Alfred Bader

Queen's University - Herstmonceux

[Business Plan]

1994

CONFIDENTIAL

Queen's University
International Study Centre
Herstmonceux Castle, East Sussex, England

BUSINESS PLAN
(October, 1994)

INTRODUCTION

This document is a total revision of the original business plan prepared in July 1993, taking into account the experience gained over the last twelve months from the renovation phase and the organization leading up to the launch of the International Study Centre operations on 10 September, 1994. This Business Plan summarizes and consolidates a number of other papers including the Strategic Plan, Marketing Plan, Budget and Financial Forecast, Program Plan and Administrative Procedures.

BACKGROUND

In the summer of 1992 Queen's University undertook to establish an International Study Centre at Herstmonceux Castle in East Sussex, England. The Centre was the result of a gift from Dr. Alfred and Isabel Bader which led to the purchase of the estate along with a substantial contribution to the cost of its renovation.

The Herstmonceux Castle Estate is a tract of 523 acres which includes not only the 140-room 15th century castle, but also a mid-20th century office block (West Buildings) and a number of other buildings associated with the former Royal Naval Observatory. It is located about 110 kilometers south of London, approximately 10 kilometers inland from the Channel at Pevensey Bay (the site of the 1066 landing of the Normans), and 25 kilometers northwest of Brighton. The Castle is one of two brick castles in the world and is regarded as an important heritage property in Britain.

Major renovations to the Castle, to convert it to an academic centre, and to the West Buildings, for residential accommodation, were undertaken commencing in November, 1993. On 10 September, 1994, operation of the Queen's International Study Centre began with 46 students enrolled.

MISSION STATEMENT AND GOALS

The International Study Centre at Herstmonceux Castle seeks to enhance Queen's University's role in international education and research through the establishment of an international meeting place for students, scholars and professionals from around the world; a place where people from different nations can study and work together. It is an integral part of the Queen's family of international programs.

The Centre is an academically fully integrated, but financially self-sufficient constituent of Queen's University, and is thereby founded in the essential values of Queen's – intellectual integrity, freedom of enquiry and expression and the equal dignity of all persons.

The ISC seeks to develop:

- academic programs for undergraduate students whose academic interests are oriented toward the United Kingdom, Europe and the European Union and its extended associates;
- continuing education programs for executives and other professional or 'special interest' groups;
- a venue and focal point for international conferences and meetings;
- a base of operations for international graduate students and other scholars undertaking research in the United Kingdom and Europe;
- an enhanced educational, social and cultural environment for the local community, utilizing the unique heritage of Herstmonceux Castle.

ORGANIZATION

The ISC operates as a Charitable Trust under UK law, with two Trustees resident in Britain (both Queen's alumni), and the Chair (Vice-Principal (Resources)) and a Queen's representative (Associate Dean of Arts and Science) in Kingston. The Executive Director of the ISC reports to the Vice-Principal (Resources) both as such and as Chair of the Charitable Trust.

The Executive Director of the ISC, Dr. Maurice Yeates, responsible for the overall operation of the ISC, is resident in Herstmonceux and oversees the day-to-day activities of the ISC. The Associate Executive Director, Professor Don Macnamara, operates from a Kingston office at Queen's from which program development, national and international marketing and student and faculty recruiting and administration are conducted.

The attached organization charts (Appendix A) detail organizational relationships and management staff.

FACILITIES AND CAPACITIES

The ISC is essentially a 140 room, 21st century educational facility in a 15th century castle. The residential block, Alfred and Isabel Bader Hall, is about 200 meters west of the Castle.

The former West Buildings have been converted into a modern residence with 100 double student rooms (common washroom facilities), 50 faculty/executive rooms with private bath/shower (31 single, 19 double) and two one-bedroom apartments. The total capacity of Bader Hall is 275 persons.

The Castle has been completely renovated to provide classrooms, executive conference and meeting rooms, dining facilities, administrative and faculty offices, executive director's apartment, two bed-sitting apartments (with kitchen and bath), library, reading room and pub.

The Castle has been completely wired for a computer network (LAN), and has a Meridian PBX system with 30 digital lines. Facilities for complete ISDN voice, fax, data and e-mail capability are under development to link the ISC directly to Queen's.

The Equatorial Group buildings are being developed into a Science Centre for primary and secondary school students and tourists, and negotiations are in progress to lease to a private corporation for operation.

The grounds contain many acres of open fields suitable for large outdoor events, the Elizabethan Gardens adjacent to the Castle are exceptionally well maintained and the walking paths and outer areas are attractive for picnics. The Grounds, Gardens, Tea Room and ISC Shop at the Castle entrance are also open to visitors. All in all, the Castle estate is an attractive and popular tourist destination.

MARKETS AND OPPORTUNITIES

Market research was conducted to assess the changing attitudes and demands for international education through consultation and discussion with other universities, discussions with universities now operating abroad, analysis of executive market data, analysis of continuing/lifelong education trends, comparison of similar facilities in Britain, assessment of visitor/tourism market.

The following markets were identified:

1. **Undergraduate students in arts, humanities, social sciences and business at Queen's, other Canadian universities, and universities in the U.S., Latin America and Asia**
2. **Canadian Executives and MBA students wishing to explore European business opportunities / international business courses**
3. **"Special Interest" groups (e.g. teachers, scientists) from Queen's and other Canadian institutions seeking course or conference facilities in Britain/Europe**
4. **Companies, film studios etc. seeking use of unique facilities for meetings, productions etc.**
5. **Queen's 'family' and student visitors seeking accommodation at the ISC**
6. **General public wishing to visit grounds, attend special functions or events**

Market Position and Price

Data gathered in 1993 indicates that there are currently only two programs in Canada in which Canadian university students go abroad to Canadian university facilities – Guelph University's 'London House' and Memorial University's 'Harlow House'. Neither cater to large groups of students nor offer a very broad program. L'universite canadiene en France (privately operated) similarly offers a limited program. Because of various combinations of tuition, accommodation, meals, airfare etc., direct comparisons among programs are difficult. Similarly estimated expenses for students at Queen's for tuition, residence and food is $8,000 – $9,000. Exchange programs are not comparable at all because no tuition fees are involved and no standard accommodation comparisons are feasible.

The Queen's ISC Tuition, Room and Board fee at $6,800 per term is, although higher in comparison to a term at Queen's or the other Canadian programs abroad, very low compared

to U.S. programs abroad. Some comparison data from the 1992/93 student is included in Appendix B.

The market position of Queen's is not only without direct competition, but provides the following competitive advantages.

1. The unique environment of Herstmonceux Castle and its location relative to London, other universities and access to Europe;
2. The quality of the accommodation, food, and academic facilities;
3. The inclusion of paid field studies in all courses at the ISC and most textbooks;
4. The courses are **all** from the Queen's calendar and students receive a Queen's transcript and Queen's grades.

PROGRAMMES AND OTHER PRODUCTS

Undergraduate Programs for Autumn and Winter Semesters

For the 1994-95 academic year, two semester programs of approximately 20 half-course equivalents were developed. (Appendix C)

For 1995-96 and subsequent years, a larger set of 'core courses' were identified for each term, in co-operation with Deans and Departments. Appropriate courses will be identified each year depending on enrollment and student demand. (Appendix D)

Spring and Summer Programs

Specialized concentrated programs in European Studies and International Business have been developed to cater to those seeking an enriched or supplementary exposure to these subjects. Granting of Certificates of Attendance has been authorized by the Senate Committee on Academic Programming (Programs at Appendix E)

Executive Programs

Executive and other professional development programs are being developed with Queen's Faculties, and other outside organizations and agencies. For example, in An Executive Access Europe Program has been developed as a joint venture with the publisher of Acumen Magazine for delivery in June 1995. (Appendix F)

Conference Services/Facilities Rental

A fee schedule for use of facilities has been drawn up following comparative study of rates at other installations (and castles) in Britain, and especially in the same region. (Appendix G)

Accommodation for Visitors

A rate schedule for accommodation and meals for visitors and conference participants has been developed following research on fees charged in like facilities in the area. (Appendix H)

Access to Grounds/Community Programs

A set of entry policies and fees has been established for casual visitors and tourists. The Tea Room has been leased for operation as a service to visitors and students. The Castle Shop has been stocked with a range of merchandise for tourists, as well as books and materials for ISC students.

