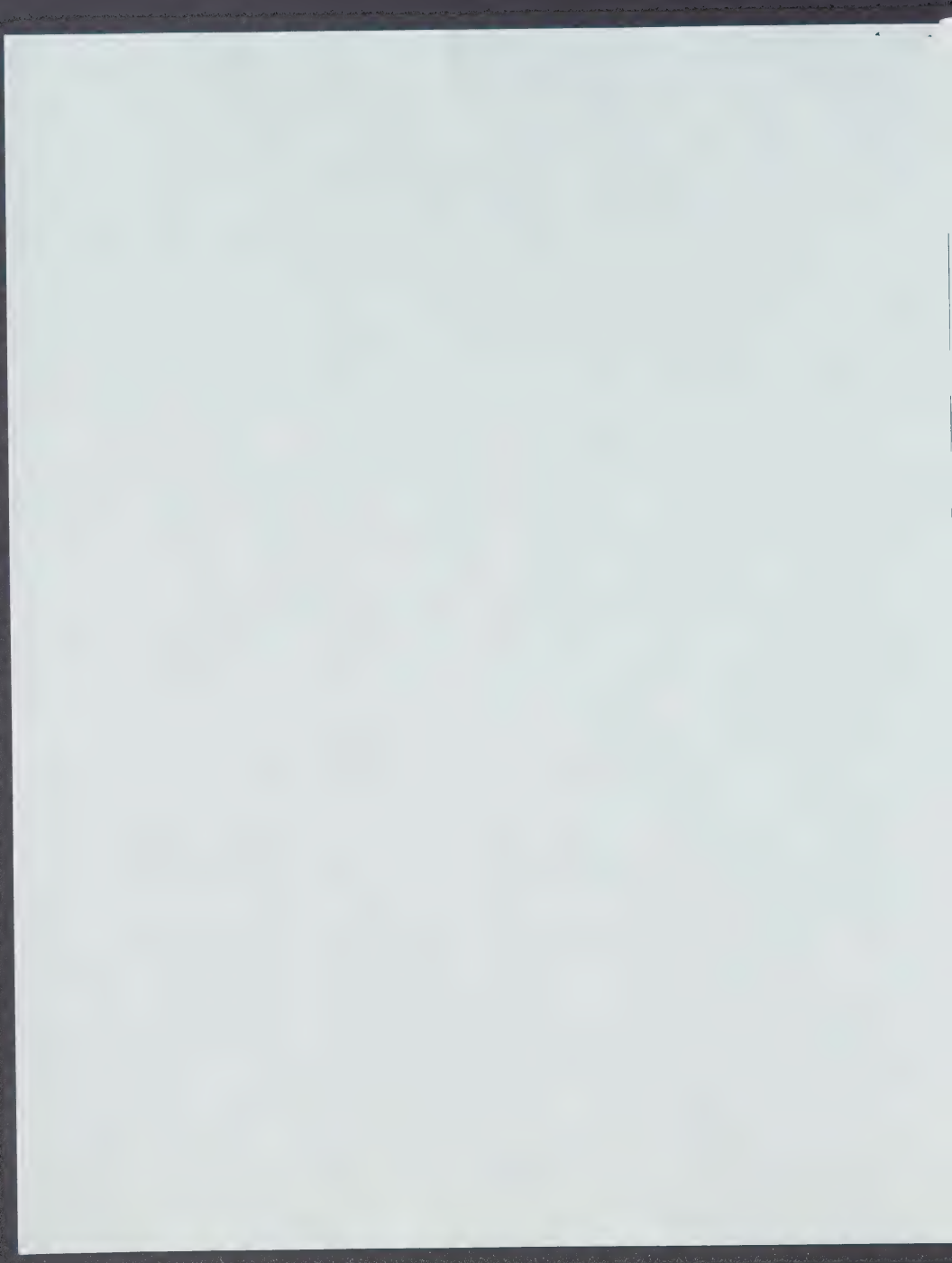
with this multi faceted job. I had a really nice day at the castle with Stephen and Janine and although we discussed possibilities at some length, once the place is up and running there will only be a small maintenance team which of course would not be of interest to him. He could be very useful right now but mostly it has to be qualified architects and engineers to submit plans to the planning authorities and English Heritage. He would be great as operations manager but that would only last about 6 months he felt. He likes his present job and is highly paid compared to the posts available. The only thing he doesn't like is the management style. He & I will get together at weekends to discuss plans as they develop but he will only have very limited time at weekends. It will be good to keep in touch and to get his advice—and I think that appeals to Stephen too.

I'm off to the airport now to return to the U.K. but just wanted to make quick contact while I was in Canada

Best wishes to you both

Shalom

Jane





ALFRED BADER FINE ARTS

DR. ALFRED BADER

ESTABLISHED 1961

January 7, 1993

Via Fax 613 545 6838

Mrs. Jane Whistler
c/o Principal David Smith
Queen's University
Kingston, Ontario K7L 3N6
Canada

Dear Jane:

Thank you so much for your handwritten, 4-page letter and the 6-page preliminary note on charitable aspects under English law.

Regarding the question in your handwritten note, the agreement with Queen's, which was drafted by the Queen's attorney, is the only agreement which exists. One clause in that agreement states that the gift would be an obligation of our estate.

I probably don't have to point out the importance of paragraph 2.5 of the preliminary note, stating that relief from the remaining 20% of the rate may be given at the discretion of the loan authority. I am sure that you will push for this in your wonderful way.

