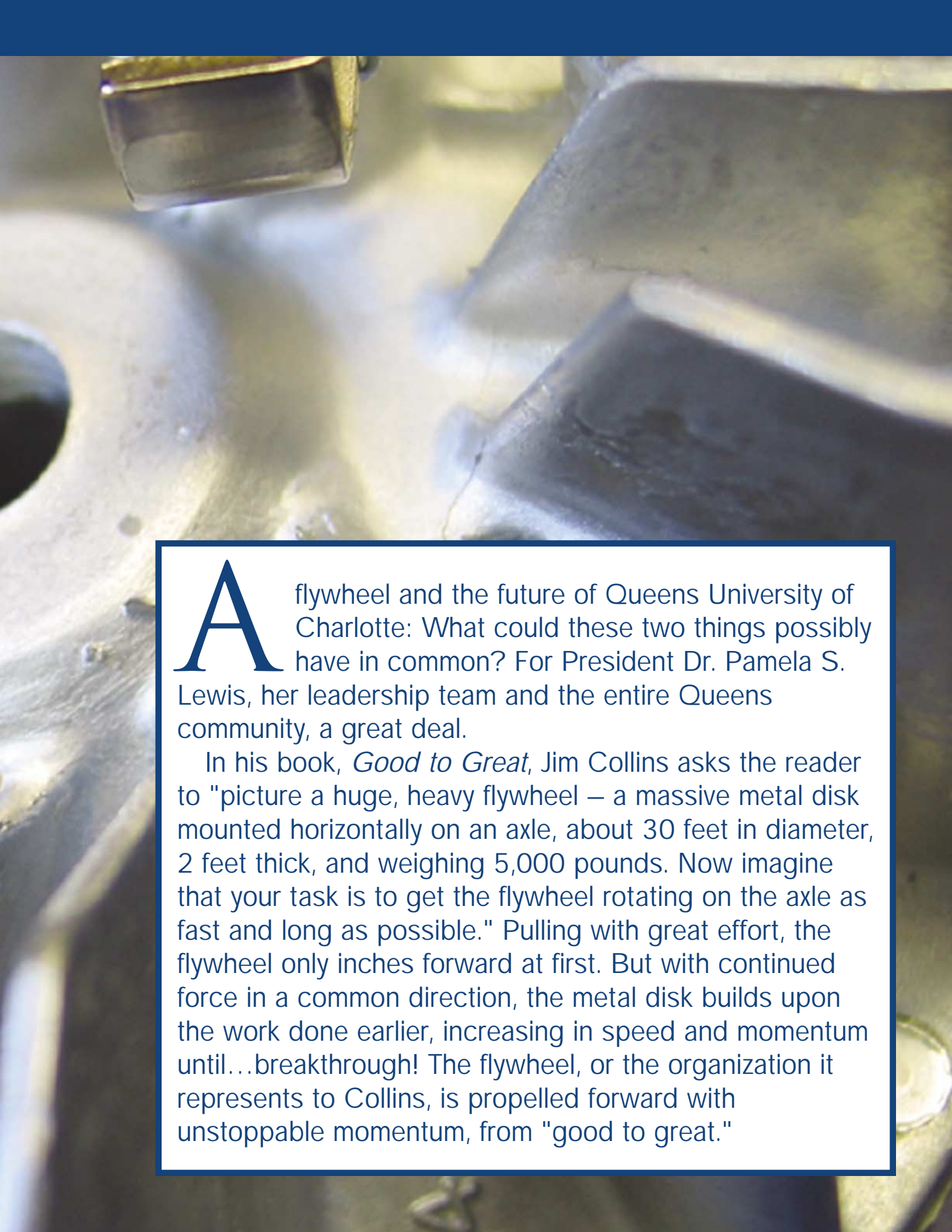


MOVING THE FLYWHEEL





A flywheel and the future of Queens University of Charlotte: What could these two things possibly have in common? For President Dr. Pamela S. Lewis, her leadership team and the entire Queens community, a great deal.

In his book, *Good to Great*, Jim Collins asks the reader to "picture a huge, heavy flywheel – a massive metal disk mounted horizontally on an axle, about 30 feet in diameter, 2 feet thick, and weighing 5,000 pounds. Now imagine that your task is to get the flywheel rotating on the axle as fast and long as possible." Pulling with great effort, the flywheel only inches forward at first. But with continued force in a common direction, the metal disk builds upon the work done earlier, increasing in speed and momentum until...breakthrough! The flywheel, or the organization it represents to Collins, is propelled forward with unstoppable momentum, from "good to great."



