Our Commitment to Achieve: Strategic Plan 2007
As I conclude my first year as president of Lawrence Technological University, I am pleased to share with you the University’s Strategic Plan 2007.

This is the fourth in a succession of plans that have evolved and been periodically updated since the formal planning process began in 1998-99. Though this update was originally scheduled for a year from now, I advanced the timetable to make it one of the first initiatives of my tenure because it is my responsibility to articulate and champion a vision for the University.

The vision that I’ve sought to set forth to the Lawrence Tech community is for our University to be known for producing great leaders and entrepreneurs. When people think of our students, I want them to think leaders in the making. When people think of our alumni, I want them to think leaders.

Similarly, I want Lawrence Tech to be a leader, to live leadership and integrity in all we do.

My aim is that Lawrence Tech will become a preeminent private university producing leaders with an entrepreneurial spirit and global view. Some components of that vision are to:

- Reassert the eminence of the College of Engineering and be a leader in engineering education;
- Be recognized as having one of the great architecture programs in the country;
- Continue our core competency of agility and create innovation and excellence in existing and new programs;
- Create new programs in biomedical and life sciences as well as interdisciplinary programs that reflect the way industry and its people work;
- Create and apply innovative teaching methodologies, including online learning, to reinvent, and maximize the effectiveness and accessibility of, the Lawrence Tech learning experience;
- Build on our historic Theory and Practice motto and increase the number and impact of applied research opportunities and student projects;
- Redefine the active learning environment; and
- Build our endowment to provide more scholarships, endowed chairs, and professorships.

This vision recognizes the “quiet crisis” that after decades of preeminence, America’s global leadership in engineering, science, and technology is imperiled. Lawrence Tech is ready and able to address this challenge of creating new generations of professionals and innovators – leaders and citizens of the world – who are essential in sustaining the quality of life and economic strength of Michigan and the nation.

Lawrence Tech has come a long way since its founding 75 years ago. We are a different institution in many ways and yet the same in so many fundamental ways. We still live everyday our founding motto of Theory and Practice. Student projects solving real-world problems, applied research, faculty who practice what they teach, co-ops and internships – these all remain an essential part of our great heritage.

We likewise still provide access to higher education to anyone motivated to learn. Lawrence Tech pioneered evening degree programs serving working adults, and we’ve expanded upon that legacy with a growing number of weekend programs and, most recently, LTU Online. We remain an intimate campus with our faculty and staff dedicated to our students and providing them with a caring environment.

Lawrence Tech today offers over 60 undergraduate, master’s, and doctoral programs in four colleges. Many of these are innovative new programs added in direct anticipation of changes in the global economy, and in technology and industry. We have some 30,000 graduates and educate nearly 5,000 students each year, representing 26 states and 25 nations. We are a local resource with an international reach with programs in China, India, Canada, Taiwan, Germany, France, the Middle East, and Mexico.

In 2006, thanks to alumni and friends, we successfully concluded an unprecedented fund-raising campaign that raised $46.4 million. That campaign has helped change the face of our campus with four new buildings, all linked by a beautiful new quadrangle. The generosity of our donors and alumni also resulted in over 100 new funded scholarships.

Just as important as the tangible results of that campaign is the intangible sense of empowerment and connectedness it has given us. We are closer than ever to our alumni, and we have begun to build strong partnerships with industry and government. The campaign showed us what we can achieve, even beyond our expectations, when we all come together with a shared purpose.

But much remains to be done to achieve our vision. This plan sets our course over the next several years. The focus is on leadership – teaching and practicing it in all we do. The focus is also on quality and innovation – quality instruction, service, and innovation in programs and delivery. And finally, the focus continues through extending our institutional reach, reputation, and impact – telling our story – and engaging our alumni and friends, as well as industry, government, and the greater regional community.
A new feature of this plan is a statement of cause. It was our feeling that there can be no greater calling than transforming our young people for success and accomplishment in the progress of our economy, our society, and our civilization.

The development of this Strategic Plan has involved every part of our University community. I want to thank the 12 outside experts who visited our campus and provided us their views of future trends and shared their experiences with us.

I was especially heartened by the nearly 200 faculty, staff, and administrators who attended our Community Forum. This forum, held early in the process, provided me an opportunity to share my vision and seek their thoughtful suggestions and ideas. Many of those attendees went on to participate in one of four teams organized to develop the plan. In an effort to extend the opportunity for input, we created an Intranet site and encouraged faculty, staff, administrators, students, trustees, and the alumni board to provide comments.

This process was led by a Core Leadership Team that was ultimately responsible for the plan. This group, listed at the end of this publication, represents the executive leadership of the University, and candor and camaraderie may best describe our sessions.

I am especially grateful to Howard Padgham, chair of the Strategic Plan Committee of the Board of Trustees, and my co-chair in leading this effort. Howard has chaired the Committee since the first plan was created in 1999 and has provided tremendous leadership in updating and monitoring the implementation of our plans. He was joined by his fellow trustees and committee members, Lauren Bowler, Ray Khan, and John Petty. Finally, I also want to thank Sue Slack, who has been a consultant to the Board and staffed our strategic planning activities since 1998. She kept us on track and on time.

No president can (or should!) do it alone. I will continue to reach out to the Lawrence Tech family – our great alums and donors; all of our partners from industry, education, and government; our students, current and future; and our faculty and staff. I hope you will join me because the other attribute that has not changed about Lawrence Tech is our spirit and soul – our people.