All good wishes,

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

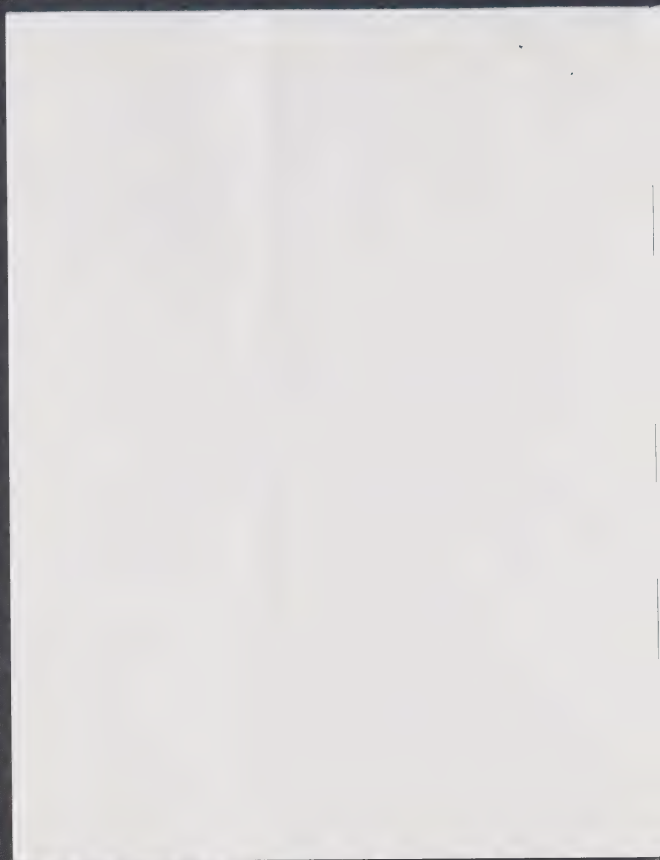


Forge Lodge
Ashbournham
Bath
E.Sx TN33 9PH
☎424-892304

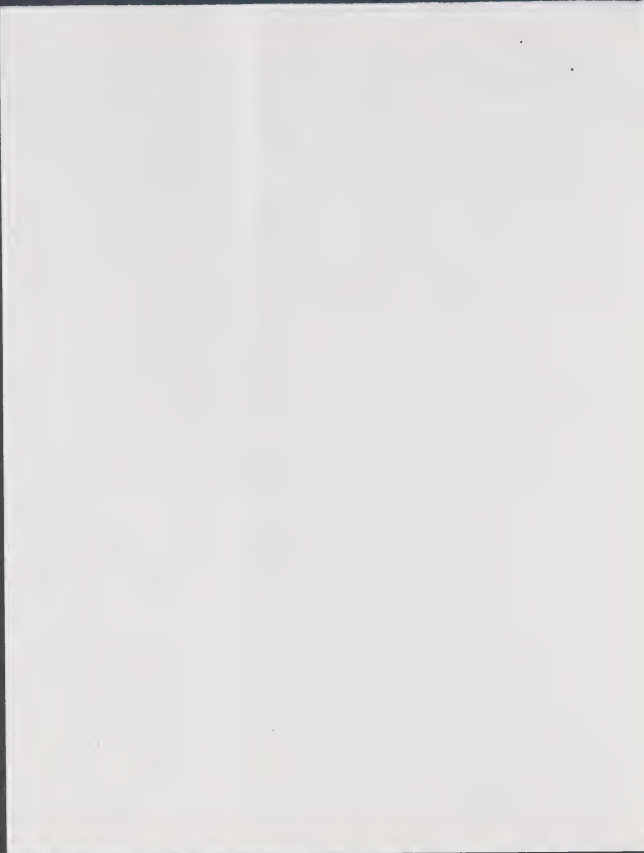
Dear Alfred + Isobel,

I hope your return trip went smoothly, although it sounds a marathon, even if all goes well.

I am enclosing the copy of the brief trust information for your interest. I am also sending a copy of the

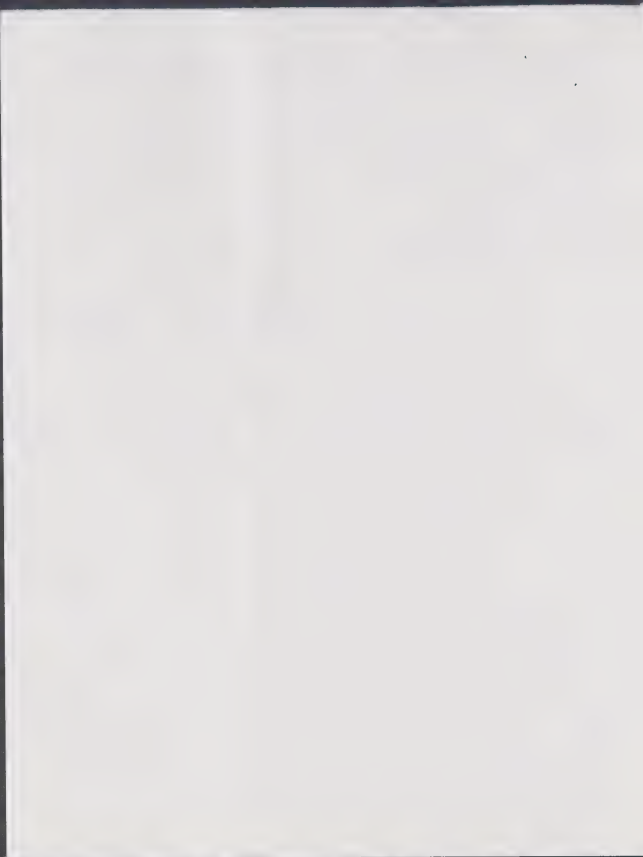


document of your gift to
Queen's to Vanessa Kaban.
I believe there is a further
letter which applies in the
eventuality that either of
you dies - but I may be
wrong. I know they would
be particularly interested in
this document, if it exists.
Perhaps you could send
this to me, or to them
direct at 65 Holborn Viaduct
London EC1A 2DY. In any
event all seems to be
proceeding smoothly - although



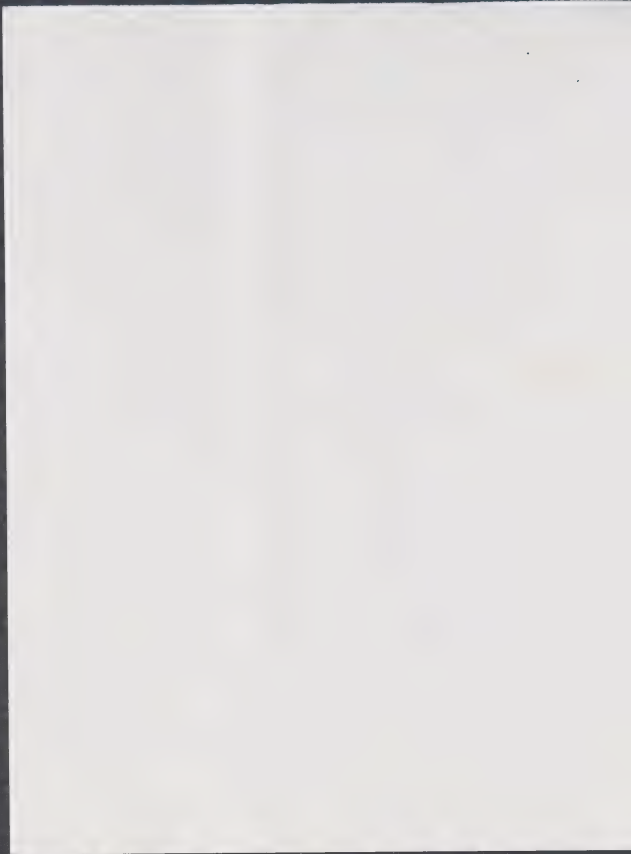
there is a bit of a lull
~~part~~ for the Christmas
season. The same goes
for planning.