Before Queens could start to move its own flywheel and begin the transformation from "good to great," it needed a common organizational focus. Dr. Lewis set out to establish just that when she was named President-elect early in 2002. She engaged virtually the entire campus in a comprehensive study of the institution's strengths, weaknesses, opportunities and threats.

"While we learned many important things about Queens during this study, the focus of the Queens 2007 Strategic Plan is quite simple: we need to grow our traditional undergraduate population significantly if we are to make this institution one of the premier private comprehensive universities in the southeastern United States," stated Dr. Lewis.

Already well-known to the campus community is Dr. Lewis' primary initiative to help grow the undergraduate population, Focus 445. After Queens experienced five years of freshman enrollment numbers under 200, it has set a goal to enroll 400 freshmen, 40% of them male, by 2005.

While the admissions office orchestrates the most visible elements of the strategic focus on enrollment, Dr. Lewis knew that the entire campus must contribute to achieving the long-term success of the Queens 2007 Plan. That plan provides five strategic imperatives:

1. Develop a compelling brand and positioning strategy. Even limited analysis confirms that Queens offers a very high-quality educational experience and has created innovative, mission-driven programs focusing on the liberal arts. The key issue becomes how to effectively share Queens unique educational message with all of the audiences that could benefit from this understanding, whether it be prospective students and their families, alumni, potential supporters or the media. Faculty and staff are now focusing more on effectively identifying those attributes that provide a competitive advantage for the institution and articulating them through verbal, print and online communications.

2. Increase the size and maintain the quality of the student body. The enrollment management unit plays a critical role in positioning the University as a vibrant and thriving institution, and while Focus 445 centers on enrollment in the College of Arts and Sciences, enrollment growth in the McColl Graduate School of Business and the Hayworth College also contributes to the vibrancy of the campus.

3. Achieve academic excellence in key programs and services. Achieving academic excellence in key programs and services is imperative not

The Class of 2007 taken during Orientation 2003. This is the largest freshman class in three decades.

only to the growth of the student body, but also to the maintenance of the educational mission on which Queens was founded. This part of the plan requires identifying priority needs for new faculty as well as focusing on faculty development and competitive salaries for the outstanding individuals already teaching at Queens. In addition, the vibrancy of student life must be improved. New options for additional intercollegiate athletics and a creative approach to intramural sports will also be explored.

4. Grow and expand external support for the University. Fulfilling the Queens vision and achieving Focus 445 will require increased efficiency and productivity in all areas of revenue generation, particularly those of enrollment and private giving. To achieve the ambitious growth needed in external support, the area now called university advancement (formerly the development office) must be more effective. Many initiatives are underway, including more interactive alumni programming, improved systems of prospect management and increased use of volunteers and board members who are eager to get involved with Queens.

5. Improve campus facilities, technology and administrative processes. To succeed, all of the strategic imperatives that comprise the Queens 2007 Plan require a strong administrative foundation. The University must not only be able to adequately provide for the increased number of students for which the Focus 445 plan calls, but also must have the necessary support in place to provide an environment comparable to that of our competition. An immediate and visible Queens advantage is the aesthetic beauty of the campus, which continues to be a major motivation for students who first consider Queens. Furthermore, the Plan calls for significant boosts in infrastructure for the areas of technology and residence halls.

With the campus community focusing their efforts on these common imperatives, the Queens flywheel has started to move. The admissions staff welcomed the largest freshman class in three decades, 254 strong, in the fall of 2003. Queens has partnered with the Mecklenburg County Park and Recreation Department to establish a community sports complex (*read more about this exciting opportunity on the next two pages*). Also Dr. Lewis and the advancement staff have connected with alumni through the Drive to **Thrive** Presidential Road Trip and alumni chapter events, just to name a few examples. Generous donors have also been motivated by Queens 2007 Plan to make a tangible difference.