Lewis N. Walker
President
In March 1999, a strategic planning and implementation process was initiated at Lawrence Technological University that has proven to be one of the most effective tools in the dramatic progress made by this institution over the past several years. This is the fourth Strategic Plan and the first under the active leadership of the new president, Lewis Walker. Dr. Walker’s vision for the University is the driving force behind this plan. His collaborative, inclusive, and engaging approach resulted in a wide range of participants as well as alternative methods of participation.

The cohesive leadership team he assembled to lead this effort was very able and willing to express their views, debate the case, and then make decisions. An open Community Forum held early in the planning process provided an opportunity to elicit reactions to the president’s vision and to invite people to join teams organized around the following theme areas:

- People
- Programs
- Positioning, Support, and Partnerships
- Physical Environment and Infrastructure
- Financial Integrity and Growth

In the course of its work, the Physical Environment and Infrastructure committee added a fifth theme area, Financial Integrity and Growth. The deliberations in all the theme areas were guided by an emphasis on external factors that impact and challenge the institution. As a result, a number of outside experts were called upon to provide their views and experience. It is the intent of Lawrence Tech’s leadership to continue this process to help remain alert, benchmark, and anticipate issues and events as much as possible. President Walker helped underscore the importance of external factors in the planning with these observations made at the Community Forum:

“China will soon have the largest number of English-speaking people in the world. Both China and India have more youths in honors programs than we have youths. Many of the Top 10 jobs that will be in demand in 2010 did not exist in 2004. We are currently preparing students for jobs that do not yet exist – using technology that in many cases has yet to be invented – in order to solve problems that we do not yet know are problems.”

Two other important initiatives were undertaken that provided valuable information and an opportunity to reach out to the University’s constituents, and were coordinated and integrated into the strategic planning process: positioning research and a campaign feasibility study.

In the pages that follow, the Lawrence Tech community sets forth our plan – starting first with our mission, vision, values, and cause. For each of the five theme areas, we have developed Strategic Objectives detailing ways to achieve our vision. These objectives represent commitments to achieve performance targets by a certain time. For each Strategic Objective there are Tactical Initiatives or action plans that detail “how” to meet the Strategic Objective and describe “who” is responsible and by “when.” A key component of each plan is the criteria for measuring success and progress – the indicators
that we are heading in the new strategic direction. We continue to work to refine the metrics, and in this plan the measures are found at the conclusion of each major theme area. The leadership has prioritized the initiatives in the plan and estimated the costs of implementation.

Over the years, Lawrence Tech’s Strategic Plans have provided a road map to guide the institution. The first plan focused on technology and improving the basic infrastructure and operation. The second plan focused on student service and student life. The third plan concentrated on academic programs. This plan is intended to continue the emphasis on academic programs and move the University to a new plateau through quality, innovation, enhanced reach, and reputation with new differentiators centered around leadership and entrepreneurship with a global view.

The planning has been a dynamic process with constant monitoring and, if need be, adjustments to the plans. The update process every two to three years provides timely and focused opportunities to review the overall strategic direction of the organization through a review of our mission and vision. Just as important, the Strategic Plan has essentially become the three-year business plan for Lawrence Tech that is concurrently tied to annual and departmental plans and budgets. Finally, the Trustee’s Strategic Plan Committee continues to meet regularly with the campus leadership to monitor plan implementation and to eliminate roadblocks to success. This collaborative monitoring over the plan’s entire life cycle remains a significant element in the success of strategic planning at Lawrence Tech.

Lawrence Technological University’s Strategic Plan 2007, detailed in the pages that follow, is created to challenge and guide the University over the next few years in its quest to become a preeminent private university producing leaders with an entrepreneurial spirit and global view.

Leadership Through Theory and Practice
A small team led by President Lewis Walker was organized to review the mission, vision, and value statements from the prior plan and to revise them as needed. This team applied the parameters of the past plan: to develop statements that were concise, memorable, and durable. The Mission Statement did not change, but the Vision Statement was altered to reflect a much more aggressive goal for the University. This vision was debated and embraced by the entire leadership group, and, by the end of the planning process, had already begun to spread throughout the organization. The Value Statement was revised to highlight that Lawrence Tech values its motto of Theory and Practice and that we live it everyday.

Two new components were added: a Cause Statement and Strategic Direction Statement. President Walker spoke to a cause or calling in his inaugural address and felt it was an important addition to the Strategic Plan. Strategic Direction can be thought of as a set of long-term high-level principles for direction that we intend to pursue and characteristics we intend to have to achieve our vision. Essentially, the statements of Strategic Direction provide vision statements for each theme area of the plan.

**Mission**
To develop leaders through innovative and agile programs embracing theory and practice.

**Vision**
To be a preeminent private university producing leaders with an entrepreneurial spirit and global view.

**Values**
Theory and Practice
Teamwork and Trust
Character and Integrity

**Cause**
The intellectual development and transformation of our students into critical thinkers, leaders, and lifelong learners.
We will nurture our students’ potential through the cultivation and enrichment of their minds and spirits, thus improving the quality of life of the members of our global community. In doing this we will focus on five areas of concern: People; Programs; Positioning, Support, and Partnerships; Physical Environment and Infrastructure; and Financial Integrity and Growth.

People
Lawrence Tech provides an active learning environment both inside and outside of the classroom that attracts, engages, and transforms diverse and focused learners who desire to pursue advanced technological and professional careers.

Lawrence Tech sustains an agile, collaborative, and caring community that develops and empowers employees as leaders and mentors committed to student success.

Programs
Lawrence Tech is distinguished for its integration of leadership principles into the curriculum and the development of the next generation of leaders, entrepreneurs, and global thinkers.

