



# Strategic Plan 2012



The Vision, Mission, Values,  
and Cause statements for the  
**Lawrence Technological University  
Strategic Plan 2012** have been  
refined to reflect Lawrence Tech's  
emphasis on technological  
innovations.

### ***Vision***

**To be a pre-eminent  
private technological  
university** producing  
leaders with an  
entrepreneurial spirit  
and global view.

### ***Mission***

**To develop leaders**  
through a student-centric  
environment with innovative  
and agile programs embracing  
theory and practice.

### ***Values***

Theory and Practice  
Student-focused and Caring  
Teamwork and Trust  
Character and Integrity

### ***Cause***

The intellectual development and  
transformation of our  
students into critical  
thinkers, leaders, and  
lifelong learners.

## FROM THE PRESIDENT



I am pleased to present the *Lawrence Technological University Strategic Plan 2012*. This is the fifth in a series of plans that have guided the institution since we formalized our planning process in 1999. Each update reflects the evolution and advancement of the University; each provides the roadmap for a University in transition.

In 1999, the vision was *Lawrence Technological*

*University is the school of first choice in the region for technology-based professional education and is recognized as a partner to industry, business, and government in southeastern Michigan.* In 2007, the vision I asked that our community adopt is that Lawrence Tech was *To be a pre-eminent private university producing leaders with an entrepreneurial spirit and global view.*

As we know, “words have meaning,” and even a quick glance at the statements evokes two very different pictures of our aspirations and intentions. Our aspirations now focus on excellence in all we do; practice-oriented, leading-edge technological programs and delivery; vibrant student life with new residential housing and student activities that encourage learning in and outside the classroom; on producing leaders and entrepreneurs able to tackle the unknowns of the future; and on extending our reach and reputation beyond southeast Michigan.

This long-term and ambitious vision, which was reaffirmed in this 2012 plan, declares our intent that a new Lawrence Technological University be *the* leading private *technological* university in the region, nationally recognized through programs of distinction and best-in-class centers of excellence in such areas as engineering, architecture, and the life sciences. We will recommit ourselves to produce stewards that embrace a changing world – and help change that world through innovation and creative solutions to challenges and problems we know and will come to know.

We believe this vision is attainable for this University and for our graduates because we are all embedded with the same DNA – a strong theoretical foundation aligned with practical experience, ability to think critically and solve problems, ability to respond with agility and creativity, and able to consider the practical while exploring the possibilities.

However, there is one glaring change since our 2007 planning – the fundamental shift in our operating environment caused by the extraordinary economic collapse over the last few years. The impact on our current and potential students and families, and on our industry and government partners, has been unprecedented. While this environment may slow down our progress, it does not change our path. It does, however, require us to be even more focused, effectively leverage our resources, and know our priorities.

As such, our mission, vision, and strategic initiatives have been sharpened and focused. They have been reinforced by a study recently completed by the national higher education consulting organization Art & Science Group, LLC, which emphasized the importance of technological innovation and future thinking in all we do and creating a campus life that students expect. We have a mandate from our board to reassert our vision of pre-eminence, and transform the culture of the University to focus on leading-edge technological programs and delivery and create a caring and engaged student life.

For me, the priorities are clear:

- Reassert the College of Engineering as a leader in innovative engineering education.
- Offer leading-edge technologically focused programs that prepare students for the jobs and challenges of the future.
- Build a new teaching and applied research facility for the Colleges of Engineering and Arts and Sciences.
- Continue to diversify our enrollment with a focus on an enhanced national recruitment effort.
- Create an engaged student life, including a new athletic program and new student housing.
- Grow the endowment and complete the campaign underway.
- Continue to strengthen our faculty to be champions of advanced academics and student success.

### On The Road to Pre-eminence

Lawrence Technological University is on the path to become a pre-eminent university. We are a comprehensive university with focused professional and technological programs. We are a private university, unfettered by bureaucratic layers or political control. We are proud of our agility and entrepreneurial spirit that has allowed us to extend our reach, and recalibrate existing and launch new innovative programs attuned to emerging sectors. Our ability to quickly anticipate and respond to the ever-changing needs of society and our constituents is one of our primary strengths.