MARKETING STRATEGY

The main marketing challenge is the development of the awareness of the various facilities and programs across the wide range of markets. The challenge has been increased by reason of having no photographs of the facilities (except the exterior of the Castle) and no long-range academic plan. The lead time for decisions by undergraduate students and parents is at least six to ten months prior to commencement of the study term abroad. This means that for undergraduate programs, full details must be in the hands of students and parents before Christmas for the following Spring, Summer, Autumn and Winter Terms. In addition, course pattern adjustments to accommodate a term at the ISC could require years rather than months of planning.

Notwithstanding these challenges, a substantial effort was made to attract 50–60 students for each of the first two terms to permit a 'launch' of the programs while learning about the operation of the castle as well as a host of policies and procedures concerning course selection, faculty recruitment, student admissions, etc. The goal of this 'start-up' is to provide an outstanding experience for the first groups – students and faculty alike – to ensure very positive and most effective 'word-of-mouth' advertising on return.

This first effort is being followed up by visits to universities first across Canada, then selected locations in the U.S., to brief their administration, faculty and students on the ISC. The response, to date, has been overwhelmingly positive and supportive. With the completion of facilities, photographs are now available to permit the production of effective promotional materials for all markets, including Asia and Latin America.

The priority marketing effort is being placed on the undergraduate programs as they are critical to achieving a 'break-even' position for basic operations.

As early as possible, other programs are being offered to maximize publicity and demonstrate ISC capabilities. The production of three CBC Newsworld/Queen's Policy Forums at Herstmonceux Castle in November 1994 will provide nation-wide attention to the ISC. An Executive 'Access Europe' Program, the start of which is concurrent with the official opening in June 1995, will provide additional advertising and publicity, as well as "friend-raising"/fundraising potential.

Programs developed by other Queen's Faculty are under discussion to be launched in the summer 1995 if possible, as are other activities such as 'Later-Life Learning' groups from Kingston.

The conference/meeting market is being attracted already by local awareness of the developments at the Castle, and advertising is being placed in appropriate publications in the UK. Several day-long meetings have been held with exceptional satisfaction being expressed by the customers.

MARKETING PLAN

The major components of the marketing plan are:

- Production of ISC descriptive brochure for students
- Production of ISC posters

- Production of descriptive 'student guide'
- Production of annual academic Calendar
- Production of an on-going Newsletter to facilitate internal communications at Queen's
- Production of articles on the ISC and the Castle for Queen's and other publications
- Development of advertising for
  - Who's Where?, What's Next, Alumni Review, Globe and Mail
  - Maclean's University Issue
  - International Yearbook
  - Student Newspapers
- Development of general purpose descriptive brochure
- Development and publication of Executive Access Program Advertising
- Development and distribution of Access Program Brochure
- Development of Conference Kit
- Advertising in conference/meeting related publications
- Visits to Canadian and U.S. universities to explore partnerships and brief faculty and students
- Participation in 'academic fairs' at selected universities
- Delivery of speeches and briefings to general public and targeted audiences
- Development of a comprehensive communications plan (with Advancement)
- Organization and Delivery of Focus groups
- Tracking and personalized follow-up for every student who expresses an interest in attending ISC
- Development of tourism brochures and related items

A flow chart for the execution, delivery and/or distribution of these marketing activities is included in Appendix J.

ADMINISTRATIVE AND RELATIONAL CONSIDERATIONS

To facilitate the acceptance and registration of ISC students, a system for processing incoming applications has been established with the Admissions and Registrar's Offices at Queen's.

A set of procedures for the identification and approval of courses to be offered at the ISC has been developed in co-operation with the Deans and Department Heads.

A set of procedures for the identification, approval, appointment and remuneration of ISC faculty has been developed in co-operation with the Deans, Senate Office and Financial Services. (Appendix K)

Handbooks for students and faculty going to ISC have been prepared.

Procedures for receipt of accounts from the ISC Herstmonceux and their authorization and transfer of funds have been established in co-operation with Financial Services. A system of financial controls is in place at the ISC Herstmonceux, and these currently satisfy the requirements of the Queen's internal auditor.

GENERAL PLAN

With the commencement of operations in September, the general concept was to start with a manageable student and faculty load to test the facilities and procedures, as well as the methods for delivery of courses and field studies, and the host of logistical considerations involved in operating an educational institution.

Recognizing that the students and faculty with an ISC experience will be the best advertisers, it is most important that all should have the most positive experience possible during the initial phase. For the first term (Autumn 1994), a revised target of 50 students was established. This represents a manageable number (one bus load) who can also be given special and individual attention, and from whom a great deal can be learned regarding program and facilities management, including medical, dental and other personal services.

Note: In the development of plans for the ISC, an assumption was developed in some quarters that the first term could and should be a full capacity of 250 students. This number is both erroneous and unrealistic. A 100% occupancy (200 students) from the beginning is inconsistent with accepted practices in business, academic program, marketing and human resource management. A 'ramp-up' to full capacity over two to three years for undergraduate programs, and up to five years for other programs is more realistic.

Over the next five years, the following 'best case' and 'worst case' projections are considered realistic.

PROGRAM & PARTICIPANTS IN	94/95	95/96	96/97	97/98	98/99
Undergraduate(Best Case)	100	450	600	600	600
Undergraduate(Worst Case)	100	300	450	500	600
MBA	0	0	0	15	30
EMBA	0	0	0	10	20
Executive	0	60	80	100	100
Conferences/Meetings	100	300	500	800	1000
News/Film/Spec Events	50	100	200	250	250
Facilities Rented (events)	25	50	50	50	50
Visitors (Overnight)	300	500	800	1000	1000
Tourists (Grounds)	15,000	20,000	25,000	25,000	25,000

FAX

FINANCIAL PLAN

CAPITAL

The estimates of the Capital Expenses and Start Up Costs are detailed in Appendix L. The negotiated final costs, including all renovations to the Herstmonceux site, Kingston Office Start-up, Furnishings, Legal Fees and Consultants is $15,686,000, of which $4,000,000 has been paid by the Bader gift for renovations. This leaves a total of $11,789,799 to be financed through direct fund-raising and income in excess of operating costs at the ISC.

The **total** capital investment for Queen's, is $24,114,132 for a fully renovated, modern academic facility for over 200 students and faculty. Queen's has 100% equity in the whole Herstmonceux Castle estate and the International Study Centre. A total of $12.3M has been contributed by Dr. Bader, and $11,686,000 – has been authorized as a loan by Queen's to be repaid through direct fundraising and excess of income over operating costs at the ISC. A total of $8,000,000 of this loan has been guaranteed by Dr. Bader. At the October meeting of the Board of Trustees, an additional $2,000,000 was authorized to cover operating losses during the start-up period. In the absence of any fundraising, an excess of approximately $1.94M per year will be required to service this debt if amortized over 10 years.

No

OPERATING EXPENSES AND REVENUE

The estimated operating revenue and expenses for the three year operationg period 1994-1997 is outlined in Appendix L. The operating budget is based on limited operating experience, with operations at a student load as projected in the General Plan.

Projected revenue is also based on projections in the General Plan.

The summary indicates that, although a **net operating deficit** (including interest charges) in the best case of $2.030M is forecast for the financial year 1994/95, it is reduced to $810,300 in 1995/96 and a **surplus** of $250,900 is anticipated for the financial year 1996/97. The surplus can increase significantly in subsequent years if expenditures are controlled and income projections are met. In the worst case, the deficit for 95/96 would be $1,830,300, and for 96/97 $780,900.

ISSUES IN IMPLEMENTATION OF THE BUSINESS PLAN

This business plan is considered realistic with a very high probability of successful execution. Its achievement, however, will have to take into account the following factors.

Strengths

The major strengths are in Queen's experience in and reputation for outstanding undergraduate programs, successful executive and other professional development programs, and an extensive network of international contacts, all of which assist in the marketing effort.