Lawrence Tech's distinctive, professional, and interdisciplinary programs respond to societal and industry needs, provide experiential learning and life-changing opportunities, prepare our students to succeed in today's market, and meet the demands and challenges of emerging markets.

Lawrence Tech provides an active learning environment using leading-edge technologies, applied research, and innovative course delivery.

Positioning, Support, and Partnerships
Lawrence Tech is positioned and branded as the preeminent private university in the region with a national and international reputation that promotes leadership through theory and practice.

Lawrence Tech has sustained and growing support from our alumni and friends, industry, foundations, and government to achieve annual goals and long-term vision.

Lawrence Tech fosters collaborations to meet growth goals, expand into new markets, enhance our programs and learning, and contribute to the community.

Physical Environment and Infrastructure
Lawrence Tech implements a safe, leading-edge learning environment that is comprehensive, captivating, collaborative, motivating, and competitive.

Financial Integrity and Growth
Lawrence Tech's long-term financial integrity is maintained through diversified and strengthened revenue streams with appropriate cost structures, regular investment strategy reviews, and continuous improvements.
The People Team addressed the many constituents of Lawrence Tech, including current and future students, alumni, faculty and staff, and the Board of Trustees. Tremendous progress has been made from an enrollment management and student life perspective. We intend to maintain that momentum with a focus on student engagement in this plan.

This plan calls for incremental enrollment growth with a focus on broadening the student base. While Lawrence Tech is committed to maintaining its position as a local leader in technological education and to continuing to serve working adult learners, we will expand our efforts to broaden and diversify our traditional student base. We will recruit beyond Southeast Michigan, continue to develop partnerships to enhance our international student population, and target graduate and minority/female student recruitment. A major initiative of the plan focuses on aligning tuition pricing with scholarships and financial aid to improve program accessibility and increase educational quality.

Other key initiatives address how to effect a cultural shift in the organization to achieve the vision. The University must invest the time and resources to develop leaders at all levels, to create a mature faculty development program, and to transform the organization so that everyone serves as an ambassador for Lawrence Tech.

**Strategic Direction**

Lawrence Tech provides an active learning environment both inside and outside of the classroom that attracts, engages, and transforms diverse and focused learners who desire to pursue advanced technological and professional careers.

Lawrence Tech sustains an agile, collaborative, and caring community that develops and empowers employees as leaders and mentors committed to student success.

**Strategic Objective 1**

**Student Recruitment:** By 2015, grow enrollment to 85,000 credit hours with 2,000 online students by continuing to serve working adults while broadening, growing, and enhancing the quality of entering traditional students.

**Tactical Initiatives**

1.1 Enhance the Undergraduate Base

Increase and broaden the mix and quality of our undergraduate enrollment base and enroll 500 FTIACs per year, including out-of-state, international, minority/female recruitment.

**Timeline:** Aug. 2007 – Aug. 2010
**Responsibility:** Assistant Provost for Enrollment
**Support:** Director of Admissions, Deans and Department Chairs, Executive Director of Marketing

**MetRICS**

- Met annual enrollment goals: 500 new FTIACs and 1,000 residential, graduate, international, out-of-state, minority, and female students
- Increased quality of incoming students: Text scores of the incoming freshman class averaged 3.5 GPA and 24 ACT by 2010
- Increased graduation rate: 85 percent of students graduated within five years
- Achieved discount rate of 25 percent and doubled the number of funded scholarships by 2015
- Student engagement: Used the NSSE tools to establish baseline and annual goals
- Employee satisfaction: 80 percent of employees were “satisfied” or “very satisfied” in all categories surveyed
- Student affairs: Lawrence Tech’s program became benchmark for others
- Alumni giving: percentage doubled by 2015
- Alumni satisfaction: 80 percent of alumni were “satisfied” or “very satisfied” in all categories measured by the ACT survey
- Scholarly achievement: Met goals
Incoming class of 2007 enjoying Discovery Days
Strategic Objective 2
Culture Shift: By 2010, achieve a culture shift through the investment of time and financial resources to sustain a community of empowered, agile, accountable, and collaborative employees focused on performance and providing students mentoring and a high-quality, engaging educational experience as measured by graduate satisfaction and the National Survey of Student Engagement (NSSE).

Tactical Initiatives

2.1 Student Engagement and Retention
Create a campus brand that uniquely defines the student experience, enhances student success, and produces a lasting bond with the University as measured by NSSE results and the attainment of the goal of 80 percent retention.

Responsibility: Dean of Students, Deans
Support: Assistant Provost for Enrollment, Executive Director of Marketing

2.2 Faculty and Staff Leadership Development
Create a campus leadership development program that recognizes and reinforces the leadership principles that are part of the Lawrence legacy and that will help the University achieve the Lawrence Tech vision.

Responsibility: VP Finance, Deans, Director of Human Resources
Support: Assistant Provost for Enrollment, Executive Director of Marketing
2.3 Institutional Transformation
Develop a comprehensive program designed to achieve a culture shift that results in optimal and lean institutional operations and processes (i.e. scheduling) in which all employees are mentors, ambassadors, and owners of the transformation of Lawrence Tech.

Timeline: March 2008 – May 2009 and ongoing
Responsibilities: President
Support: Executive Leadership Team

2.4 Faculty Development
Achieve a mature faculty development and evaluation program focused on the student experience and engagement; quality of instruction through continuing education, conference presentations, and attendance; defined load/expectations for teaching and scholarship; improved student advising and mentoring; endowed/distinguished professorships; and faculty recruitment, retention, recognition, and reward.