I am enjoying being
more mobile, and will
now be able to spend much
more time in Sussex as
my work in Bristol is now
down to 1 or 2 days a week.
I meet the Portch's at the
Castle tomorrow and will
get an idea of how he
might feel he could fit
into the set up over lunch



- or if he would want to.
Because of English Heritage
it is likely that engineers,
surveyors and architects will
be responsible for the 5
year maintenance plan -
similarly for the scheduled
park + garden. I suspect he
might find quite a bit of
overlap with Keith + myself as
his qualifications are largely
in management + computers.
Anyhow David Smith has
all the information so he
can work it out with Stephen
if appropriate.

All best wishes for 1993
and love to you both
Jane



QUEENS UNIVERSITY: HERSTMONCEUX CASTLE

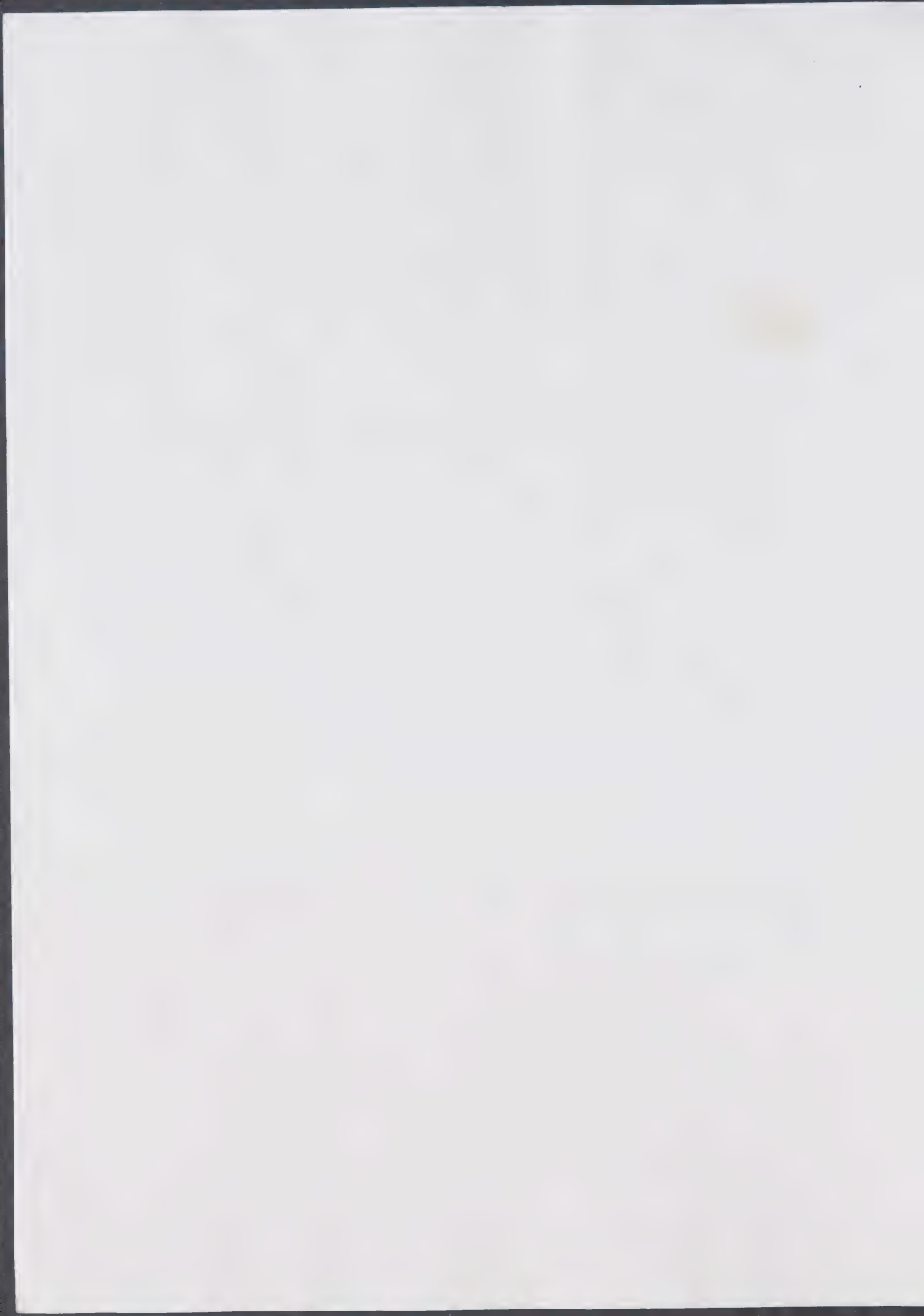
Preliminary Note on Charitable
Aspects under English Law

1. Background

- 1.1 Bodies established for charitable purposes only and subject to the jurisdiction of the High Court must (with some exceptions) be registered with the Charity Commissioners.
- 1.2 Charities are subject to the supervision of the Commissioners; a copy of LWD's note on the provisions of the Charities Act 1992, which strengthened their supervisory powers, is attached. The trustees of a charity are accountable to the Commissioners and ultimately personally liable to the Court for the proper administration of charitable funds.
- 1.3 Extensive UK taxation exemptions are available to registered charities.
- 1.4 The advancement of education is a charitable purpose and in principle a body established for that purpose and where there is no element of private profit is registrable.