Myrta Pulliam '69. For Trustee Myrta Pulliam '69 (*pictured above with residents of Albright Hall and residence life staff*), the Queens 2007 Plan resonated both for its focus on the student experience and for its recognition of technology as key to the educational experience. Pulliam, special projects director for the Indianapolis Star, became aware of the critical need for Internet access in Albright Hall. As Dr. Brian Ralph, vice president for enrollment management, states, "While we continue to make great strides in our ability to offer excellent technology to our students, the lack of high-speed access in all of our residence halls was hard to



explain to prospective students and their families. Pulliam's gift provided the opportunity to dramatically improve the technological capabilities of the student body and became a meaningful way for Pulliam to mark her 2004 reunion year, as her class gathers in April with the classes of 1967 and 1968."

"I really believe in the Queens student experience, and while I know support of the Queens (annual) Fund remains critical, it was nice to contribute in an additional way of which I could see the results," stated Pulliam. "When I met with the students in Albright, I knew how important it was for them to have what is now considered a necessity in this age of technology."

Bill Vandiver. While Pulliam could relate to the concerns of prospective students, Trustee Bill Vandiver and his wife, Rita, embraced the Queens 2007 Plan because of the core element that has made Queens special: its faculty. "While my wife and I graduated from other institutions, we have grown to love Queens and have always been impressed with the incredibly dedicated faculty that teach here," Vandiver said. The Vandivers' strategic gift starts with the needs of the faculty, in particular the improvement of technology in McEwen Hall, a building with 11 classrooms that feature the Core program, along with other disciplines. The gift will allow every classroom in that building to be upgraded with new equipment for web-access and technology-driven presentations.

"The Vandivers' appreciation for the faculty goes beyond the visible contribution of things like equipment," noted Dr. Norris Frederick, vice president for academic affairs. "Their gift also provides a huge boost to our faculty development fund, which allows for our

faculty to remain engaged in their academic disciplines and be a part of regional and national conferences which display for others the kind of talent we have teaching here at Queens."

In addition, the Vandivers' gift will be used strategically to enhance all five of the strategic imperatives, including improving alumni and student programs, institutional marketing materials, facility upgrades to dining and other meeting facilities and much-needed equipment for the athletics department.

"The Vandivers and Myrta Pulliam have responded in a way that we hope other supporters will consider," noted Patton McDowell, vice president for university advancement. "We have a well-defined strategic plan that gives donors a clear picture of where this institution is going and how he or she can make a dramatic impact at Queens with the assurance that their 'investment' in Queens is going to really pay off."

At the October 2003 Board of Trustees' meeting, Dr. Lewis presented Pulliam and Vandiver (*pictured below*) with a small replica of a flywheel. The inscription reads, "For your efforts to move the Queens flywheel." Let's keep pulling!

For more information about Jim Collins' "Good to Great: Why Some Companies Make the Leap... and Others Don't" (New York: HarperBusiness, 2001), visit Collins' website: www.jimcollins.com





The Flywheel in Motion: The Queens University of Charlotte Sports Complex at Marion Diehl Park

by Melissa Seuster, Campaign Coordinator

The proposal for Queens University of Charlotte to build a state-of-the-art sports complex on county-owned land was approved by the Mecklenburg County Board of Commissioners at their August 12, 2003, meeting. The sports complex will include recreation and competition facilities for track and field, soccer, lacrosse, softball and baseball, as well as walking trails and recreation space accessible to persons with disabilities. Marion Diehl Park is just 3.7 miles from the Queens Myers Park campus. Plans are underway to raise the \$15 million needed to complete the project.

"The Queens Sports Complex is central to the Queens 2007 Strategic Plan and the Focus 445 initiative," said

President Dr. Pamela S. Lewis. "It is hard to overstate the value of these 60 acres which will give Queens a recruiting advantage for both varsity athletes and prospective students in general." While the Queens University of Charlotte Sports Complex at Marion Diehl Park, as it will officially be called, primarily serves the athletic community, plans also include academic, social and community benefits.

"The site of the new sports complex sits adjacent to Little Sugar Creek and provides our students easy access to stream and woodland habitats for potential laboratory and research projects," said Jeff Steinmetz, assistant professor of environmental science for Queens. Steinmetz envisions Queens professors and students learning from environmental impact studies, biological monitoring, water chemistry tests, forest community research and food web analyses.

Dr. Reed Perkins, assistant professor of environmental science and an advisor to the Campus Environmental Outreach Program adds, "This is a chance for students to apply the lessons they learn in the classroom to benefit the larger Charlotte community. Students will be out there getting their

(Above) Concept drawing of the Queens University of Charlotte Sports Complex at Marion Diehl Park.

feet wet, hands dirty and testing hypotheses. We can't wait."

