Strategic Plan 2016
Lawrence Technological University’s Strategic Plan 2016 is the sixth in a series of plans that have guided LTU since we formalized our planning process in 1999. Each update reflects the evolution and advancement of the University and provides the “roadmap” for where we want it to be and how we will get there.

In 1999 the University’s vision was “to be the school of first choice in the region for technology-based professional education and [be] recognized as a partner to industry, business, and government in Southeastern Michigan.” Today, the vision that has evolved and been refined during the deliberations of our campus-wide committee is “to be recognized for transformative STEM and Design education that develops leaders with an entrepreneurial mindset and global perspective.”

Reflecting contemporary issues in the knowledge-based economy, our revised mission is “to develop innovative and agile leaders through a student-centric learning environment and applied research embracing theory and practice.”

As goals were achieved and new plans developed over the past 16 years, the geographic restrictions of previous plans were eliminated. Indeed, our ultimate goal is for LTU to be “best in class” (some might say “world class”) in all manifestations of what we do.

Where do we want this university to be in five years? Ten years?

We expect that LTU’s focus will remain on our values and vision while continuing to build excellence in all we do. We anticipate that the STEM (science, technology, engineering, and mathematics) disciplines will increasingly appeal to students, with increased opportunities in related careers, manufacturing, and design. Lawrence Tech’s physical plant will improve and grow through the creation of new facilities and acquisition of adjacent properties. There will be a paradigm shift to a more vibrant student life with new residential housing and student activities that encourage learning in and outside the classroom. We expect growing national and international recognition of our progress, in part by faculty and staff outreach and achievement and through interactions with national and international leaders.

We are committed to live by our motto, “Theory and Practice,” and continue our long-held focus on leading-edge, technology-empowered education with students working in teams with a practice orientation.

The recently created Corporate Partners Wall honors LTU’s industrial and business partners and showcases the many opportunities for our faculty and students to build life-long professional relationships. The resolution of most of this region’s financial turmoil caused by the Great Recession and Detroit’s fiscal uncertainty, and the return to profitability in the automotive and construction industries that employ so many of our graduates, once again opens many doors for collaboration and new educational partnerships.

In fact, our success in engaging allies in LTU’s cause and raising contributions to support campus needs has never been stronger. The success of our ambitious Proud Heritage, Bold Future capital campaign, which will conclude June 30, 2016, has raised over $121 million as of year-end 2015 and has already provided important new scholarship resources and facility enhancements.

In September 2015, LTU dedicated the new Lloyd E. Reuss Residence Hall, and in 2016 will complete the A. Alfred Taubman Engineering, Architecture, and Life Sciences Complex on the campus. In Detroit’s burgeoning Midtown, the October 2015 opening of the University’s Detroit Center for Design + Technology attracted wide attention. These new buildings and facilities are providing and will provide essential space for our students and faculty to develop creative solutions to the challenges and problems of today and beyond.

Moreover, LTU’s reputation has continued to grow. A new study from the prestigious Brookings Institution in Washington, D.C., ranks Lawrence Technological University fifth in the country for providing the most value-added in preparing its graduates for well-paying occupations. LTU and other leading schools identified in the study were hailed as the new “college superstars” by CBS MoneyWatch.

The goal of the Brookings study was to go beyond the traditional rankings that reward colleges that primarily admit wealthy, smart students who can be expected to do better in their careers than most college graduates. Instead, the Brookings researchers wanted to determine if colleges actually made a difference in preparing their students for successful careers. They sought out more data sources and covered many more of the nation’s over 6,100 two- and four-year colleges than the college rankings from U.S. News & World Report. They endeavored to take into account student profiles and majors when comparing the career outcomes of alumni from
different colleges. The yardstick becomes the value-added by a college in comparison to its peer group. The study notes that the five quality factors strongly associated with more successful economic outcomes for alumni are curriculum value, alumni skills, STEM orientation, completion rates, and student aid.

The Brookings’ conclusion was that LTU added more value — virtually the same as the California Institute of Technology — with respect to occupational earning power compared to four-year institutions with similar characteristics and students.

And speaking of U.S. News’ Best Colleges ranking, where LTU has historically placed handily within the top tier of its classification of Regional Universities-Midwest, our College of Engineering has moved up significantly among the best undergraduate programs for engineering in the U.S. — from 41st last year to 23rd in 2015. Even more impressive, U.S. News ranks LTU’s civil engineering program among the top five nationally. The U.S. News engineering rankings are based solely on the judgments of deans and senior faculty at peer institutions. Organizations as diverse as the Kern Family Foundation, the Kresge Foundation, and the National Science Foundation have placed LTU at the lead of important new investigations to improve educational success and outcomes.