Since Lawrence Tech’s founding, the linkage of “Theory and Practice” has been a cherished value that is lived every day in our programs and campus life. Our commitment to applied research allows our faculty to become more than just teachers of the work of others, but active contributors to what is taught and practiced. We are among a handful of universities that integrate leadership throughout the undergraduate curricula, emphasizing character and integrity. Our students are immersed in this practical educational experience melded with strong theoretical foundations from the beginning.

The students who come to Lawrence Tech are serious and committed to success – no matter where they are on their professional path. We remain proud of our long-standing record of value and return on investment for graduates and that 83 percent of our graduates, at the time of commencement, were employed in their chosen field (compared to 50–60 percent nationally). We aim to transform good and serious students into dedicated professionals and great leaders.

We are proud of our modern campus with its location at the hub of the major routes of transportation and commerce in the region and with our new facilities that exemplify our commitment to service.

The University successfully completed its first comprehensive fund-raising campaign in 2006 and we are grateful to the many alumni and businesses that supported us. However, that campaign did not impact our endowment and a priority for the University must be to grow the endowment. The lifeblood of a private university, an adequate endowment, provides a permanent source of funds to expand scholarship opportunities, recruit and retain the best and brightest academic leaders and faculty, develop leading-edge course work, underwrite research, support endowed chairs and professorships, spawn innovative new programs, and build and sustain leading-edge facilities.

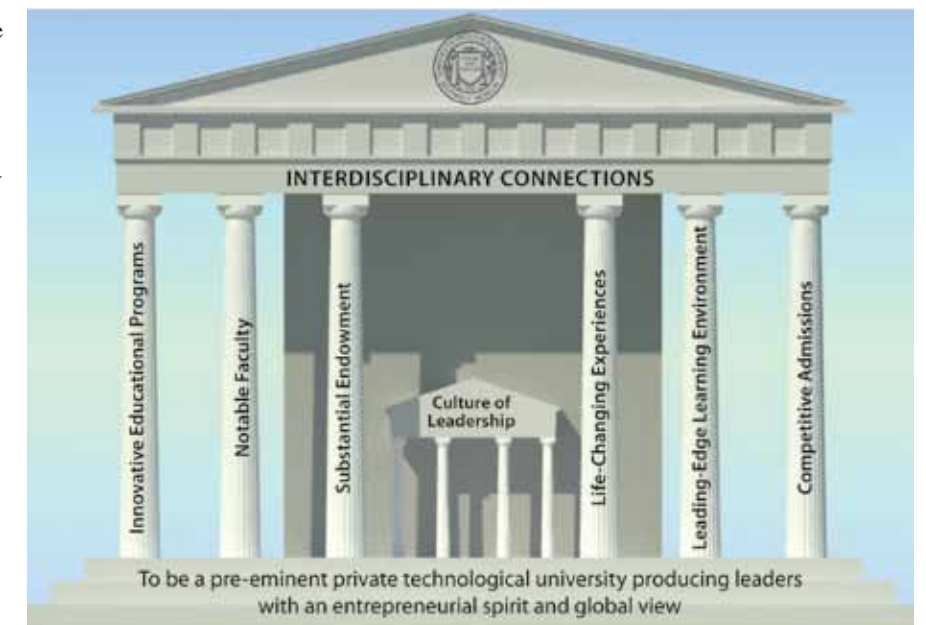
The University will achieve pre-eminence by building upon our strengths, capitalizing on our competitive advantages, leveraging our reputation and other assets, and putting forth a bold vision.

Key to our success is how we see ourselves, our vision for the future, and how we communicate our attributes and strengths to others. The following illustrates the importance of our approach and vision.