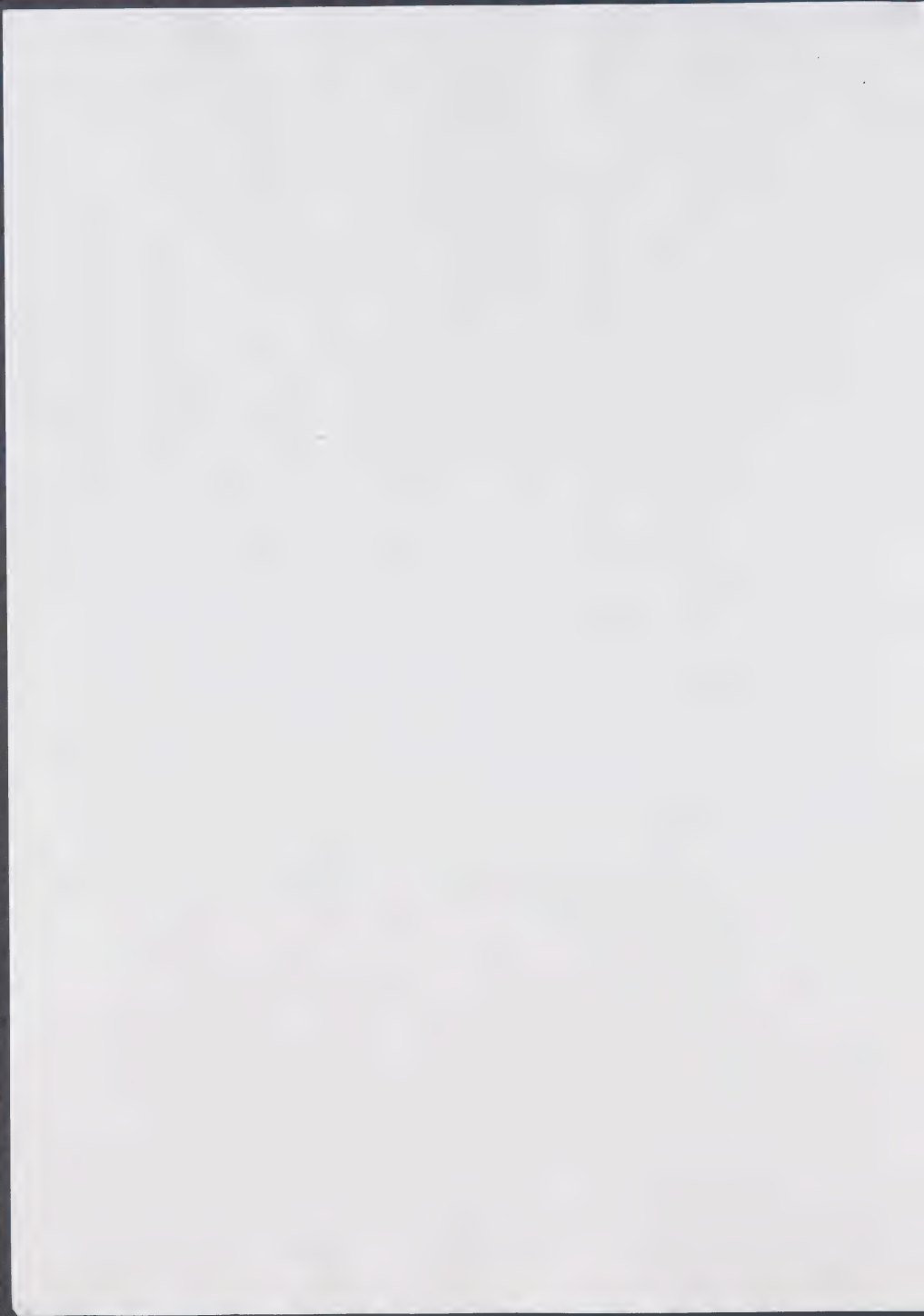
2. Taxation

- 2.1.1 **Income/Corporation Tax:** Charities are normally exempt from tax on rents, investment income, and trading profits to the extent that the trade carries out of the charity's primary purpose. Any



profits received from the educational activities of the charity are therefore exempt.

- 2.1.2 It is possible in some circumstances to recover income tax paid by non-charitable companies or individuals which make donations to charities and this may be relevant if Dr. Bader is subject to UK income tax.
- 2.1.3 This exemption can also be used so that trading activities which are not themselves part of the primary purpose of the charity, but of which the profits are payable to the charity, can effectively be relieved from tax. It is usually necessary to establish a separate company to carry on such activities.
- 2.2 **Capital Gains Tax:** Charities are normally exempt from capital gains tax on the disposal of assets.
- 2.3 **Inheritance Tax:** Property given or left by Will to charities is not normally subject to UK inheritance tax (see also paragraph 5).
- 2.4 These exemptions are normally available to the extent that the relevant funds are actually applied for charitable purposes.
- 2.5 **Non-domestic Rates (local taxation):** Relief from 80% of the non-domestic rate is given in respect of property occupied by a charity for its purposes. Relief from the remaining 20% may be given at the discretion of the local authority.
- 2.6 **VAT:** Liability to VAT is not determined by charitable status but by the nature of the activities carried on. The provision, otherwise



than for profit of education or research of a kind provided by a school or university is normally exempt from VAT but other business activities carried on (for example the supply of conference services if contemplated) could be subject to VAT and VAT registration will be required if turnover exceeds the threshold of £36,600 in any 12 month period. Even if the charity registers for VAT, to the extent that the charity does not itself charge VAT, it will not be able to recover VAT paid by it on the supply of goods and services to it which are attributable to exempt supplies; it may be possible to recover a proportion, if services subject to VAT are supplied.