Responsibilities: Provost
Support: Deans, Associate Provost, Faculty, Faculty Senate

2.5 Communication
Implement a reconfigured, comprehensive, and effective Internal Communication System that includes regular reports to the community of the status of the Strategic Plan and the University.

Responsibility: VP Advancement
Support: Executive Leadership Team

2.6 Executive Leadership
Recruit, retain, and develop top-notch leaders who are dedicated to the attainment of the Lawrence Tech vision.

Timeline: Jan. 2008 – Aug. 2008 and ongoing
Responsibility: President, Board of Trustees
Support: Executive Leadership Team

2.7 Board of Trustees
Diversify and strengthen the Lawrence Tech Board of Trustees to reflect our program areas, build our funding for endowment and programs, and achieve the Lawrence Tech vision.

Timeline: Aug. 2007 – Aug. 2010
Responsibilities: President, Board of Trustees, Nominating Chairs
Support: Provost, VP Advancement, Deans

2.8 Alumni
Create a comprehensive and coordinated approach to the alumni to increase their participation in enrollment and recruitment, the enhancement of reputation and positioning, fund raising, and lifelong learning as we continue to serve them where appropriate.

Timeline: Aug. 2007 – Aug. 2009 and ongoing
Responsibilities: Manager of Alumni Relations
Support: Assistant Provost, Director of Admissions, President, VP Advancement, Deans
In this section the University sets forth the objective of having the best leadership program in the country. Here, we seek to create new differentiators for Lawrence Tech – leadership, entrepreneurship, and sustainability education.

This section outlines the intent to reinvent teaching and learning through technology and to focus on LTU Online as a priority strategy in enrollment, retention, and exploring new delivery methodologies. We identify targeted “Centers of Expertise,” those programs that can be of national prominence and that incorporate applied research.

Lawrence Tech is known for its agility and innovation, and the plan calls for new program innovation based on emerging markets and developing trends, including interdisciplinary programs and entry in the biomedical and life science fields. For the first time, college-specific brands and visions are incorporated more directly into the University plan.

**METRICS**

- Interdisciplinary programs: Increased enrollment
- Graduate and doctoral programs: Increased enrollment
- Employers: Increasingly noted on surveys that leadership and preparedness were reasons for hiring graduates
- Program evaluation: Established goals and process to review program turnover, average age of programs, number of new programs, and program elimination
- Virtual toolbox: Developed and integrated into programs
- Recruitment: Increased number of national and international companies seeking our graduates
- Student projects: Increased number of sponsorships and awards
- College enrollment: Met goals
- Applied research: Generated at least $10 million annually, with $500,000 annually for corporate-sponsored student projects and venture development, technology development, tech transfer, and commercialization providing $1 million of net revenue by 2015
- Diverse teaching technologies: Consistently utilized technologies that became significant; increased number of hybrid courses/programs
- LTU Online: 2,000 students by 2015 and innovations achieved
- Co-ops/internships: Met goals
- New programs: Biomedical, health, and life sciences
- Benchmarking: Increased number of outside “expert”/benchmarking visits
- NCA Assessment Matrix: Lawrence Tech rated at least 2.5 in each area

**Strategic Direction**

Lawrence Tech is distinguished for its integration of leadership principles into the curriculum and the development of the next generation of leaders, entrepreneurs, and global thinkers.

Lawrence Tech’s distinctive, professional, and interdisciplinary programs respond to societal and industry needs, provide experiential learning and life-changing opportunities, prepare our students to succeed in today’s market, and meet the demands and challenges of emerging markets.

Lawrence Tech provides an active learning environment using leading-edge technologies, applied research, and innovative course delivery.

**Strategic Objective 3**

**Leadership, Entrepreneurship, and Global View:** By 2011, Lawrence Tech will have the best leadership program in the nation and be distinguished for its core curriculum that integrates principles of leadership and entrepreneurship within a global and societal context at all academic levels.

**Tactical Initiatives**

3.1 Leadership

By 2008, differentiate Lawrence Tech through the implementation and continuous assessment of a comprehensive leadership curriculum for all undergraduate students and, where feasible, graduate students.

- **Timeline:** Immediate and phased in through 2011
- **Responsibility:** Director of Leadership, Leadership Implementation Committee
- **Support:** Provost, Associate Provost, Deans, Department Chairs

Lawrence Technological University Strategic Plan 2007
Lawrence Tech researchers helped create the nation’s first highway bridge reinforced with carbon fiber instead of steel, significantly extending bridge life and reducing the need for repairs and replacements.
3.2 Entrepreneurship
By 2009, differentiate Lawrence Tech through the creation of a comprehensive approach to the integration of entrepreneurship into the curriculum.

Timeline: Immediate and phased in through 2009
Responsibility: Provost
Support: Associate Provost, Deans, Department Chairs

3.3 Sustainability Education
By 2010, become a national leader in sustainability education.

Timeline: Jan. 2008 through 2010
Responsibility: Director of Center for Sustainability
Support: Provost, Associate Provost, Deans, Department Chairs

Strategic Objective 4
Emerging Markets/New Program Exploration: New programs are launched with appropriate resources and existing programs are reviewed, refreshed, or retired through formal processes that reflect focused priorities based on Lawrence Tech’s strengths, changing employment conditions, and career trends.

Tactical Initiatives
4.1 Interdisciplinary
Establish interdisciplinary programs as a hallmark of Lawrence Tech’s educational programs.

Timeline: Immediate and assessed in 2010
Responsibility: Provost, Deans

4.2 Entry into the Biomedical Sciences
Convene a study group to expand Lawrence Tech’s entry into the biomedical, health, and life sciences fields, including consideration of whether a new college is warranted.