*A story is told of a woman who came upon a construction site and stopped to talk to three bricklayers. “What are you building?” she asked the first bricklayer. “Just a building,” replied the bricklayer. The second bricklayer said, “I am building a church.” When she asked the third bricklayer what he was building, he replied, “I am building a cathedral.”*

In many ways, we are building a cathedral, a cathedral supported by six pillars, a cathedral of learning. We are steadfast in our view for the future; to be a pre-eminent private technological university producing leaders with an entrepreneurial spirit and global view. To achieve pre-eminence, Lawrence Technological University must have these strategic pillars:

1. Innovative Educational Programs
2. Notable Faculty
3. Substantial Endowment
4. Life-Changing Experiences
5. Leading-Edge Learning Environment
6. Competitive Admissions



In the decades to follow, we expect to grow as an important contributor to improving the quality of life on the world stage, serving as an engaged resource for business and industry, and preparing people in emerging areas of technology.

Thus, our strategic planning, commitment, and allocation of resources will be directed toward creating a pre-eminent private technological university that will produce the next generation of leaders with an entrepreneurial spirit and global view.

I want to thank all those who participated in this planning process and, most importantly, I want to extend my appreciation to all the committed members of the Lawrence Tech family who walk with me on this road to pre-eminence.

The following sets forth our path over the next few years.

Lewis N. Walker, President

## INNOVATIVE EDUCATIONAL PROGRAMS

### Strategic Direction

Lawrence Tech will perpetuate innovation and excellence in existing and new programs. We will aggressively seek out new opportunities that anticipate market demands and enhance emerging sectors that revitalize our region, state, and nation.

The University's unique undergraduate leadership and entrepreneurship programs, in combination with applied research and centers of excellence in core areas of regional and national importance, as well as academic prominence through traditional and online education, will serve as the foundation of a truly world-class institution.

### Strategies

1. Develop a culture of undergraduate and graduate practice-oriented, leading-edge (anticipating and re-inventing the future) technology and beyond in all programs; and create business action plans for the colleges that incorporate:
  - New programs in leading-edge disciplines
  - Innovation within traditional disciplines and emerging areas of study
  - Instruction using advanced teaching methods and learning technologies
  - Industry alliances and solutions:
    - › Partnerships with domestic liberal arts institutions in targeted markets
    - › Research corridors among other private universities
    - › Strengthen relationships with professional societies, including the Engineering Society of Detroit and Detroit Economic Club

**Responsibility:** Deans, Provost  
**Support:** Provost, Associate Provost, Strategic Plan Consultant  
**Timeline:** May 2011 – March 2012, implementation ongoing

2. Expand LTU Online using advanced learning technologies to enroll 2,000 attributed students by 2016.

**Responsibility:** Director LTU Online, Department Chairs  
**Support:** Associate Provost, Deans  
**Timeline:** Immediate and throughout the life of the plan

3. Enhance cross-disciplinary, interdisciplinary, and dual degree programs in leading-edge and emerging fields. Continue to develop Active Collaborative Learning, Problem-Based Learning, and Project-Based Learning methodologies across the curricula.

**Responsibility:** Provost, Deans, Department Chairs  
**Support:** Associate Provost, Director Assessment, Director Center for Teaching and Learning  
**Timeline:** Fall 2012 – Fall 2015

### Metrics

- Continued successful operation of the Academic Program Review process by fall 2012, including quality and effectiveness of new programs and the extent to which all programs fit the "tech and beyond" platform on one or more of the following four measures:
  - › Truly cutting-edge disciplines
  - › Cutting-edge directions for more traditional technological disciplines
  - › Cutting-edge roles for non-technological disciplines
  - › Producing cutting-edge graduates through cutting-edge pedagogic approaches and instructional delivery
- Program differentiation from competitors
- 5 percent increase per year for new online courses and programs and progressive growth each year to reach 2,000 LTU Online attributed students by 2016
- 5 percent growth per year of interdisciplinary and/or dual degree programs that meet the "tech and beyond" criteria
- NSSE goals met by University and colleges
- Improved rankings in external publications (i.e., *US News and World Report*)
- 5 percent increase per year in the number of student awards, distinctions, and student projects
- 10 percent increase per year in the number of courses using Problem-Based Learning, Active Collaborative Learning, and other new methodologies
- 5 percent increase per year in the number of courses using technological teaching methodologies

## NOTABLE FACULTY

### Strategic Direction

The Lawrence Tech faculty will be forward-thinking leaders with strong theoretical knowledge and scholarship that provide students with dynamic and practical educational experiences. They will be scholars in their field and champions of advanced academics and student success.