The ISC undergraduate program is selected from Queen's courses. Students receive Queen's transcripts with Queen's marks, making it a particularly attractive overseas experience and alternative to exchange programs.

The exceptional quality of the environment – classrooms, accomodation, conference and other facilities in an outstandingly beautiful and historical setting-has created not only interest but enthusiasm for participation in ISC programs.

Weaknesses

The major weakness is the lack of experience in operating an academic facility of the size of the ISC abroad. This issue involves activities ranging from the staffing and operation of the physical plant through the administration and delivery of the academic program there, and could affect the accuracy of budget extimates. The absence of bursaries and other forms of financial assistance specific to the ISC may represent a barrier to participation for some students, thereby affecting the level of enrolment.

Opportunities

The burgeoning interest in international education together with a shortage of English-speaking exchange opportunities create an exploitable market across Canada.

The fees are competitive, especially for international students in or outside of Canada, thereby reducing the potential for financial barriers affecting enrolment.

The enthusiasm expressed by other universities continuing education managers, 'special interest' groups and the general public for the concept of the ISC Herstmonceux are exploitable market opportunities.

Threats

A major economic downturn in Canada and/or a major devaluation of the Canadian dollar versus the UK pound could force fee increases that could raise a barrier to participation from the Canadian market. Other markets, however, would still find the program attractive.

Increases in Canadian domestic interest rates would increase the cost of servicing the Queen's loans, necessitating either renewed emphasis on fund-raising and/or an increase in fees.

The absence of any history in the cost of utilities represents a threat to the accuracy of the operating costs, and the degree to which this is significant will not be known until the first quarter of 1995. Adjustments in operating procedures and some increase in fees for accomodation, facilities and services would be the first reaction to a need to increase income with a student fee increase being the last resort.

Administrative costs associated with admissions, programs and marketing, while currently within projected estimates, could increase with increased applications and demands for increased marketing – related overseas travel. Budgetary adjustments in other areas would be the first reaction with an increase in the application fee being a last resort.

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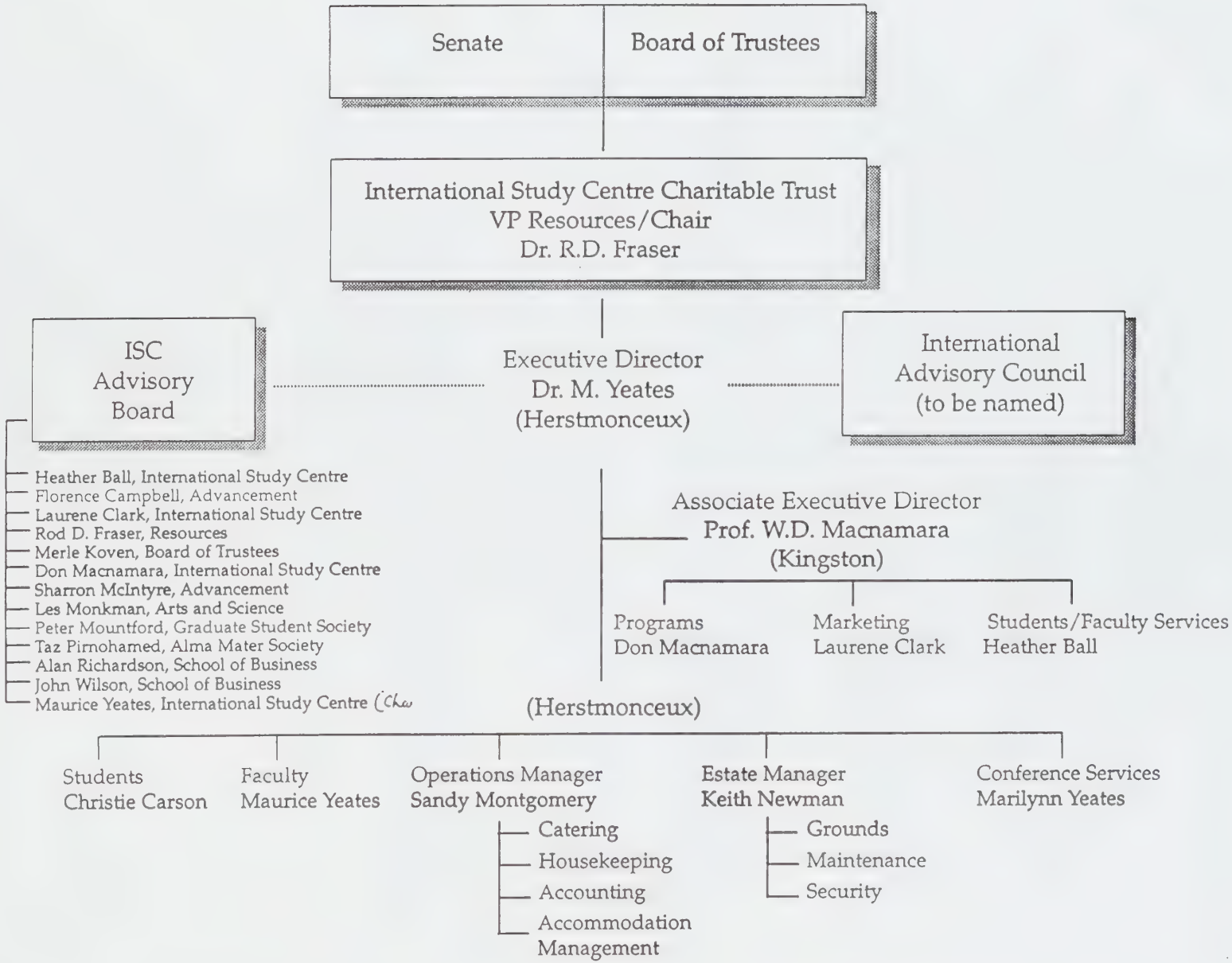
Appendix A

Queen's University



Queen's University's International Study Centre
At Herstmonceux Castle Estate
Fee Comparison Summary – U.S. Universities' Internatial Programs

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).

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Appendix B

Queen's University's International Study Centre
At Herstmonceux Castle Estate
Fee Comparison Summary – Canadian Universities

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 Undergraudate 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**

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Appendix C

Queen's University's International Study Centre at Herstmonceux 1994-95 Course Offerings

Autumn Program 1994

European Studies

ARTH 115/1.0 A Survey of Western European Art & Architecture in Britain
CLST 206/0.5 Roman Britain
DRAM 101/1.0 20th Century Theatre in Performance
ECON 225/0.5 The Economics of the European Community
GPHY 259/0.5 The Geography of Europe
POLS 239/0.5 Modern European Politics
RELS 248/0.5 Celtic Christianity in Early Europe and the British Isles

Languages

FREN 018/0.5 Communication et Culture I
GRMN 101/0.5 Communicative German

Concentration Programs

Art History
ARTH 313/1.0 Special Topics in Renaissance and Baroque Art & Architecture in Britain
ARTH 320/1.0 Special Topics in Modern Art & Architecture in Britain C1750 to the Present
English
ENGL 205/0.5 Selected Women Writers I
ENGL 227/0.5 Shakespeare: Comedy and Romance
ENGL 350/1.0 Romantic Literature
ENGL 366/1.0 Literary Modernism
History
HIST 250/1.0 The Middle Ages
HIST 289/0.5 England Since 1851
HIST 314/1.0 Society and Politics in the Later Middle Ages
HIST 357/1.0 War and Peace in 20th Century Western Culture

Winter Program 1995

European Studies

ARTH 115/1.0 A Survey of Western European Art & Architecture in Britain
DRAM 101/1.0 20th Century Theatre in Performance
ECON 225/0.5 The Economics of the European Community
FILM 305/0.5 European Narrative
GPHY 259/0.5 The Geography of Europe
POLS 239/0.5 Modern European Politics