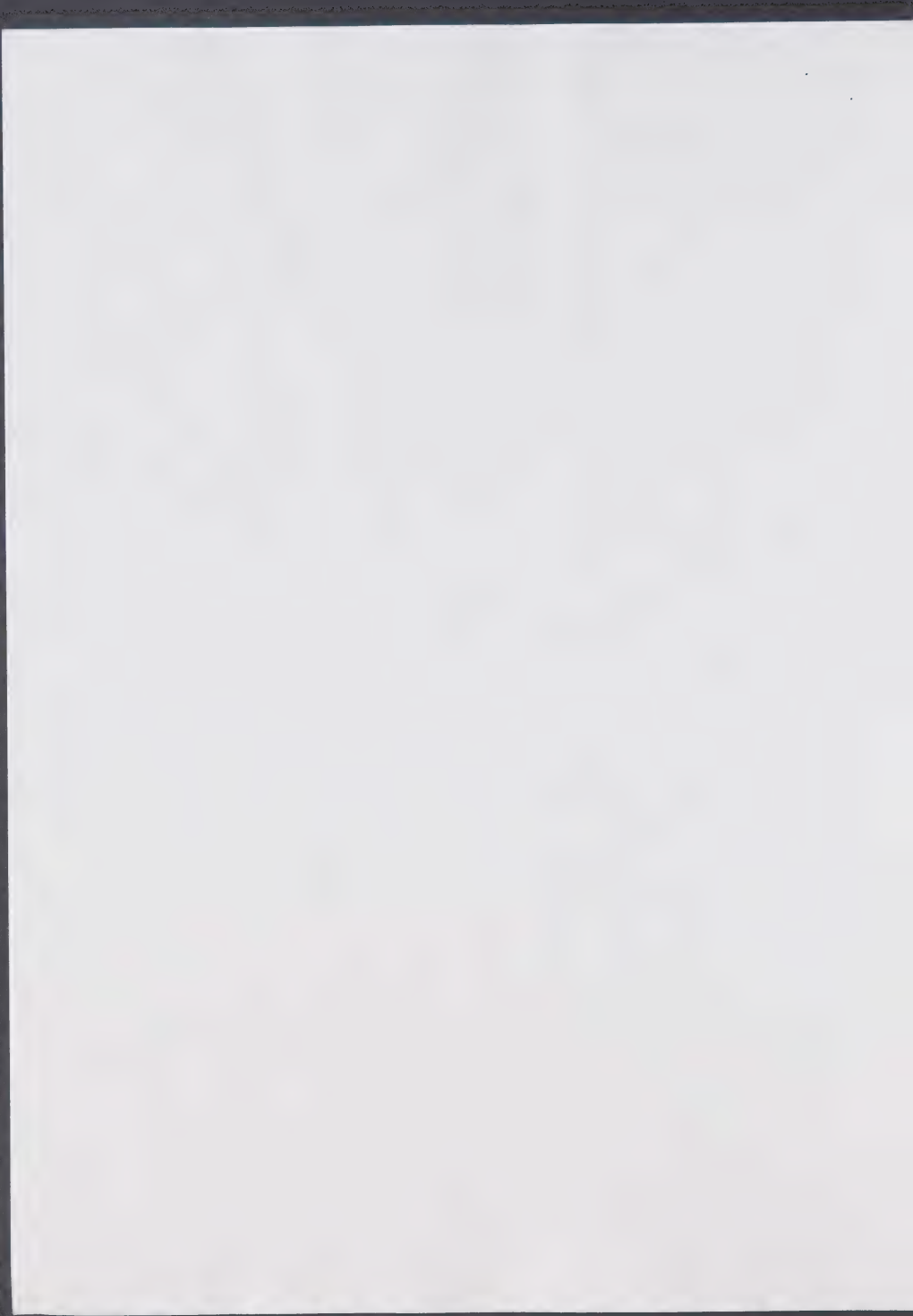
2.7 **Stamp Duty:** Exemption from stamp duty is normally granted on the transfer of property to a registered charity.

3. Registration

3.1 In a preliminary discussion the Charity Commissioners have indicated that they would be unwilling to register Queens University ("the University") as a charity because they take the view that it is outside the jurisdiction of the High Court (see paragraph 1). We therefore recommend the establishment of a UK charitable body ("the Foundation").

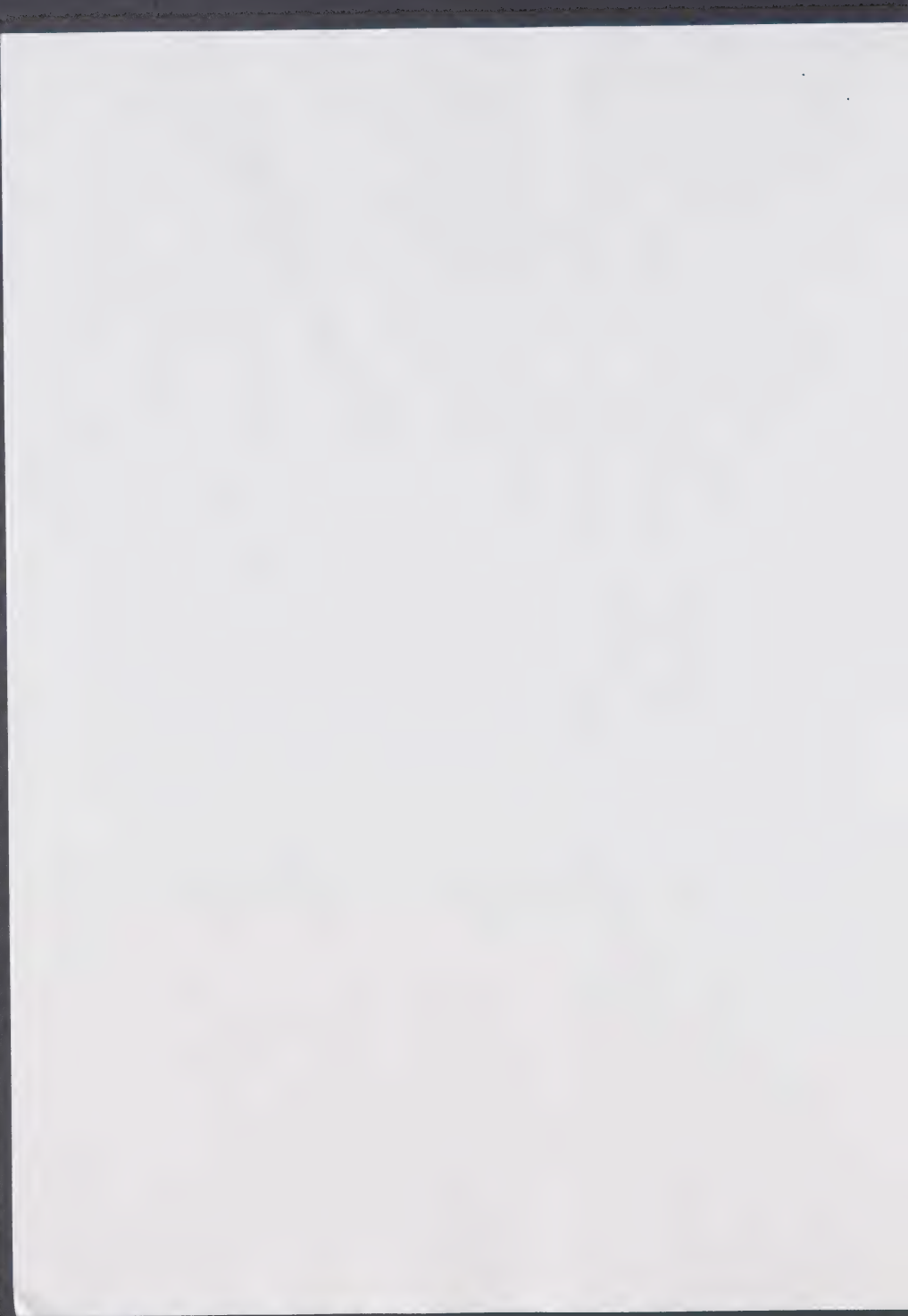
3.2 The preliminary requirement for registration is the submission of the completed questionnaire Form RE96 (copy attached) together with the supporting documentation outlined in the questionnaire and summarised on the final page.