The University will recruit and retain top-tier academic leaders and faculty. The University will create an agile culture of teaching, applied research, and scholarship focused on student success.

### Strategies

4. Create a plan for attaining increased faculty prominence and staff engagement so that all are ambassadors for a transformed Lawrence Tech, including the hiring and retention of dedicated, inspiring, passionate faculty who have excellent teaching skills with research and scholarship potential; professional development; and recognition.
  - Develop individual faculty development plans
  - Create a financial pool for hiring new faculty to catapult prioritized programs to prominence
  - Assess merit award, compensation, recruitment, and performance system
  - Assess recruitment and leadership development plan for chair positions, including endowed positions
  - Develop visiting professorship/scholar program
  - Support faculty in applied research and scholarship activities to strengthen the centers of excellence and increase the number and quality of applied research and student projects
  - Develop plan for recruitment and development of adjunct faculty and assess/improve ratio of full- to part-time faculty
  - Develop clear expectations for scholarship, mentoring, advising, and accountability

**Responsibility:** Provost, Deans  
**Timeline:** Immediate – throughout the life of the plan

### Metrics

- Demographics/diversity of faculty
- Student to full-time faculty ratios
- Sufficient progress to meet goal of \$6 million in applied research grants by 2016
- Number and distribution of new hires
- Average faculty salaries as compared to identified benchmark institutions
- Faculty participation with national professional councils, conferences
- Increased number and participation in sponsored projects, grants, and funding level of centers of excellence and other projects
- Faculty awards and accomplishments in scholarship/teaching

## SUBSTANTIAL ENDOWMENT

### Strategic Direction

Growing the University's endowment is an urgent priority. It is a measure of respect as well as a source of permanent funds to help support students, recruit and retain the best faculty and academic leaders, and secure the future of this institution.

We will incrementally advance Lawrence Tech's future as a pre-eminent technological university through the completion of the current comprehensive campaign, while planning and seeking transformational support for the ambitious and longer-term vision.

### Strategies

5. Complete the \$100 million comprehensive campaign to meet University needs and create the culture and Board of Trustees support to meet continuing needs through an "always in a campaign" mode.
  - Attain the capital goal of \$55 million by 2016 to build a new engineering/arts and sciences/architecture and design building
  - Grow the endowment to \$100 million by 2020
  - Expand outreach to alumni to significantly enhance alumni connections and double alumni giving to 15 percent participation by 2016
  - Expand government and private sector support and partnerships to supplement operating budget, expand reputation, and increase applied research grants and projects to \$6 million annually by 2016
    - › Enhance the fund-raising role and potential to give of the Board of Trustees
    - › Enhance the fund-raising role of the deans
    - › Explore the transition of the Members of the Corporation to a Board of Visitors with national representation
    - › Create an Advancement Committee of the Board of Trustees to champion advancement goals
    - › Establish named colleges, departments, programs, and centers of excellence
    - › Strengthen the planned giving program

**Responsibility:** President, Vice President Advancement  
**Support:** Chair of Board and Nominating Committee, Provost, Deans, Associate Vice President Advancement, Assistant Vice President Advancement  
**Timeline:** Immediate – Fall 2016

### Metrics

- Achieve a minimum annual fund-raising target in new cash and pledges of \$8 million per year beginning FY2012
- Growth in private giving (including Board and Advisory Committees) by 5 percent in donors and 10 percent in cash and pledges per year through 2016
- Increase available endowment to \$100 million by 2020 (available endowment defined as invested funds that generate spendable annual revenue support)
- Alumni participation and giving at 15 percent by 2016
- Achieve eight named colleges and named departments, labs, chairs, and professorships by the year 2020

## LIFE-CHANGING EXPERIENCES

### Strategic Direction

Lawrence Tech will create our future leaders through the cultivation and enrichment of our students' hearts, minds, and spirits and by sustaining a steadfast commitment to high expectations in a nurturing and mentoring environment.