Timeline: March 2008 – March 2009
Responsibility: Provost, Study Group Chair
Support: Associate Provost, Deans, Department Chairs, Faculty

4.3 New Program Exploration
Develop an ongoing process to identify, explore, and approve new programs based on emerging careers and industry needs. Priority exploration includes nanotechnology, architectural engineering, product design, environmental graphics, and health administration.

Timeline: Sept. 2007 and ongoing
Responsibility: Academic Program Review Committee Chairs
Support: Provost, Deans, Department Chairs, Executive Director of Career Services, Directors of the Office of Technology Partnerships (OTP) and Professional Development Center (PDC)

4.4 Course/Program Reviews
Implement a process for reviewing, refreshing, or eliminating programs and courses that incorporates an economic analysis and considers the deployment of resources commensurate with program size, growth, and future priorities.

Responsibility: Provost
Support: VP Finance, Deans, Department Chairs, Faculty Senate

4.5 Graduate Programs
Expand graduate programs and support, including scholarships/research assistantships and create a culture that enables the offering of additional doctoral programs.

Timeline: April 2008 – Sept. 2009 and ongoing
Responsibility: Deans
Support: Provost, Associate Provost, Graduate Program Directors, Faculty

4.6 Undergraduate Research Program
Create a formal structure of learning across all disciplines to increase the number of undergraduate research opportunities and industry-sponsored projects as part of the curriculum, including undergraduate research assistantships.

Responsibility: Provost
Support: Associate Provost, Deans, Director of OTP

4.7 Innovations for the Working Professional
Develop innovative programs and delivery tailored to working professionals, including the creation of short-term programs focused on skill sets, the creation of accelerated degree completion opportunities, and the expansion of online degree and certificate programs.

Timeline: Fall 2009 – Fall 2010
Responsibility: Directors of LTU Online and PDC, Study Group Chair
Support: Provost, Associate Provost, Deans, Department Chairs, Executive Director of Career Services

Strategic Objective 5
Centers of Expertise/Applied Research: Provide focused support for specific priority areas of expertise distinguished by strong academic programs, applied research, and industry partnerships to achieve at least $10 million in applied research grants annually.

Tactical Initiatives
5.1 Priority Centers of Expertise
Support, periodically review, and update the following priority areas of focus for applied research growth, solicitations, and consultancy opportunities:
- Leadership
- Materials/Structures
- Mobility
- Energy
- Sustainability
- Life Sciences
- Urban Design and Planning

Timeline: Sept. 2007 and ongoing
Responsibility: Provost
Support: Director of OTP, Associate Provost, Deans, Department Chairs

5.2 Process Improvement
Develop a systematic process for vetting, developing, monitoring, fulfilling, and concluding engagements with industry and government.

Timeline: Nov. 2007 – Sept. 2008 and ongoing
Responsibility: Director of OTP
Support: Provost, Associate Provost, Deans, Department Chairs, Faculty
5.3 Seed Fund
Establish a start-up fund and other incentives/mechanisms to enhance faculty research and student projects, including support for emerging areas.
Responsibility: VP Advancement
Support: Director of OTP, Provost, Associate Provost, VP Finance

5.4 Applied Research Partnerships and New Revenue Opportunities
By 2012, become a leading partner for applied research activity in the region and explore venture and technology development and commercialization to expand the revenue base beyond philanthropy.
Timeline: Immediate and ongoing
Responsibility: Director of OTP
Support: VP Advancement, Provost, Associate Provost, VP Finance

Strategic Objective 6
Innovative Curriculum Design and Delivery: Secure a leadership position in innovative curriculum design and delivery modes.

Tactical Initiatives
6.1 LTU Online
By 2015, LTU Online will be a priority strategy in retention and enrollment, a leader in exploring new delivery technologies and methodologies, and attain the enrollment goal of 2,000 attributed students.
Timeline: Immediate and ongoing
Responsibility: Director of LTU Online
Support: Deans, Department Chairs, Director of PDC

6.2 Reinventing Teaching and Learning Using Technology Task Force
By 2011, integrate emerging instructional technology into the curriculum through implementation of the Task Force recommendations.
Timeline: Immediate and ongoing
Responsibility: Provost, Task Force Chair
Support: Associate Provost, Directors of IT and VITRC

6.3 Center for Teaching and Learning
Expand and improve upon the faculty professional development opportunities that promote excellence and innovation on campus.
Timeline: Immediate and ongoing through 2011
Responsibility: Director of Center for Teaching and Learning
Support: Provost, Deans

6.4 Assessment
Continue the integration and maturation of the Lawrence Tech Assessment Program to meet University and College educational goals.
Timeline: Ongoing and assessed 2010
Responsibility: Director of Assessment
Support: Associate Provost

6.5 Co-op/Internships
Implement more co-op programs with industry, government, and community partners to reinforce our theory and practice methodology of study.
Timeline: Immediate and ongoing, assessed 2010
Responsibility: Executive Director of Career Services

6.6 Honors Program
Strengthen the Honors Program through continuous assessment and identification of opportunities for support.
Timeline: Immediate and ongoing, assessed 2011
Responsibility: Director of Honors Program

Strategic Objective 7
Colleges: Strengthen the distinctiveness and reputation of the Colleges through college-specific enrollment, marketing, facility enhancement, and program development efforts as they support the overall vision, mission, and enrollment goals of the University.