3.3 **Question 1:** The University will presumably wish the name of the Foundation to include the word



"University". Consent for this will be required, but is likely to be given. The Commissioners have power thereafter to require the charity to change a name including "University"; this is a new power and seems likely to be exercised only where there is a cause for complaint.

- 3.4 Question 5: LWD will recommend an appropriate structure and advise on the appropriate form of draft governing instruments after taking further instructions on the proposed activities and the relationship proposed between the Foundation and the University.
- 3.5 Questions 8-14: If feasibility studies are not available for submission with the questionnaire, then enough detail should be supplied about what is intended to enable the Commissioners to form a view of the project and its viability. It will be necessary also to supply background information about the University, with a brief summary of its Canadian status, accreditation, and types of course offered, and also tax status.
- 3.6 Questions 22-24: If full financial projections are not available for submission, summary statements should be prepared (see also paragraphs 4 and 5).
- 3.7 The Commissioners have indicated that their current 'first response' time is six weeks from receipt of the completed questionnaire and supporting documentation, although they will try to shorten this in a case such as this where a purchase of property is involved. The time taken between their first response and registration clearly depends on points raised by them and the speed with which instructions can be taken on



them, but it is suggested that at that stage the matter be expedited if necessary by arranging a meeting with the Commissioners.

3.8 The Commissioners will liaise with the Inland Revenue and it should be possible to deal with points raised by either body together. Following registration the Inland Revenue will normally grant the relevant exemptions on being given the appropriate details.

3.9 Once any outstanding points are dealt with, completion of the formalities of registration may take some 2-4 weeks.

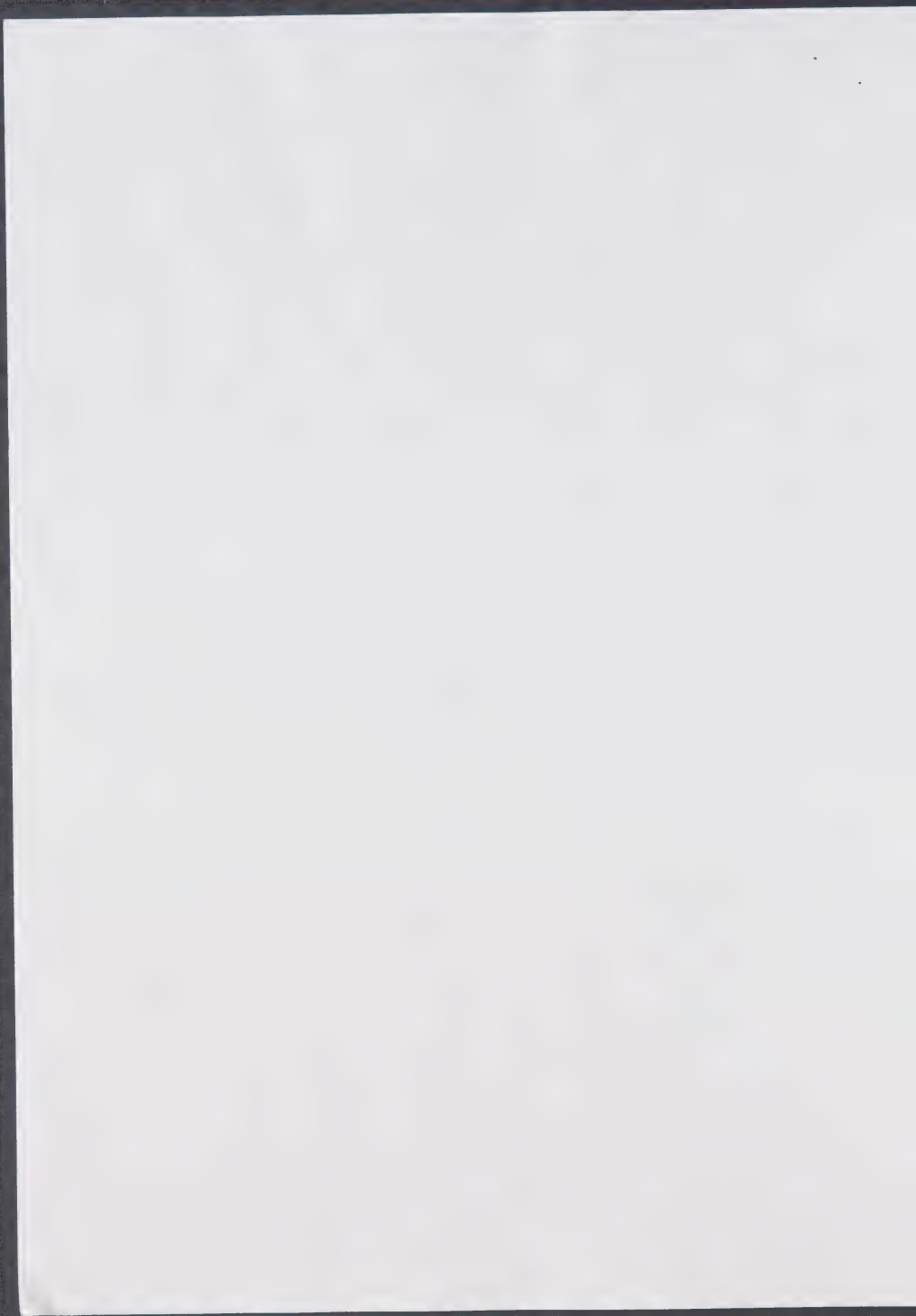
4. Confidentiality

4.1 The terms of the confidentiality provision are noted, but there may be obligations to disclose this information to the Revenue and the Commissioners, and it would be helpful to have consent to disclose the purchase price to the Commissioners when the questionnaire is submitted (ie. without written request).