We will provide the foundation for well-educated persons through an agile, active, and engaged learning environment both inside and outside the classroom to ensure student success and degree completion.

### Strategies

6. Create a comprehensive plan, including a student union, to develop a high level of student engagement and retention that supports enrollment goals and results in a student-centered experience, including:
  - Increasing residential students to 50 percent of undergraduate enrollment
  - New community-themed student housing village
  - NAIA sports program
  - A powerful holistic student advising/mentoring program
  - Professional and community networking
  - Leadership development

**Responsibility:** Dean of Students, President

**Support:** Provost, Vice President Finance, Deans, Department Chairs

**Timeline:** Fall 2011 – throughout the life of the plan

### Metrics

- Addition to housing inventory: 450 beds by 2016
- Increase the number of residential students to 1,000 by 2016
- Increase in assignable square feet for student amenities
- Implementation of a sports program: varsity and junior varsity sports in six men's and women's sports by 2013
- Increase student participation in sports to 300 men and women by 2013
- Increase number of student activities on campus

## LEADING-EDGE LEARNING ENVIRONMENT

### Strategic Direction

Lawrence Tech will provide an engaging, enduring, 21st-century learning environment that is motivating, collaborative, competitive, and supportive of first-rate teaching and learning.

### Strategies

7. Create a 24/7 campus learning and living environment, including:
  - Occupying Phase 1 of a new Colleges of Engineering/Arts and Sciences/Architecture and Design Complex building with advanced learning spaces by fall of 2016
  - Continuing to advance best practices in laboratory, public, and learning spaces
    - › Create a Campus Planning and Facilities Committee of the Board of Trustees
    - › Refine a space needs and allocation process
    - › Review/update current criteria for land development and acquisition
    - › Create and implement a plan to prioritize, improve, and expand labs and classroom learning technologies
    - › Emphasize sustainability in planning, construction, maintenance of campus facilities
    - › Engage in perimeter enhancements/physical branding of the campus consistent with the Campus Master Plan
    - › Undertake library facilities enhancements
  - Advancing athletic facilities to include track and training facilities
  - Creating “college town” partnerships with Southfield and other regional hubs

**Responsibility:** President, Board of Trustees  
**Support:** Vice Presidents, Deans, University Architect, Dean of Students  
**Timeline:** Immediate – throughout the life of the plan

### Metrics

- Assignable square feet and utilization by discipline and function
- Utilization rate
- Achievement of new/renovated building goals
  - › Colleges of Engineering/Arts and Sciences/Architecture and Design Complex
  - › Student union
- Ratio of space available to projected need
- Number of named facilities

## COMPETITIVE ADMISSIONS

### Strategic Direction

Lawrence Tech will attract and support diverse, yet focused, learners who desire to pursue advanced technological and professional careers – locally, nationally, and internationally.

Lawrence Tech is positioned and branded as a pre-eminent technological university with enhanced regional and national awareness.

### Strategies

8. Implement a recruitment program with a Midwest and national focus to achieve enrollment and quality goals.
  - Implement undergraduate admissions standards based on recommendations of the Art & Science study
  - Develop undergraduate tuition pricing and discount strategy based on the Art & Science study

**Responsibility:** Assistant Provost Enrollment Management

**Support:** Director Admissions, Vice President Advancement, Provost, Deans

**Timeline:** Immediate and ongoing

9. Refine a marketing strategy, including an enhanced website, that is more student-oriented, focused on leading-edge programs, technologies, and student life.
  - Build upon the strong collaboration among admissions, colleges, marketing
  - Implement a graduate marketing plan and an online marketing plan