Tactical Initiatives
7.1 College of Engineering
Increase significantly the undergraduate enrollment through a concerted effort to invigorate, reposition, and differentiate the College of Engineering as a leader in innovative engineering education.
Responsibility: Dean of Engineering
Support: Department Chairs, Faculty

7.2 College of Arts and Sciences
Create and market its own free-standing degree programs niche, including the exploration of a new requirement of foreign languages as it serves the Lawrence Tech community as the provider of the core curriculum.
Timeline: Immediate – Sept. 2009 and ongoing
Responsibility: Dean of Arts and Sciences
Support: Department Chairs, Faculty

7.3 College of Management
Leverage its global leadership emphasis to extend its reputation throughout the region.
Timeline: Immediate – Sept. 2009 and ongoing
Responsibility: Dean of Management
Support: Faculty

7.4 College of Architecture and Design
Establish the College as one of the leading programs nationally and internationally recognized for its undergraduate curricula and graduate and interdisciplinary programs.
Timeline: Immediate – Sept. 2010 and ongoing
Responsibility: Dean of Architecture and Design
Support: Department Chairs, Faculty

7.5 New College Exploration
Convene a study group to determine the opportunities for and feasibility of a fifth college.
Timeline: Sept. 2009 – May 2010
Responsibility: Provost
Past strategic plans brought into focus the importance of marketing. This plan builds on the increasing public recognition and appreciation of the University’s role in the region/state and the professions it serves. This plan benefits from innovative research that helped Lawrence Tech identify its most motivating brand positioning, which combines the University’s historical values and strengths with its vision and distinguishing the Lawrence Tech brand from competitors. This research sought the views of a wide range of constituents, including current and prospective students, faculty, donors (including employers), parents, and the general public. *Leadership Through Theory and Practice* emerged as the strongest position statement for the Lawrence Tech brand. The positioning research and position statement will be used to create an integrated umbrella strategy to brand and promote the University and each College. It will also provide a platform for operating that dovetails with the *Strategic Plan*.

The first *Strategic Plan* in 1999 also addressed the establishment of a fund-raising function at the University. Since then, tremendous advances have been made, highlighted by an award-winning development office and the completion of the most successful fund-raising campaign in the University’s history. This section of the plan coordinates the findings of a recently concluded campaign feasibility study and includes initiatives aimed at preparing for a campaign to generate the resources needed to make the vision outlined in this *Strategic Plan* a reality. It also highlights the emphasis that President Walker has placed on increasing the Lawrence Tech endowment. A strong and growing endowment is a measure of a University’s place in the world, today and for generations to come. Without a significantly increased endowment, we cannot achieve our vision.

In broad brush, the initial Lawrence Tech strategic plans looked inward and addressed fundamental issues and operations. In this new plan, the University increasingly looks outward and calls for playing an expanded role in the economic vitality of the region and state. The University will continue to develop partnerships with educational institutions, government, and industry, all aimed at extending the reach, reputation, and impact of Lawrence Tech.

**METRICS**

- Positioning: Improved awareness by 20 percent and reputation by 25 percent with targeted constituents by 2010
- Public relations: Met media placement goals
- Rankings: Moved University into the top 25 within its class and achieved best value placements and other improved rankings by ranking entities
- Campaign: Met annual progress and goals
- Endowment: Grew to $75 million by 2015 and included named professorships, facilities, and scholarships
- Outreach: Increased number of agreements with businesses, community colleges, other educational institutions, and government
- International outreach: Increased enrollment and number of international agreements
- Other revenue: Created non-traditional revenue sources and achieved targets
- Met Applied Research Goals

**Strategic Direction**

Lawrence Tech is positioned and branded as the preeminent private university in the region with a national and international reputation that promotes leadership through theory and practice.

Lawrence Tech has sustained and growing support from our alumni and friends, industry, foundations, and government to achieve its annual goals and long-term vision.

Lawrence Tech fosters collaborations to meet growth goals, expand into new markets, enhance programs and learning, and contribute to the community.
Hydrogen Technology Park in Southfield. Lawrence Tech
is an academic research partner of the U.S. Department of
9.2 Endowment and Planned Giving
Increase endowment to $75 million by 2015 (through named chairs, professorships, labs, and scholarships and naming opportunities for facilities), and develop a comprehensive planned-giving program.

Timeline: October 2007 and ongoing
Responsibility: Associate and Assistant VPs Advancement
Support: VP Advancement, President, Provost, Deans

9.3 Campaign
Commence planning for a comprehensive campaign with appropriate infrastructure, leadership, case and goal refinement, and collateral materials aligned with the priorities of the Strategic Plan and Campus Master Plan.

Timeline: July 2007 and ongoing
Responsibility: Assistant VP Advancement
Support: VP and Associate VP Advancement, President, Provost, Deans

9.4 Infrastructure
Build and sustain a development infrastructure to capitalize on philanthropic opportunities, support the Colleges, and provide appropriate stewardship of donors.

Timeline: Sept. 2007 – Sept. 2008 and ongoing
Responsibility: VP Advancement
Support: Provost, Deans, Associate and Assistant VPs Advancement

Strategic Objective 9
Development: Generate $75–100 million in philanthropy, including gifts to increase the endowment to $75 million by 2015, and sustain a first-rate development program that embraces University priorities and programs, engages the Lawrence Tech community, and reaches out to constituencies to raise funds to broaden sources of revenue.

Tactical Initiatives
9.1 Going Beyond Tuition
Instill a culture of philanthropy and increase the participation and level of giving of all donors with specific annual goals for each constituent group to generate revenue growth beyond tuition.