Languages

FREN 018/0.5 Communication et Culture I
GRMN 101/0.5 Communicative German

Concentration Programs

Commerce
COMM 326/0.5 The Economics of Financial Systems
COMM 352/0.5 Organizational Analysis
COMM 375/0.5 International Business
Economics
ECON 231/0.5 The Emergence of the Modern Industrial Economy
ECON 320/0.5 Macroeconomic Theory II
ECON 325/0.5 International Trade Policy
Geography
GPHY 359/0.5 Cities and Development in Modern Europe
GPHY 363/0.5 Political Geography
Politics
POLS 333/1.0 European Politics
POLS 336/0.5 British Politics
POLS 385/0.5 Strategies of Political Research
Sociology
SOCY 221/1.0 Development of Social Theory
SOCY 322/1.0 Modern Social Theories

Queen's University's International Study Centre at Herstmonceux Castle
Autumn and Winter Programs
1995-1996

AUTUMN PROGRAM

COURSE OFFERINGS

Art History

ARTH 115/1.0 A Survey of Western European Art & Architecture in Britain
ARTH 313/1.0 Special Topics in Renaissance and Baroque Art & Architecture in Britain
ARTH 320/1.0 Special Topics in Modern Art & Architecture in Britain C1750 to the Present
ARTH 330/1.0 Non-Western Art in Britain

Drama

DRAM 101/1.0 20th Century Theatre in Performance
DRAM 210/1.0 Theatre History

English

ENGL 211/311/1.0 Chaucer and the Middle Ages
ENGL 227/0.5 Shakespeare: Comedy and Romance
ENGL 241/341/1.0 Restoration and 18th Century Literature

Film

FILM 230/0.5 Media and Society
FILM 305/0.5 European Narrative
FILM 335/0.5 Culture and Technology

History

HIST 296/0.5 Social History of Everyday Life
HIST 314/1.0 Society and Politics in the Later Middle Ages
HIST 352/1.0 The British Isles in 19th and 20th Century
HIST 357/1.0 War and Peace in 20th Century Western Culture

Religious Studies

RELS 131/1.0 Introduction to World Religions
RELS 241/1.0 Christianity, Past and Present
RELS 282/0.5 Problems in Religion and Literature

Sociology

SOCY 221/1.0 Development of Social Theory
SOCY 322/1.0 Modern Social Theories

General Studies

CLST 206/0.5 Roman Britain
COMM 200/0.5 Introduction to Business
ECON 225/0.5 The Economics of the European Community
ENSC 300/1.0 The Social Context of Ecosystems
FREN 018/0.5 Communication et Culture I
GEOL 105/0.5 Environmental Geology
GRMN 101/0.5 Communicative German
IDIS 299/1.0 Modern European Theatre (1870-1960)
POLS 239/0.5 Modern European Politics
SPAN 111/0.5 Introductory Spanish

WINTER PROGRAM

COURSE OFFERINGS

Commerce

COMM131/0.5 Introduction to Marketing
COMM 351/0.5 Leadership
COMM 357/0.5 Interpersonal Skills for Managers
COMM 375/0.5 International Business
COMM 493/0.5 Political Foundations of Management

Economics

ECON 225/0.5 The Economics of the European Community
ECON 231/0.5 The Emergence of the Modern Industrial Economy
ECON 320/0.5 Macroeconomic Theory II
ECON 325/0.5 International Trade Policy

History

HIST 277/0.5 Bismark to Hilter - Political Mobilization of German Society
HIST 283/0.5 Social History of War in Europe in 20th Century
HIST 294/0.5 Contemporary Middle East-Oil and Resolution
HIST 295/0.5 Holocaust of European Jewy

Geography

GPHY 259/0.5 The Geography of Europe
GPHY 359/0.5 Cities and Development in Modern Europe
GPHY 363/0.5 Political Geography

Politics

POLS 239/0.5 Modern European Politics
POLS 333/1.0 European Politics
POLS 336/0.5 British Politics
POLS 385/0.5 Strategies of Political Research

General Studies

ARTH 115/1.0 A Survey of Western European Art & Architecture in Britain
ENGL 204/0.5 The Short Story in English
ENGL 260/1.0 Modern British Literature
FREN 018/0.5 Communication et Culture I
GRMN 101/0.5 Communicative German
SPAN 111/0.5 Introductory Spanish

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Appendix E

Queen's University's International Study Centre at Herstmonceux Castle Spring and/or Summer Program

Course Offerings

Spring Program 1995

European Studies

ARTH 115/1.0 A Survey of Western European Art & Architecture in Britain
LAW 346/0.5 Law and Institutions of the European Community
GPHY 210/0.5 Geographic Perspectives on Global Change
ENGL 260/1.0 Modern British Literature
FREN 283/0.5 Pratique des Affaires
SPAN 111/0.5 Introductory Spanish

Commerce

COMM 226/0.5 Comparative Financial Institutions
COMM 271/0.5 Business: a Transnational Perspective

Summer Program 1995

European Studies

POLS 239/0.5 Modern European Politics
ECON 225/0.5 The Economics of the European Community
LAW 347/0.5 European Union and the Single Internal Market
HIST 357/1.0 War & Peace in 20th Century Western Culture
WRIT 175/0.5 Effective Writing I
GRMN 101/0.5 Communicative German

Commerce

COMM 353/0.5 Managing in a Multicultural Environment
COMM 375/0.5 International Business

Course Requirements For Certificates of Attendance

Spring/Summer 1995

Students who wish to fulfill the requirements of a Certificate of Attendance must complete the following course curriculum during the spring and summer terms.

International Business Focus

Students must complete *five* half-course equivalents (0.5 weighting) including:

COMM 375 (All Students)
One of COMM 271,COMM 226 or COMM 353;
Two of LAW 346, LAW 347, POLS 239 or ECON 225
One of FREN 283, GRMN 101 or SPAN 111.

European Studies Focus

Students must complete *five* half- course equivalents (0.5 weighting) including:

*Two of LAW 346 ,POLS 239, COMM 226 or ECON 225
*Two of LAW 347, COMM 271 or GPHY 210
One of FREN 283, GRMN 101 or SPAN 111.

*Students may substitute ARTH 115 or HIST 357, which have a weighting of 1.0, for a total of two 0.5 courses in groupings one and two. Students must choose at least one course from each grouping.

Kingston Whig-Standard photo by Jack Ostiny

QUEEN'S UNIVERSITY INTERNATIONAL STUDY CENTRE

Herstmonceux Castle in East Sussex, England

An opportunity to open doors, network and learn.

access magazine, in association with Queen's University International Study Centre, has created *access* Europe, a seven day programme designed to provide entry, to access information, to cement relationships, and to gather intelligence on Europe.

Your learning experience includes trips to Brussels and Paris.

- You will meet political leaders, analysts, and policymakers in the European Union, OECD, NATO and key contacts in the new World Trade Organization (GATT) — experts who will advise, answer and provide access.

You will access some of the most influential minds in Europe

- Topics of discussion include:

Changes in the European Union, including the concept of "open societies" in Eastern Europe.

Entering Europe — joint venture, direct investment, or export.

Understanding changes in banking, finance, insurance, capital markets, and monetary union proposals in the European Union.

How to access funds.

Location information — impact of social legislation and labour law with the "free movement of goods, services, capital and labour in the *single market*".

Competition laws, harmonization of standards, taxes, R & D.

- You will meet prominent Canadian executives who are prospering in Europe. Learn how and why.
- You will discuss European issues with Canadian diplomats and trade officials.

Your accommodations are at Herstmonceux estate— totally refurbished rooms (suitable for two) with private bath. The castle is a short one hour train trip from London.

Every opportunity for you to meet and know your colleagues in formal and informal settings has been arranged. (A maximum of fifty participants will be accepted to maintain accessibility.)

OPTIONAL ACTIVITIES:

- Play golf at Royal St. George's (home of the 1993 British Open) and Royal Eastbourne.
- Wimbledon
- London theatre and Glyndebourne Festival

COST: $4,850. (June 17 to June 24, 1995)
(Including food and accomodation, excluding airfare)
Continent option $2,000.
Spouse differential $2,500.

YOUR HOSTS:

Prof. Don Macnamara
International Study Centre, Queen's University
President, Canadian Institute of Strategic Studies
Brigadier-General (retired)

Mr. Grant Geall
Publisher, *access* magazine
President, Synergism Marketing and Communications Inc.