**Responsibility:** Vice President Advancement, Assistant Provost Enrollment Management

**Support:** Deans, Director Admissions

**Timeline:** Spring 2011 – Fall 2013 and ongoing

10. Redefine financial aid to encourage a future student mix that includes support for graduate students and student athletes.
  - Increase research assistantships and scholarships for graduate students

**Responsibility:** Associate Provost, Assistant Provost Enrollment Management

**Support:** Vice President Finance, Provost, Deans, Department Chairs

**Timeline:** Spring 2011 – Fall 2013 and ongoing

### Metrics

- Achieve annual goal for incoming FTIACs (first time in any college)
- Attain 70 percent of FTIACs from the local/Michigan market and 30 percent from out of state by 2016
- Overall enrollment 60 percent local, 15 percent international market, 25 percent regional/national market by 2020
- Achieve incoming class standard of ACT 26 and SAT 1200 by 2016
- Incoming class consisting of 40 percent athletes by 2016
- Number of placements of stories about the University and colleges in local, state, national, and international media

## STRATEGIC PLAN COMMITTEE

### Board of Trustee Members

Howard Padgham, Chair, Former Vice President,  
Advance Manufacturing Power Train, Chrysler Group LLC  
Lauren Bowler, Former Vehicle Line Executive,  
Midsize/Large Cars International, Adams Opel AG, General Motors Co.  
Mathew DeMars, Chief Operating Officer,  
The Vehicle Production Group LLC  
Raymond Khan, Former Senior Vice President, CIO,  
Blue Cross/Blue Shield of Michigan  
John Petty, Former Director,  
Fox Vehicle Program, General Dynamics Corp.  
Victor Saroki, President,  
Victor Saroki & Associates Architects, PC  
David Wohleen, Former Vice Chairman,  
Delphi Corp.

### Executive Leadership Members

Lewis Walker, President  
Maria Vaz, Provost  
Stephen Brown, Vice President, University Advancement  
Linda Height, Vice President, Finance and Administration  
Nabil Grace, Dean, College of Engineering  
Glen LeRoy, Dean, College of Architecture and Design  
Alan McCord, Associate Provost, Interim Dean, College of Management  
Hsiao-Ping Moore, Dean, College of Arts and Sciences  
Kevin Finn, Dean of Students  
Lisa Kujawa, Assistant Provost, Enrollment Management  
Mark Brucki, Executive Director,  
Economic Development and Government Relations  
Dennis Howie, Associate Vice President,  
University Advancement, Chief Development Officer  
Dino Hernandez, Assistant Vice President,  
University Advancement, Campaign Director  
Howard Davis, Director, Corporate and Foundation Relations  
Bruce Annett, Executive Director, Marketing and Public Affairs  
Sue Slack, Strategic Plan, Consultant to the Board of Trustees



### **Vision**

**To be a pre-eminent private technological university** producing leaders with an entrepreneurial spirit and global view.

### **Mission**

**To develop leaders** through a student-centric environment with innovative and agile programs embracing theory and practice.

### **Values**

Theory and Practice  
Student-focused and Caring  
Teamwork and Trust  
Character and Integrity

### **Cause**

The intellectual development and transformation of our students into critical thinkers, leaders, and lifelong learners.

# LAWRENCE TECHNOLOGICAL UNIVERSITY STRATEGIC PLAN 2012 EXECUTIVE SUMMARY

## Plan Objectives and Priorities

To accelerate the transformation of the University, the characteristics of which are: a significantly increased number of residential students, a changed culture focused on the development of the student and an engaged student life, a turned-around College of Engineering, leading-edge technological programs and delivery, and substantial progress toward the goal of a \$100 million endowment.