Timeline: Annually 2007 – 2015
Responsibility: VP Advancement
Support: Executive Leadership Team, Associate and Assistant VPs for Advancement

Strategic Objective 10
Partnerships and Outreach: Actively engage external partners to enhance the reputation, reach, and educational experience and recognition of Lawrence Tech as an institution dedicated to the vitality of the region.

Tactical Initiatives
10.1 International
Engage in partnerships with international educational institutions to extend Lawrence Tech’s reputation, achieve an on-campus international student enrollment goal of 15 percent, offer degree programs at international locations (including exploration of an international campus), foster student exchange, and generate new sources of revenue.

Timeline: Sept. 2007 – Sept. 2009 and ongoing
Responsibility: Provost
Support: President, Associate Provost, VP Advancement, Executive Director of Marketing, Deans
10.2 Connections
Solidify and broaden the University’s community connections with the City of Southfield, City of Detroit, and Southeast Michigan and contribute to the economic vitality of the region and state.
   Timeline: Sept. 2007 and ongoing
   Responsibility: VP Advancement
   Support: Tech Transfer Director, Deans, President

10.3 Education and Government Relationships
Pursue educational partnerships with other institutions and government, including exploration of a community college presence on campus, peer and K-12 partnerships, and joining the national network of private technological colleges and universities.
   Timeline: Jan. 2008 and ongoing
   Responsibility: Provost
   Support: VP Advancement, Government Affairs, Director, Assistant Provost for Enrollment, President, Deans

10.4 Business and Industry Partnerships
Continue to pursue partnerships with business and industry to enhance the educational experience and increase the available resources and reputation of Lawrence Tech, including creating a Lawrence Tech “Road Show” targeting 60 companies and professional firms annually.
   Timeline: April 2008 and ongoing
   Responsibility: VP Advancement
   Support: Director of OTP, Provost, Deans

10.5 National Feedback
Develop a plan of action to engage a large number of national corporate and foundation leaders and friends to provide feedback and guidance to help craft the next plateau in our vision as part of preparing for the next update of this plan.
   Timeline: June 2008 – Jan. 2010
   Responsibility: President
   Support: Executive Leadership Team, Board of Trustees, Deans

U.S. Senator Carl Levin discusses student research efforts.
Over $60 million has been invested over the past several years to build new learning and research facilities, additional housing, integrate new technologies, and, most recently, construct the innovative A. Alfred Taubman Student Services Center and the new quadrangle.

Nonetheless, much remains to be done. Presentations by experts on the emerging trends in educational facilities led us to develop an initiative in this plan to redefine the standards and elements of an active learning environment. The plan calls for an update to the Campus Master Plan making use of these new definitions and involving an inclusive approach to planning.

A new emphasis that emerged through this plan was the need for Lawrence Tech to “practice what we teach” regarding environmental stewardship and sustainability education. The Taubman Center and the redeveloped campus quadrangle inaugurated this effort, but there is much more we can do to be a leader in sustainability, both from an academic and a practice perspective.

The IT infrastructure also continues to be an important component of this plan, as it has been in past plans. And no issue generated as much dialogue through the Intranet as the Lawrence Tech library. The plan calls for a short- and long-term approach to creating a library that is reflective of a technological university.

**Strategic Direction**
Lawrence Tech implements a safe, leading-edge learning environment that is comprehensive, captivating, collaborative, connecting, motivating, and competitive.

**Strategic Objective 11**
Learning Environment: Lawrence Tech will create an enduring and comprehensive 24/7 learning environment … everywhere … all the time!

**Tactical Initiatives**
11.1 Learning Environment Standards and Application
Research, create, and implement a new definition (with standards) of an enduring learning environment to guide ongoing campus planning, priorities, and renovation/capital projects.

- **Responsibility:** VP Finance, Provost, Learning Environment Study Group Chair with outside consultant
- **Support:** Deans, Chairs, Campus Architect, Faculty, Students

11.2 Inclusive Campus Master Plan Update
Update the Campus Master Plan to reflect the new definition/standards of the learning environment, ensure that it is in harmony with strategic and academic objectives and priorities, and engage the Lawrence Tech and broader community in its development.

- **Responsibility:** President, Learning Environment Study Group Chair with outside consultant
- **Support:** Provost, VP Advancement, Deans, Chairs, Campus Architect, Faculty, Students
The A. Alfred Taubman Student Services Center is a one-stop shop for student services and a living laboratory showcasing sustainable design and energy efficiency.
11.3 Priority Capital Projects
Prioritize capital expenditures and create an implementation schedule for the Campus Master Plan, learning technologies, and information technology projects and initiatives.

Timeline: Jan. 2009 and ongoing
Responsibility: VP Finance
Support: Campus Architect, Executive Leadership Team

11.4 Land Development/Acquisition
Develop a criteria and strategy for the development/acquisition of real estate.

Timeline: Jan. 2009 and ongoing
Responsibility: VP Finance
Support: Campus Architect

11.5 Library Enhancements
Create a short- and long-term approach to enhance the library that includes its physical and virtual facilities and resources.

Timeline: Nov. 2008 – June 2009
Responsibility: Library Study Group Chair, Associate Provost
Support: Library Director, Deans, Chairs, Faculty, Students

11.6 Campus Safety and Pride
Create an attractive campus environment that continues to be safe, secure, and nurturing, and that exudes success and fosters pride and a sense of community.

Timeline: Jan. 2008 and ongoing
Responsibility: VP Finance, Director of Campus Facilities

Strategic Objective 12
Sustainability and Environmental Stewardship:
Differentiate Lawrence Tech as an environmentally engaged university that recognizes its responsibility to safeguard the assets of our campus and community.