For more information, please or fax:

access Europe
International Study Centre, Herstmonceux
243 Richardson Hall, Queen's University
Kingston, Ontario K7L 3N6
Telephone 613-545-2815, Fax 613-545-6453

JUNE 17 TO JUNE 24, 1995

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Appendix G

International Study Centre (ISC)
Herstmonceux Castle

Conference Room Rates

per day (9:00 a.m. - 4:00 p.m.)

Ballroom	(capacity 200)	£ 1,000.
Board Room	(capacity 25-30)	£ 500.
Seminar Rooms	(capacity 70 for Rm#1) (capacity 20 for Rm#2) (capacity 65 for Rm#3) (capacity 45 for Rm#4) (capacity 45 for Rm#5) (capacity 50 for Rm#6)	£ 250.
Conference Centre	(capacity 80)	£ 1,200.
Conference Ante Room (capacity 60)		includes use of reception area and exclusive use of anti, executive meeting room and turret office - includes a technician, if required
Chapel Theatre (Seminar III) (capacity 60)		£ 500.
Courtyard		£ 2,000.
Drummer's Room	(capacity 36)	£ 250.
Great Hall	(capacity 120)	£ 1,000. when booked with meals for exclusive use (limited availability)
Gardens or Grounds	£	2-3,000. (plus marquees rental fee)
Film & Video Room (capacity 70)		£ 400. (includes technician)
Pub	(capacity 70)	£ 500.
Alumni Room	(capacity 40)	

Deposit: A non-refundable deposit of 30% of the total Castle facilities requested is required to confirm a booking.

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Appendix H

International Study Centre

Bedroom Rates

	Bed Only	B&B	B&B, Lunch	B&B, Lunch,Dinner
Ensuite (telephone in room)				
Single (1 person)	£35.00	£40.00	£50.00	£60.00
Double (2 persons)	£50.00	£60.00	£80.00	£100.00
* Economy (w/r down the hall)				
Single or Double (per person)	£12.50	£17.50	£27.50	£37.50

* All prices include VAT

* Students enrolled in courses are VAT exempt.

Group rates for accommodation and meals are available (minimum of 10 rooms).

Appendix J

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Marketing Activity Schedule

UNDERGRADUATE PROGRAM	Sept 1-10	Sept 11-20	Sept 21-30	Oct 1-10	Oct 11-20	Oct 21-31	Nov 1-10	Nov 11-20	Nov 21-30	Dec 1-10	Dec 11-20	Jan 1-10	Jan 11-20	Jan 21-31	Feb 1-10	Feb 11-20	Feb 21-28	Mar 1-10	Mar 11-20	Mar 21-31
Brochure Distribution	xxxxxxxx				xxxxxxxx	xxxxxxxxx			xxxxxxxxx	xxxxxxx										
Banner/Poster campaign	xxxxxxxx	xxxxxxxxx						xxxxxxxxx	xxxxxxxxx	xxxxxxx										
Academic Fairs/Focus Groups at Queen's	xxxxxxxx					xxxxxxxxx			xxxxxxxx	xxxxxxx			xxxxxxxx	xxxxxxxx			xxxxxxxx	xxxxxxx	xxxxxxxx	
Poster and Brochure Distribution on Camous	xxxxxxxx	xxxxxxxxx					xxxxxxxx	xxxxxxxxx	xxxxxxxxx			xxxxxxxx	xxxxxxxx				xxxxxxxx	xxxxxxx	xxxxxxxx	
What's next Ad	xxxxxxxx																			
Who's Where Article & Advertisement	xxxxxxxx					xxxxxxxxx														
Poster and Brochure Distribution to Other Universities	xxxxxxxx	xxxxxxxxx	xxxxxxxxxx					xxxxxxxxx	xxxxxxxxx	xxxxxxx				xxxxxxxx	xxxxxxx					xxxxxxx
Advertisements for International Publications			xxxxxxxxxx				xxxxxxxx		xxxxxxxxx	xxxxxxx			xxxxxxxx	xxxxxxxx			xxxxxxxx	xxxxxxx		
Visits to Other Universities		xxxxxxxxx			xxxxxxxx	xxxxxxxxx			xxxxxxxxx	xxxxxxx				xxxxxxxx	xxxxxxx			xxxxxxx	xxxxxxxx	
Followup with Canadian Universities				xxxxxxxx	xxxxxxxx	xxxxxxxx	xxxxxxxx	xxxxxxx	xxxxxxxx						xxxxxxx	xxxxxxxx	xxxxxxxx	xxxxxxx		
Articles in Journal			xxxxxxxxxx			xxxxxxxxx			xxxxxxxxx			xxxxxxxx			xxxxxxx			xxxxxxx	xxxxxxxx	
Articles in Alumni Review	xxxxxxxx			xxxxxxxx				xxxxxxxx				xxxxxxxx					xxxxxxxx			
Newsletters			xxxxxxxxxx						xxxxxxxxx							xxxxxxxx				
Academic Fairs (Ontario)				xxxxxxxx	xxxxxxxx	xxxxxxxxx			xxxxxxxxx	xxxxxxx						xxxxxxxx	xxxxxxxx	xxxxxxx		

Appendix J (continued)

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Marketing Activity Schedule

UNDERGRADUATE PROGRAM	Sept 1-10	Sept 11-20	Sept 21-30	Oct 1-10	Oct 11-20	Oct 21-31	Nov 1-10	Nov 11-20	Nov 21-30	Dec 1-10	Dec 11-20	Jan 1-10	Jan 11-20	Jan 21-31	Feb 1-10	Feb 11-20	Feb 21-28	Mar 1-10	Mar 11-20	Mar 21-31
Program Development for 95-96			xxxxxxxxxx	xxxxxxxx	xxxxxxxx	xxxxxxxxx	xxxxxxxx	xxxxxxxx												
Production of materials for 95-96					xxxxxxxx	xxxxxxxxx	xxxxxxxx	xxxxxxxxx	xxxxxxxxx											
Development of Communication Strategy for Conferences	xxxxxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxxx																
Development of Conference Materials						xxxxxxxx	xxxxxxxx	xxxxxxxxx	xxxxxxxxx	xxxxxxx										
Development of General Information Piece								xxxxxxxxx	xxxxxxxxx	xxxxxxx	xxxxxxxxx									
Focus Sessions with Students at Queen's						xxxxxxxxx			xxxxxxxxx	xxxxxxx			xxxxxxxx	xxxxxxxx				xxxxxxxx	xxxxxxx	
Visits to Select U.S. Universities										xxxxxxx			xxxxxxxx	xxxxxxxx			xxxxxxxx	xxxxxxx		
Canadian Advertising - Macleans					xxxxxxxx	xxxxxxxxx														
University Newspaper Advertisement									xxxxxxxxx				xxxxxxxx	xxxxxxxx				xxxxxxxx	xxxxxxx	
Mailing to Queen's Students							xxxxxxxx	xxxxxxxxx												
Follow-up with Canadian Students from Academic Fairs								xxxxxxxxx	xxxxxxxxx					xxxxxxxx	xxxxxxx			xxxxxxxx	xxxxxxx	
Advertising in Canadian University Newspapers, including Queen's									xxxxxxxxx					xxxxxxxx	xxxxxxx			xxxxxxxx	xxxxxxx	
Mailing to parents of Queen's Students														xxxxxxxx	xxxxxxx					

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Appendix K

International Study Centre – Herstmonceux
Policies and Procedures
for
Academic Program Development and Faculty Appointments

1 Academic Program Development

1. The academic program for each year is developed through the Kingston Office under the direction of the Executive Director and Associate Executive Director, in collaboration with the Arts and Science Faculty, the School of Business, and Department Heads and Undergraduate Chairs of all departments.

2. The departments are asked to submit their selection of undergraduate courses to be taught at the ISC, along with their preferred list of faculty that would be available to teach the courses.