Other academic programs that may use the park for educational purposes include music therapy, history and psychology. The possibility for internships in such areas also exists.

Tim Loftus, assistant director of student activities and director of intramural programs on campus, is also excited about the sports complex. "Having access to the sports complex will certainly allow us to build up the intramural programs; the complex will free up on-campus fields for intramural space," he said.

Another unique design aspect of this project is its specific accommodation to persons with disabilities in Charlotte. Along with complying with NCAA and CVAC regulations, the architect of the Queens Sports Complex must surpass ADA (Americans with Disabilities Act) compliancy guidelines. "While all parks within the Mecklenburg County





(Above) Trustee Edwin Jones received a small replica of a flywheel at the October 2003 Board of Trustees' meeting. He and his wife, Lou '61, gave a generous donation for the development of the Lou Finch Jones Championship Tennis Court at the Queens Sports Complex.

system are ADA-approved, the renovated Marion Diehl Park will go beyond compliancy towards inclusion," says Karla Gray, manager of the therapeutic recreation division of the Mecklenburg County Park and Recreation

Department. She explains, "Compliancy standards are still fairly low considering that the ADA is only thirteen years old. The new facility will exceed compliancy and include more persons with disabilities in more activities." Gray adds, "This facility has huge potential to build on existing county therapeutic recreation programs such as wheelchair basketball and adaptive soccer, to include challenger baseball, "beep ball" (for the visually-impaired) and blister bowl (wheelchair football played on asphalt)."

The Marion Diehl Park was developed in the 1970s and 1980s based on the vision of F. Marion Diehl, former director of Mecklenburg County Park and Recreation Department. Diehl saw the need for a park designed specifically to accommodate people with disabilities, and he lobbied to make it happen. The county's original master plan for the park included three phases: phase one to build the existing center; phase two to add the pool, gym and trails; and phase three to develop a track and field, outdoor tennis courts and playing fields. "The Queens project gives us the opportunity to achieve long-term goals set forth by the county several years – if not decades – ahead

of schedule," said Wayne Weston, director of Mecklenburg County Park and Recreation Department.

Dr. Lewis echoes Weston's enthusiasm, adding, "We will work diligently to assure this project is consistent with the county's master plan, is complementary to the objectives of the existing Senior Center and Marion Diehl Center, is environmentally sensitive and is respectful of the surrounding neighborhoods."

Vice President for University Advancement Patton McDowell agrees. "We are examining the project from several angles and realize that much more detail must follow. However, we are off to a great start," said McDowell. "We have already received nearly two million in financial commitments, including significant gifts from Irwin 'Ike' Belk, Ed and Jan Hall Brown '73 and Edwin and Lou Finch Jones '61."

University Advancement is currently forming a Campaign Cabinet and a Community Advisory Committee to lead the fund-raising and development efforts of the Queens Sports Complex. Look for more information about the Queens Sports Complex in the summer issue of *Odyssey*.

An Inside View

Between the three of them, Ruth Magher, Phyllis Pharr and Jeannie King cover over 55 years of athletics at Queens and recently expressed their excitement for the Queens Sports Complex.

Ruth Magher taught physical education at Queens from 1948-1973, serving as chair of the physical education department.



"When I started at Queens, the athletic department consisted of me and Mavis Mitchell. I taught swimming and health education; Mavis taught basketball and health education. That was it. Things have come a long way. The new facility will be a great resource for students, faculty and members of the community for the promotion of their own personal health and fitness."

Phyllis Pharr, former volleyball and tennis coach and present-day professor of physical education, began coaching at Queens in 1964.



"Athletics have always been important to Queens students, but today it reaches more students than ever before, and with a tremendous level of intensity. It is phenomenal to see what the current athletic department has done despite the facilities. I can only imagine the opportunities this new sports complex will give to our students."

Jeannie King, current director of athletics and former head women's basketball coach, is beginning her 11th year at Queens.



"The Queens Sports Complex presents us with wonderful opportunities in recruiting, as we will be able to match our facilities with our level of play in NCAA Division II athletics. We can also showcase our athletic program by hosting national and conference tournaments at the complex. And our student-athletes will benefit as the multiple and lighted fields will allow us to better schedule practices and games around their academic schedules."