Tactical Initiatives
12.1 Environmental Stewardship Position
Practice environmental stewardship in concert with our academic goal to become a national leader in sustainability education and seek to reduce the “carbon footprint” with annual improvement goals.

Responsibility: Director of Center for Sustainability, VP Finance
Support: Dean of Students, Student Government, Director of Campus Facilities, Campus Architect
12.2 Green Standards for Building/Renovation
Create a set of environmental standards and benchmarks and apply them to new buildings, renovations, and support areas.
Responsibility: Campus Architect, VP Finance
Support: Dean of Students, Student Government, Director of Campus Facilities

Strategic Objective 13
IT Position and Infrastructure: Develop a strong position in the application and utilization of proven information and instructional technologies for academic and administrative purposes.

Tactical Initiatives
13.1 Infrastructure
Maintain and enhance a campus infrastructure that provides business continuity, identity protection, access, authority, and directory assistance. This includes an ongoing security program and an electrical service backbone that provides a reliable power network for immediate and future needs.
Responsibility: VP Finance, Director IT

13.2 IT Master Plan
Develop, implement, and communicate an IT master plan.
Timeline: Jan. 2008 and ongoing
Responsibility: Director IT

13.3 Laptop Review
Assess the laptop computer initiative (include students) with recommendations for the next phase.
Responsibility: VP Finance, Laptop Review Study Group Chair
Support: Provost, Deans, Chairs, Student Government

13.4 Upgrade Instructional Technology Infrastructure
Evaluate spaces for instructional technology capabilities and develop a plan to upgrade all areas to a basic level along with some designated higher-level spaces.
Timeline: Jan. 2008 – June 2009 and ongoing
Responsibility: Director of VITRC
Support: Director of LTU Online, Deans, Chairs, Faculty

13.5 Banner
Utilize Banner to its full capacity to economically and efficiently re-engineer business practices.
Responsibility: VP Finance
Support: Directors, Department Chairs

Lawrence Tech’s new programs in the life sciences are part of the University’s efforts to help diversify Michigan’s economy.
The Physical Environment and Infrastructure team was also responsible for the financial integrity area of the plan. At the conclusion of our planning, we thought it appropriate that this be a stand-alone section. The plan highlights the need to broaden and diversify the revenue base and begin to reduce the high dependence on tuition.

**Strategic Direction**

Lawrence Tech's long-term financial integrity is maintained through diversified and strengthened revenue streams with appropriate cost structures, regular investment strategy reviews, and continuous improvements.

**Strategic Objective 14**

Financial Integrity and Growth: By 2015, structure and build Lawrence Tech's revenue base on a five-tiered platform of student tuition and fees, private support, public support, grants and contracts, and wise stewardship of all available resources, with the resulting achievement to be 85 percent of revenues derived from tuition/fees.

**Tactical Initiatives**

14.1 Resource Allocation
Allocate resources based on clearly articulated priorities that recognize the benefits to the University and make information-based decisions.

- **Timeline:** Sept. 2007 and ongoing
- **Responsibility:** VP Finance, President
- **Support:** Executive Leadership Team

14.2 Operating Efficiencies
Develop a culture of continuous improvement to seek operational efficiencies and effectiveness.

- **Timeline:** Sept. 2007 and ongoing
- **Responsibility:** VP Finance, Provost

14.3 Benchmarking and Modeling
Continue to benchmark and model pricing, enrollment, and operating options, and create three-to-five year models and projections to aid in decision-making.

- **Timeline:** Jan. 2008 and ongoing
- **Responsibility:** VP Finance

14.4 Investment Policies
Continue to enhance the endowment through investment policies and continuous review.

- **Timeline:** Annually and ongoing
- **Responsibility:** President, VP Finance
- **Support:** Finance Committee

14.5 Continuous Program of Infrastructure Development
Maintain the integrity of the campus infrastructure through an ongoing program of funded preventative maintenance and targeted improvements.

- **Timeline:** Sept. 2007 and ongoing
- **Responsibility:** VP Finance, Director of Campus Facilities
- **Support:** Campus Architect

14.6 New Opportunities
Support study group initiatives to explore new sources of revenue, including international sources, venture funds, Lawrence Tech as developer/partner, and technology development and commercialization.

- **Timeline:** June 2008 – June 2009 and ongoing
- **Responsibility:** VP Finance
- **Support:** Executive Leadership Team

**METRICS**

- Revenue: Achieved 85 percent from tuition/fees by 2015
- Revenue: Developed alternative and new sources and met goals
- Investment performance: Achieved goals
- Stewardship: Used appropriate management and debt financing techniques
- Stewardship: Engaged in quality improvement projects and saved money as a result
- Financial analysis: Used in decision making
A grassy bioswale that encircles the quad filters rainwater from the Taubman Center’s roof and cleanses it on its way to the nearby Rouge River. Beneath the quad are 88 geothermal wells that heat and cool the Taubman Center.
This *Strategic Plan* resulted from the inspired work and effort by many members of the planning teams. Their dedication, as well as the input and interest of the Lawrence Tech Alumni Board of Directors, is gratefully acknowledged and greatly appreciated. Thank you!

**PLANNING TEAM PARTICIPANTS**

This joint trustee and campus leadership group has met since the initial plan in 1999 to monitor implementation. They reviewed the current plan and provided guidance in the development of the new plan. A smaller Core Leadership Team comprised of executive leadership was organized to lead the planning.

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We apologize if any team member was inadvertently omitted.
Southwest entrance, Wayne H. Buell Management Building (left) and Taubman Center.