4.2 A charity is obliged to file accounts and accounts are open to public inspection. Regulations under the Charities Act 1992 governing the form of accounts have yet to be published, but it may be that the price will have to be disclosed in the accounts.

5. Funding

5.1 Details of the funding arrangements must be concluded. Is it intended that the Foundation be funded direct by Dr Bader or will all funding come via the University? It may be necessary to seek Canadian tax advice and Dr Bader will need advice



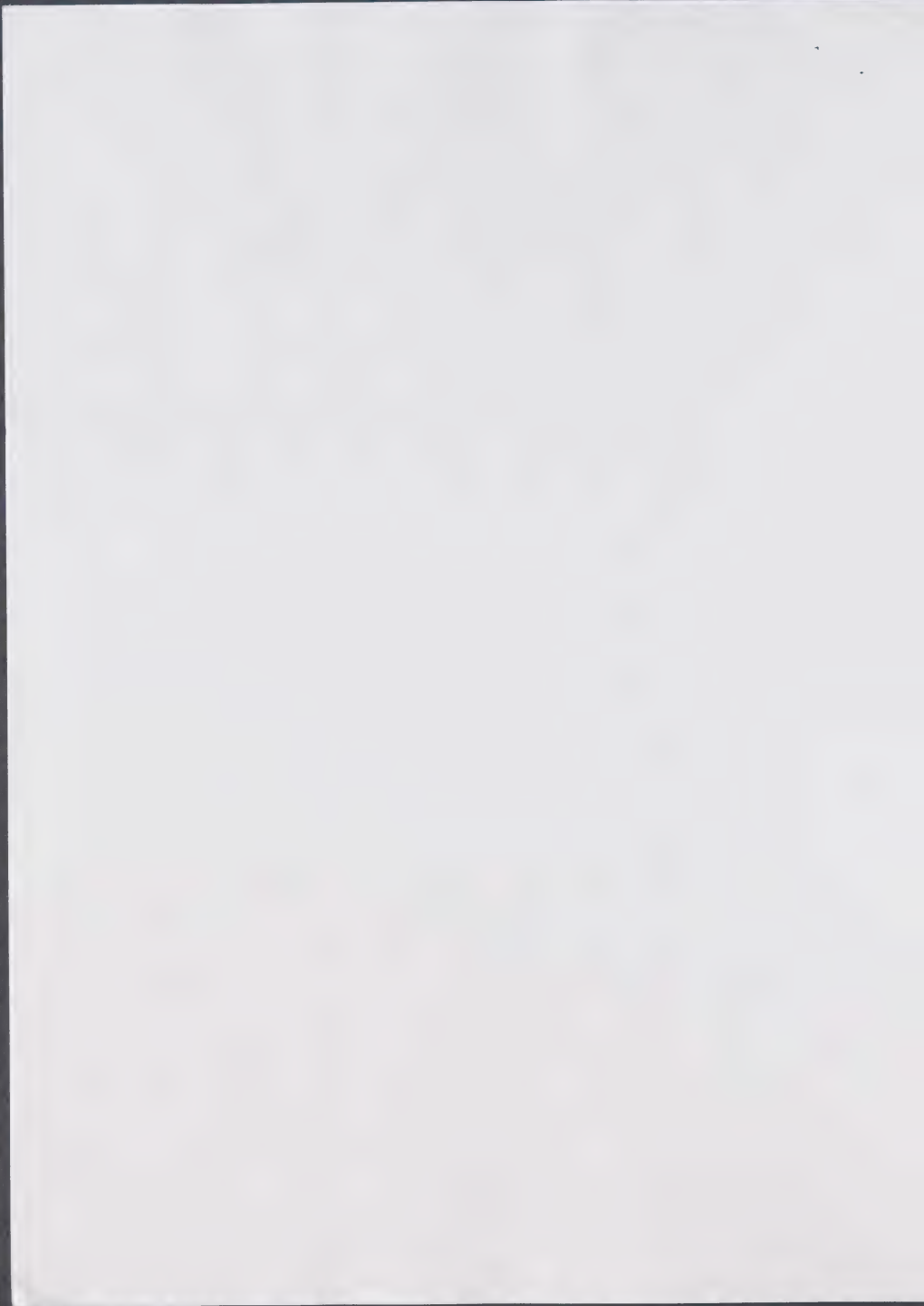
on his personal tax position. If Dr. Bader is providing funds which are subject to UK inheritance tax it would be essential that these funds are provided to a UK registered charity as there may otherwise be an inheritance tax liability payable by the donee.

5.2 If the Foundation intends to raise money from the public in any way (otherwise than by charging fees for services provided) further advice will be required in particular on the provisions of the Charities Act 1992 and the regulations to be made thereunder.

6. Accreditation

6.1 It has been assumed that it has been proposed that courses offered in the UK will lead to qualifications deriving from the University and its accreditation. On this basis the Charity Commissioners have now confirmed that it will not be necessary to obtain approvals from the Department of Education and Science.

6.2 If it were desired to offer courses with a UK accreditation and in particular for which UK grants might be obtainable, then negotiations with the Department of Education and Science beyond the scope of this memorandum would be required.