## Strategies

Innovative Educational Programs	Notable Faculty	Substantial Endowment	Life-Changing Experiences	Leading-Edge Learning Environment	Competitive Admissions
<ol style="list-style-type: none"> <li>Develop a culture of undergraduate and graduate practice-oriented, leading-edge (anticipating and re-inventing the future) technology and beyond in all programs; and create business action plans for the colleges that incorporate: <ul style="list-style-type: none"> <li>New programs in leading-edge disciplines</li> <li>Innovation within traditional disciplines and emerging areas of study</li> <li>Instruction using advanced teaching methods and learning technologies</li> <li>Industry alliances and solutions</li> </ul> </li> <li>Expand LTU Online using advanced learning technologies to enroll 2,000 attributed students by 2016.</li> <li>Enhance cross-disciplinary, interdisciplinary, and dual degree programs in leading-edge and emerging fields. Continue to develop Active Collaborative Learning, Problem-Based Learning, and Project-Based Learning methodologies across the curricula.</li> </ol>	<ol style="list-style-type: none"> <li>Create a plan for attaining increased faculty prominence and staff engagement so that all are ambassadors for a transformed Lawrence Tech, including the hiring and retention of dedicated, inspiring, passionate faculty who have excellent teaching skills with research and scholarship potential; professional development; and recognition. <ul style="list-style-type: none"> <li>Develop individual faculty development plans</li> <li>Create a financial pool for hiring new faculty to catapult prioritized programs to prominence</li> <li>Assess merit award, compensation, recruitment, and performance system</li> <li>Assess recruitment and leadership development plan for chair positions, including endowed positions</li> <li>Develop visiting professorship/scholar program</li> <li>Support faculty in applied research and scholarship activities to strengthen the centers of excellence and increase the number and quality of applied research and student projects</li> <li>Develop plan for recruitment and development of adjunct faculty and assess/improve ratio of full- to part-time faculty</li> <li>Develop clear expectations for scholarship, mentoring, advising, and accountability</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>Complete the \$100 million comprehensive campaign to meet University needs and create the culture and Board of Trustees support to meet continuing needs through an "always in a campaign" mode. <ul style="list-style-type: none"> <li>Attain the capital goal of \$55 million by 2016 to build a new engineering/arts and sciences/architecture and design building</li> <li>Grow the endowment to \$100 million by 2020</li> <li>Expand outreach to alumni to significantly enhance alumni connections and double alumni giving to 15 percent participation by 2016</li> <li>Expand government and private sector support and partnerships to supplement operating budget, expand reputation, and increase applied research grants and projects to \$6 million annually by 2016</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>Create a comprehensive plan, including a student union, to develop a high level of student engagement and retention that supports enrollment goals and results in a student-centered experience, including: <ul style="list-style-type: none"> <li>Increasing residential students to 50 percent of undergraduate enrollment</li> <li>New community-themed student housing village</li> <li>NAAIA sports program</li> <li>A powerful holistic student advising/mentoring program</li> <li>Professional and community networking</li> <li>Leadership development</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>Create a 24/7 campus learning and living environment, including: <ul style="list-style-type: none"> <li>Occupying Phase 1 of a new Colleges of Engineering/Arts and Sciences/Architecture and Design Complex building with advanced learning spaces by fall of 2016</li> <li>Continuing to advance best practices in laboratory, public, and learning spaces</li> <li>Advancing athletic facilities to include track and training facilities</li> <li>Creating "college town" partnerships with Southfield and other regional hubs</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>Implement a recruitment program with a Midwest and national focus to achieve enrollment and quality goals. <ul style="list-style-type: none"> <li>Implement undergraduate admissions standards based on recommendations of the Art &amp; Science study</li> <li>Develop undergraduate tuition pricing and discount strategy based on the Art &amp; Science study</li> </ul> </li> <li>Refine a marketing strategy, including an enhanced website, that is more student-oriented, focused on leading-edge programs, technologies, and student life. <ul style="list-style-type: none"> <li>Build upon the strong collaboration among admissions, colleges, marketing</li> <li>Implement a graduate marketing plan and an online marketing plan</li> </ul> </li> <li>Redefine financial aid to encourage a future student mix that includes support for graduate students and student athletes. <ul style="list-style-type: none"> <li>Increase research assistantships and scholarships for graduate students</li> </ul> </li> </ol>



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