3. The Executive Director and Associate Executive Director develop the proposed academic program, in consultation with the departments, including within budgetary limits, the proposed courses from the various departments that:

   (a) fit the criteria for the core curriculum which is strong in arts and humanities, with social science options in the Fall Term, strong in social sciences, with arts and humanities options in the Winter Term, and courses strong in European studies or international business during the Spring and Summer Terms;

   or

   (b) are courses that may be offered as additional courses which are relevant to student/market interests, castle location and opportunities as they are presented.

4. The academic program is then submitted to the Faculty offices for their approval.

5. Once the program has been finalized it will be incorporated in the International Study Centre Calendar and the relevant Faculty calendars.

2 Appointment of Faculty for the International Study Centre

1. Each department head will be asked to nominate to the International Study Centre those faculty to teach the departmental course offerings, for each semester, six months to one year in advance.

2. In the first instance, regular faculty at Queen's will be offered the opportunity to teach courses at Herstmonceux.

3. If regular Queen's faculty are not available then the course(s) may be offered to an adjunct in the department. It is important to remember that there are now three categories for adjunct staff. These include:

   (a) Group I appointees who normally teach fewer than the equivalent of two full courses per year for remuneration;

   (b) Group II appointees who have served fewer than five years and who normally teach the equivalent of two or more full courses per year, or whose remuneration for teaching duties and related activities is more than 50% of the floor salary for a regular assistant professor;

   (c) and Group III appointees who have served five years or longer as Group II appointees (for further details on adjunct staff, please see attached "Statement on Adjunct Academic Staff and Academic Assistants).

4. If a regular faculty member or adjunct affiliated with the department is not available to teach the course(s), individuals may be recommended by the International Study Centre, but must be authorized by the Head of each department and subsequently appointed as a Queen's adjunct at Herstmonceux.

5. Funds to the department for faculty members' teaching services will be transferred from the International Study Centre's account into each department's account by journal entry prior to the beginning of the term.

6. For all appointments to the individuals based in Canada the International Study Centre remunerates the department(s) with a $7,000 book transfer payment per half course. Each department will be responsible for payment of salary to the faculty member(s), unless otherwise agreed, and for notifying the ISC of the salary to be paid.

7. For all appointments to the individuals based in England the International Study Centre remunerates directly to the individual, and not through the department at Queen's.

8. The International Study Centre recommends the department normally remunerate at the same rate as for a Part-time Studies course (currently $4,000 for each half-course).

9. Each faculty member teaching at Herstmonceux will also be awarded a $2,000 travel advance, which may be used for airfare and travel; shipping charges for textbooks etc.; rental or purchase of a vehicle up to the limit of the travel advance. All claims against the advance must be documented, receipted, and submitted to the International Study Centre on a Travel Expense Report.

10. All faculty teaching course(s) at Herstmonceux will also be provided full board and accommodation in the Executive Block of Bader Hall, in a room with an en suite bathroom.

11. All faculty teaching course(s) at Herstmonceux must obtain the appropriate status from Employment and Immigration Canada in order to permit him/her to accept an appointment in England. Therefore faculty that are not British citizens will be provided with a "Work Permit" application that must be completed and returned to the ISC at least four months prior to their departure.

12. Once the faculty have been selected and approved by each department, the International Study Centre will advise the appropriate Faculty of the terms and conditions of the offer. The Head must forward a recommendation and completed academic-related data sheet to the Faculty Office. The Faculty office will then issue a letter of appointment signed by the Principal, to each individual faculty member outlining the terms and conditions of the appointment.

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Appendix L

INTERNATIONAL STUDY CENTRE
SUMMARY OF CAPITAL AND STARTUP INCOME AND EXPENDITURES FROM JANUARY 1, 1993 TO AUGUST 31, 1994
(All figures expressed in $ Cdn at actual £/ $ Cdn exchange rates)

CAPITAL	
INCOME	
Original Gift	11,214,979
Property gift	471,689
Income on gifts	637,665
Total	12,324,333
EXPENDITURES	
Cost of Castle and grounds	7,538,810
Cost of additional properties	486,020
Building renovations (estimate to completion)	14,514,434
Start up costs Jan. 1, 1993 to Aug. 31, 1994 (net)	1,574,868
Total	24,114,132
Capital Deficit	(11,789,799)
LOAN FROM ALFRED BADER	8,000,000
ADDITIONAL CAPITAL FUNDING REQUIRED	(3,789,799)

	94/95	95/96	96/97	97/98	98/99
INCOME(Best)	911,000	3,790,000	5,120,000	5,525,000	5,720,000
INCOME(Worst)		2,770,000	4,100,000	4,845,000	5,720,000
TOTAL EXPEND.	2,341,000	3,800,300	4,019,100	—	—
EST. INTEREST	600,000	800,000	850,000	—	—
EXCESS(LOSS)	(2,030,000)	(810,300-1,830,300)	250,900-(780,900)	—	—

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Appendix L

INTERNATIONAL STUDY CENTRE

SUMMARY OF CASH FLOW OUTCOMES UNDER DIFFERENT SCENARIOS
($000)

SCENARIO	WORST CASE PAYOFF	WORST CASE MAX LC	BEST CASE PAYOFF	BEST CASE MAX LC
1.0 No fund raising	SEP 2018	15,309	JAN 2012	10,423
1.1 No fund raising income estimates 5% too high	NEVER	N/A	FEB 2021	13,575
2.0 Fund raising $1M/yr for 5 years	OCT 2008	9,044	APR 2005	6,838
2.1 Fund raising $.9M/yr for 5 years	JUL 2009	9,261	OCT 2005	7,054

NOTES:
1. "PAYOFF" is the month and yearthe accumulated deficit becomes a surplus
2. "LC" is the line of credit
3. Interest rate on line of credit is 8%; each increase of 1% will move payoff date back approx 1 year and increase the maximum line of credit by approx $500,000

November 23, 1994
C:\Herstm\cashsum2

HERSTMONCEUX CASTLE GARDENS AND GROUNDS

SEASON PASSES FOR RESIDENTS WITHIN A FIVE MILE RADIUS OF THE CASTLE

Queen's University wants to develop a close and amicable relationship with the community in which the International Study Centre at the Castle is located.