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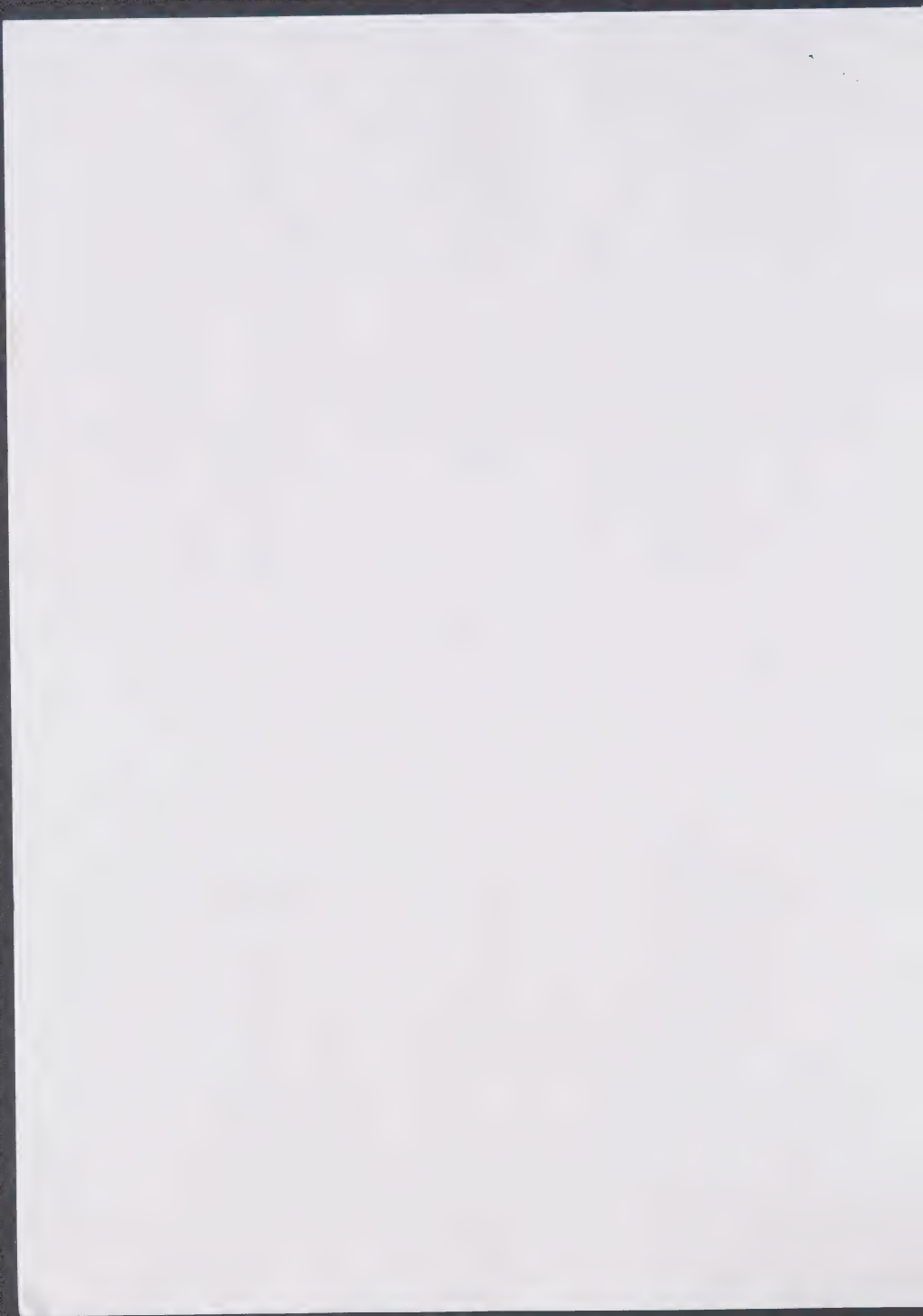
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- 6.2 If it were desired to offer courses with a UK accreditation and in particular for which UK grants might be obtainable, then negotiations with the Department of Education and Science beyond the scope of this memorandum would be required.

NB: It appears from this afternoon's meeting that Dr. Bader may not be a UK tax payer but it is essential that this aspect be clarified.

Isabel is U.K tax payer



ADDENDUM TO THE AGREEMENT made the 11th day of November, 1992 between ALFRED BADER and ISABEL BADER (the Baders) and QUEEN'S UNIVERSITY AT KINGSTON (Queen's).

WHEREAS the Baders and Queen's are parties to an Agreement made November 11, 1992 (the Agreement) with respect to a gift from the Baders to Queen's to enable the acquisition, renovation and refurbishing of the Herstmonceux Castle Estate in Sussex, England for the educational purposes of Queen's;

AND WHEREAS it is desirable to amend provisions of the Agreement.

NOW THEREFORE, in consideration of the premises hereto and the covenants herein, the Baders and Queen's agree as follows:

1. Paragraphs 1 and 2 of the Agreement are amended to read:
 - (1) "The Baders will give Queen's the sum of six million pounds Sterling, which sum shall be used and applied by Queen's for the sole purpose of acquiring, renovating, refurbishing, and starting up operations of the Estate for the educational purposes of Queen's."
 - (2) "Queen's will submit an offer to purchase the Estate forthwith and endeavour to enter into an Agreement of Purchase and Sale for the Estate upon terms and conditions acceptable to the Baders and to Queen's."



2. Paragraph 5 of the Agreement is amended to read:

"If Queen's is unable to reach an Agreement of Purchase and Sale for the Estate prior to December 31, 1993 or if an Agreement is reached, and cannot, for any reason, be completed, this Agreement will be null and void, and the gift of six million pounds sterling will be held by Queen's in an abeyance account with a disposition of it (and the yield thereon) to Queen's projects to be determined by agreement between the Principal of Queen's and the Baders."

IN WITNESS WHEREOF this Addendum has been executed by the Parties this 3rd day of March 1993.

SIGNED, SEALED AND DELIVERED
in the presence of:

Marilyn M. Hassmann

Alfred Bader
ALFRED BADER

Isabel Bader
ISABEL BADER

QUEEN'S UNIVERSITY AT
KINGSTON

[Signature]

Margaret Hoag

11
11

[Faint handwritten text]

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File: Jane Whitley

The Loss of Good Authority by Tom Pitt-Aikens and Alice Thomas Ellis

page 69

A fascinating taboo topic is apparent in the genesis of paranoid dictators, whether of the trans-global Adolf Hitler or the "little Hitler" departmental variety. Since a paranoid is unable to tolerate feeling bad [for example, anxious], this state - which arises if he is faced with another who is good - produces in him as a consequence a feeling of "relative badness". Professional helpers may recognise a paranoid person when their best work is seen as bad by the client or senior, and when mistakes or omissions are treated with surprising, patronizing affability. How then does a paranoid manage to succeed in a world made up by other people, if the others becoming good makes the paranoid feel bad? The secret is that *the others have to become part of the paranoid*. Gradually the others sell their souls, unconsciously, until they are in the paranoid's pocket. "We" has now become "I", "I" has now become "we".

I didn't plan to write about this but perhaps because of your experience. Alfred with SquareAlfred I have often thought of you as I look at my experience at this. I recognise that my situation is minimal compared to yours but there are similarities in form if not in degree. You were threatening because you were doing a good job and were liked and the new management couldn't handle that. In my case (which was minimal by comparison) my situation was made intolerable. I was not asked to leave just dismissed & frustrated at every turn. Reading this really helped. I started to understand that I experienced Row both $N + K$ — expressed passively and actively. Maybe you don't want to draw any of this — but was that we are friends rather than this colleagues perhaps we will share more. Also you are a man of heart  over head even if your head is exceptionally sharp & able. That a difference in personal preferences make.