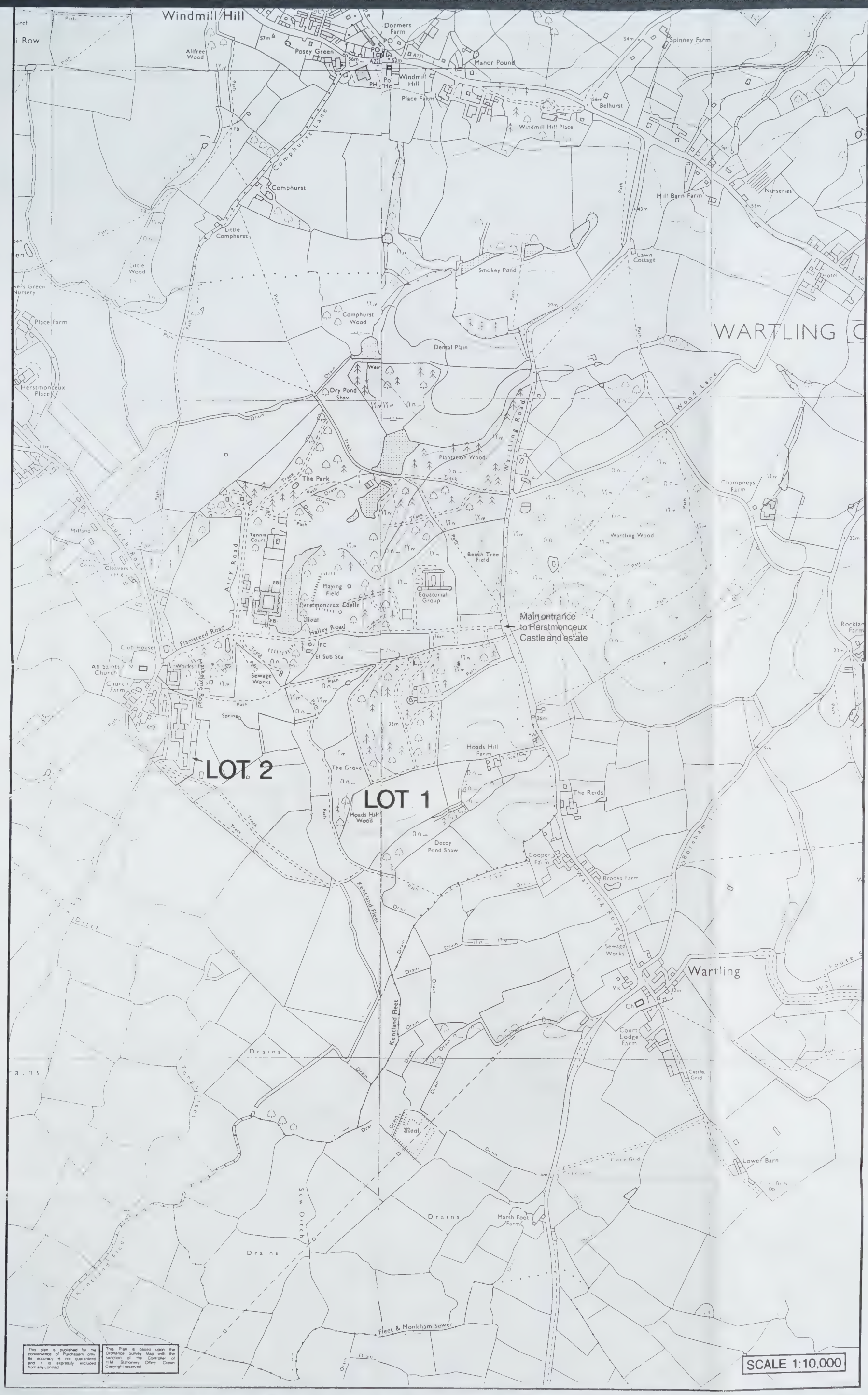
We are therefore offering Season Passes to local residents on a trial basis. When the University is in full operation it may be necessary to change the times and conditions on which these Passes are offered. Much of that will depend on the co-operation of the local residents and their respect for the private grounds to which access has been granted. We recognise that since Sir Paul Latham sold the Estate to the Government, people are accustomed to a public body owning the property.

Queen's University, like other educational establishments in this country, will be a charitable foundation but, like them, it also has to balance its books and keep in the forefront the purposes for which the charity was founded. We hope that co-operation with the community and the educational purposes can go hand in hand, so I believe that a few rules are necessary to make the scheme work.

Season Tickets will be £5.00 per adult and £3.00 per child over 5 years old for those who live within a 5 mile radius of the Castle. Children under 5 will be admitted free. However, no unaccompanied children will be admitted to the grounds. These Season Passes are not transferable and, as with other visitors, dogs will be kept on leads and we would appreciate people clearing up after their dogs so that the public spaces are pleasant for families and children. We would also expect all people with Passes who come by car to enter through the Wartling Road gate and use the official car park, and any visitors with them would be expected to pay the entry fee.

Queen's University, like other academic institutions, is always trying to raise money to provide more facilities both for its students and for the general public; in this regard we are hopeful that people will choose to become Friends of Herstmonceux Castle for a minimum annual donation of £40 per year. We would hope to attract Friends from the community and from a wider area. The funds raised could be used for the development of artistic performances and other special events to be held at the Castle. The Friends might then be involved in planning some of the facilities that they feel could be provided here, such as special lectures, short courses, garden arts and crafts projects, etc. Friends would get special rates for events prior to booking and, possibly, a quarterly newsletter. At the end of the season we shall hope to have an open meeting again and get comments from those who participated in the scheme.

Jane Whistler


Windmill Hill
Dormers Farm
Posey Green
Allfree Wood
Manor Pound
Spinney Farm
Windmill Hill
Place Farm
Belhurst
Windmill Hill Place
Comphurst Lane
Comphurst
Little Comphurst
Little Wood
Mill Barn Farm
Nurseries
Lawn Cottage
Smokey Pond
Hotel
Place Farm
Comphurst Wood
WARTLING
Dental Plain
Weir
Dry Pond Shaw
Herstmonceux Place
Wood Lane
Wartling Road
Plantation Wood
The Park
Champneys Farm
Milland
Tennis Court
Wartling Wood
Beech Tree Field
Cleavers
Airy Road
Playing Field
Equatorial Group
Herstmonceux Castle
Moat
Main entrance to Herstmonceux Castle and estate
Flamsteed Road
Halley Road
Club House
El Sub Sta
All Saints Church
Works
Maskelyne Road
Sewage Works
Church Farm
Spring
LOT 2
Hoads Hill Farm
The Grove
LOT 1
The Reids
Hoads Hill Wood
Decoy Pond Shaw
Kentland Fleet
Cooper's Farm
Brooks Farm
Sewage Works
Wartling
Vic
Ch
Court Lodge Farm
Cattle Grid
Drains
Tengy Fleet
Moat
Lower Barn
Saw Ditch
Marsh Foot Farm
Fleet & Monkham Sewer
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This Plan is based upon the Ordnance Survey Map with the sanction of the Controller of H.M. Stationery Office. Crown Copyright reserved
SCALE 1:10,000

HERSTMONCEUX

HERSTMONCEUX

Built during the reign of King Henry VI in the mid-15th-century, Herstmonceux Castle combines the history of medieval England and the romance of renaissance Europe.

Today, following complete renovations, Herstmonceux has opened its doors to a new era of learning and enlightenment.

Set amid rolling parklands and formal gardens, Herstmonceux Castle is the embodiment of European culture and history and the perfect location for Queen's University's International Study Centre.

International Study Centre (ISC)
Herstmonceux Castle

Conference Room Rates
(per day 9.00 a.m. - 4.00 p.m.)

Ballroom	capacity 200	£ 1,000
Board Room	capacity 25-30	£ 500
Seminar Rooms	Room 1 = capacity 70 Room 2 = capacity 20 Room 3 = capacity 65 Room 4 = capacity 45 Room 5 = capacity 45 Room 6 = capacity 50	£ 250 Seminar rooms are available for breakout rooms at a rate of £100 if used in conjunction with larger facilities such as Ballroom or Conference centre
Conference Centre	capacity 60	£ 1,200
Conference Ante Room	capacity 40	includes use of reception area and exclusive use of ante room, executive meeting room and turret office - also a technician if required
Chapel Theatre (Seminar 3)	capacity 65	£ 500
Courtyard		£ 2,000
Drummer's Room	capacity 24	£ 250
Great Hall	capacity 120	£ 1,000 when booked with meals for exclusive use (limited availability)
Exclusive use of Garden or Courtyard		£ 2-3,000 (+ marquee rental fee)
Film & Video Room	capacity 70	£ 400 (includes technician)
Pub	capacity 70	£ 500

Deposit: A non-refundable deposit of 30% of the total Castle facilities requested is required to confirm a booking. All conference rooms are exempt from VAT.

12/94

International Study Centre (ISC)
Herstmonceux Castle

Bedroom Rates - Bader Hall

	Bed Only	B & B	B & B, Dinner	Full Board
EN SUITE (telephone and TV in room)				
Single (1 person)	£35.00	£40.00	£50.00	£60.00
Double (2 people)	£50.00	£60.00	£80.00	£100.00
STANDARD (Washrooms separate)				
Single (1 person)	£12.50	£17.50	£27.50	£37.50
Double (2 people)	£20.00	£30.00	£50.00	£70.00

All prices include VAT

1/95

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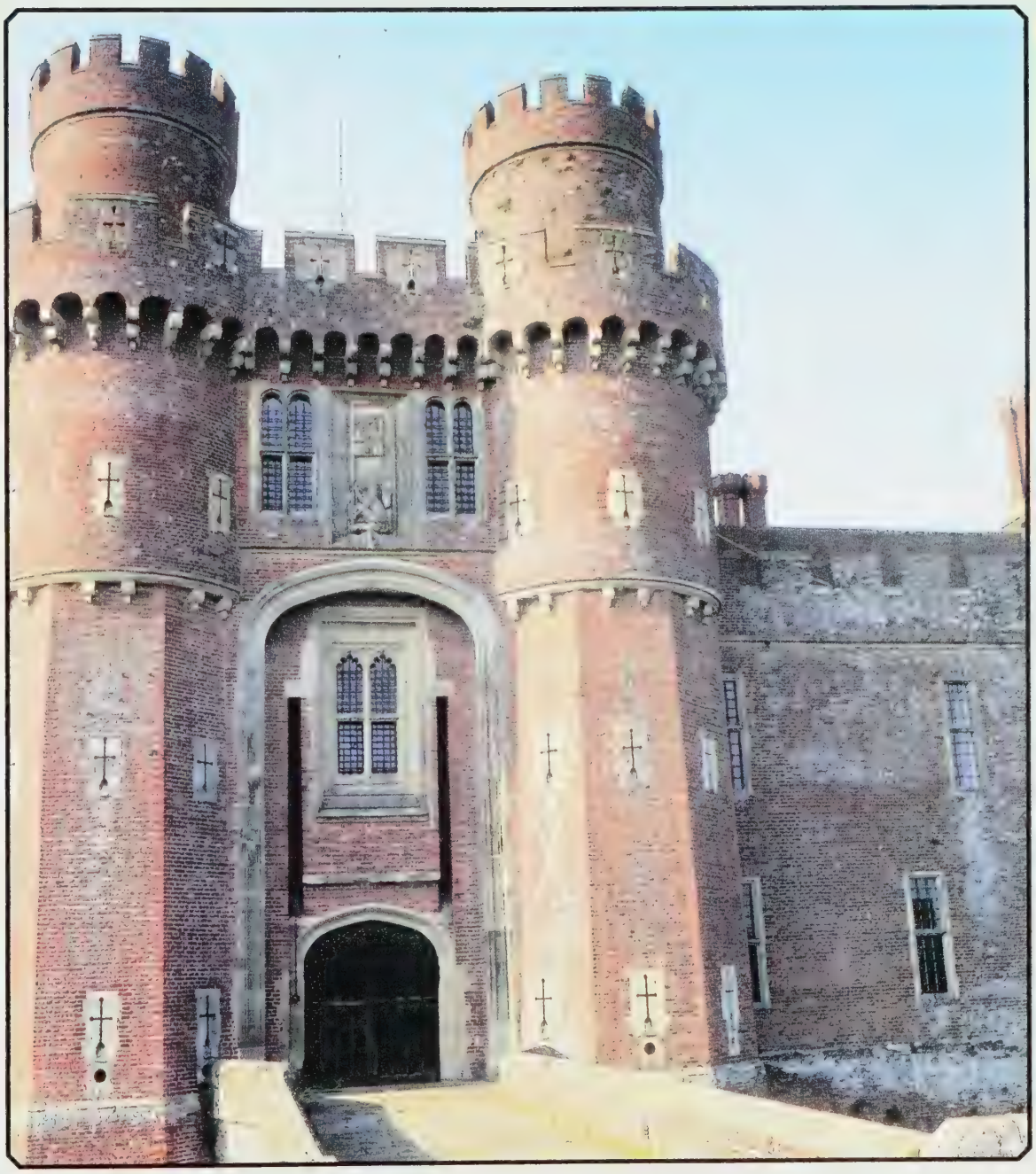
Sussex Business Times

£1

November 1994



HISTORIC SITE FOR INTERNATIONAL STUDY

The Learning Centre at Historic Herstmonceux

by Maurice Yeates, executive director of the International Study Centre

TO survive as important elements of society, universities must respond to today's ever-changing social, cultural, and economic environments. Given the rapid pace of changes taking place in the world today - the globalization of the world's economy, the integration of capital markets, the conflation of the more developed parts of the world into economic and/or political blocks, and the restructuring of production and its consequent impact on employment opportunities - it is not surprising that universities around the world are placing a greater emphasis on international education.

As a consequence of an extremely generous gift from Dr and Mrs Alfred Bader, of Bexhill (East Sussex) and Milwaukee (Wisconsin, USA), Queen's University (Kingston, Ontario) has developed a unique facility at Herstmonceux Castle to further opportunities in international education. The Bader gift has enabled the university to purchase the estate and establish an International Study Centre to promote facilities for undergraduate teaching, continuing education, conferences, functions and research.

The estate was purchased on October 20, 1993, and from that time to September 1994 there has been considerable renovation and reconstruction of the principal buildings being used by the ISC.

Modernised

The castle is now modernised, with completely renovated heating, electrical, water and sewage systems, as well as new cabling for television and computer networks. The kitchens have also been completely rebuilt.

The castle is now the location of classrooms, a glorious conference suite consisting of a medieval reception room, large conference room and anteroom with state-of-the-art AVE facilities, computer laboratory, a library and reading room, a film and video room, and a beautifully refurbished medieval dining hall. Organisers of conferences and functions can also use the ballroom.

An interlinked series of three-story office blocks has been transformed into Bader Hall. These buildings were originally built by the Admiralty for the Royal Greenwich Observatory, and were designed in the expectation they could withstand a nuclear attack.

This strong building has been gutted to the walls, reroofed and re-built internally to provide executive and student accommodation. The 'executive wing' has 50 rooms with bathrooms en-suite, and there are 100 student rooms accommodating two students per room.

The famous Elizabethan gardens will be open to the public again from Easter weekend until October I, 1995, and the Equatorial Group of telescope buildings is continuing to be redeveloped as a science centre providing 'hands-on' science experiments for school children.

Full complement

The International Study Centre is now in its start-up phase, with the first group of 50 undergraduate students in residence since September, 1994. This start-up phase will continue for twelve months, by which time a full complement of 200 students will be in residence. During this start-up phase reservations for conferences and functions at the Castle may also be made.

More information from the Herstmonceux International Study Centre on 01323 834465.

Queen's University at Kingston is one of Canada's leading research intensive universities with a long tradition of academic excellence and innovation. The International Study Centre at Herstmonceux Castle in East Sussex, England is a continuation of Queen's strong commitment to international education.

The International Study Centre is a state-of-the-art educational facility housed within the walls of a 15th century castle. The Centre is home for up to 200 undergraduate students each term, and provides fully-equipped conference, meeting, and executive program facilities.

Experience the Herstmonceux difference.

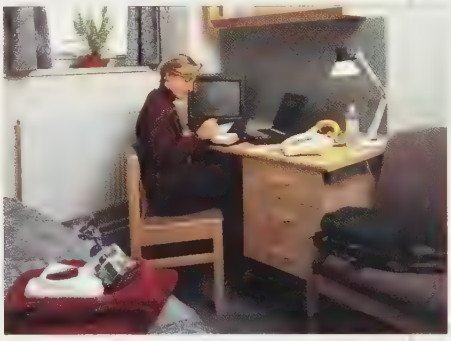
Built during the reign of King Henry V in the mid-15th-century, Herstmonceux Castle combines the history of medieval England and the romance of renaissance Europe. From stately home, to scenic ruin, to Royal Observatory, to International Study Centre, Herstmonceux continues to provide color, character, and opportunity.

Herstmonceux offers breathtaking views and vistas from every angle.

Students and visitors can wander through attractively restored and graciously appointed rooms with vaulted ceilings and bay windows to find state-of-the-art classrooms and meeting facilities, a computer laboratory, a library, and distinctive dining areas. Accommodation is provided in the relaxing comfort of Bader Hall, located a short walk from the Castle across the grounds.

During your stay at the International Study Centre spend time wandering through the Castle's magnificent gardens and parklands, pick up a game of tennis with a friend, take a drive through the rolling countryside dotted with heritage homes and thatched roof cottages or relax in the tranquility of the inner courtyard.

Come to learn, stay to enjoy... this is your chance to experience the distinction.



Clockwise from top left

- *Herstmonceux adds atmosphere and charm to any event.*
- *Our conference facilities provide the perfect working environment.*
- *Enjoy the relaxing comfort and serviceability of our guest rooms.*
- *Our technical services are state-of-the-art.*
- *After a busy day, relax and unwind in the Castle pub.*

HERSTMONCEUX