Some four years ago, the consulting group, Art & Science, LLC, studied the University and its constituents and affirmed the importance of technological innovation and future thinking in all we do. Those results further encouraged the transition of the University’s culture to focus on leading-edge technological programs and delivery and to create a caring and engaged student life.

Clearly, Lawrence Technological University is on the right path. As the Brookings study attests, there is some special magic occurring on campus, some rare confluence of skill-set development, that provides our highly motivated students with the foundation and encouragement they can use to achieve success in proportions far above what is typical.

Over several years as I became more and more familiar with this special place, I’ve asserted an operational description that Lawrence Tech is a private university for the public good. Imagine my surprise when I learned that some 50 years earlier, LTU’s third president, Wayne Buell, one of the first graduates of Lawrence Tech, had described Lawrence Tech as a private university with a public purpose. These statements, more than half a century apart, illustrate the continuum of outcomes and a heritage of how this institution is forever focused outwardly to improve our communities, our professions, and ultimately, our world. LTU is also:

- A comprehensive university with its four colleges providing outstanding targeted professional and technology-based programs.
- A private university unfettered by bureaucratic layers or political control.

Our institutional agility and entrepreneurial spirit has allowed us to extend our reach and recalibrate existing and launch new innovative programs in emerging sectors. Our commitment to applied research allows our faculty to become more than just teachers describing the work of others. They are active contributors to what is taught and practiced. LTU also is among a handful of universities that integrates leadership throughout the undergraduate curricula, emphasizing character and integrity.

The students who come to Lawrence Tech are serious and committed to success — no matter where they are on their professional path. LTU placed in the top 100 colleges and universities nationwide in the 2015 PayScale College Salary Report, which measures the earning power of college graduates. The average mid-career salary for recipients of bachelor’s degrees from LTU ranked 83rd among more than 1,000 colleges in the survey – the best ranking in the metropolitan Detroit region.

For the first time, PayScale’s 2015 College Salary Report also included salary data on graduates who go on to receive one or more additional degrees after receiving their bachelor’s degree from the ranked schools. In that section of the survey, LTU ranked 90th among more than 1,000 colleges nationwide.

In the decades ahead, we expect Lawrence Tech to grow as a contributor to improving the quality of life in the Great Lakes region, the United States, and abroad, preparing graduates empowered with critical thinking in emerging areas of technology and economic sectors.

I want to thank our trustees, led by Strategic Planning Committee Chair Howard Padgham, the University leadership team, deans, faculty, students, and alumni who have been part of this effort.

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

Virinder K. Moudgil President and CEO
CONTINUE GROWTH/TRANSITION TO RESIDENTIAL CAMPUS

Lawrence Technological University will grow and diversify enrollment through a focus on recruitment, retention, and graduation that optimizes the collegiate experience and the return on investment for each student and the University. While continuing to serve a population of commuting students, LTU will continue to transition to a residential campus by strengthening the sense of community and enhancing the student experience with impactful programming and services. The University will provide the foundation for well-educated persons through an active and engaged learning environment both inside and outside the classroom to ensure student success and degree completion.

Strategies

1. Implement a phased/targeted approach to meet the optimum enrollment mix and retention and growth goals to achieve a steady student enrollment of 5,000 by 2025
   
   Responsibility: Assistant Provost for Enrollment Management
   
   Support: Deans, Director of Admissions
   
   Timeline: Immediate and throughout the life of the plan

2. Explore additional growth opportunities via programs and/or a new college
   
   Responsibility: Provost
   
   Support: Academic Deans
   
   Timeline: Ongoing and throughout the life of the plan
3. Build online enrollment programs
   Responsibility: Director of eLearning Services
   Support: Provost, Academic Deans
   Timeline: By Fall 2020

4. Increase total students living on or within a two-mile radius of campus
   Responsibility: Dean of Students
   Support: Director of Residence Life
   Timeline: By Fall 2019

5. Establish a Student Union facility
   Responsibility: Dean of Students
   Support: University Architect
   Timeline: By Fall 2017

6. Enhance co-curricular activities and spaces that foster relationships among students, faculty, and alumni
   Responsibility: Provost
   Support: Deans, University Architect
   Timeline: By Fall 2017

7. Promote a healthy campus that supports student programs for mental health, healthy dining choices, and opportunities for healthcare
   Responsibility: Dean of Students
   Support: Vice President for Finance and Administration
   Timeline: By Fall 2019

8. Complete a feasibility study on the cost, size, and location of a multipurpose outdoor athletic facility and the renovation of the Ridler Field House to accommodate additional varsity and related athletic programs
   Responsibility: Dean of Students
   Support: Vice President for Finance and Administration
   Timeline: By Fall 2016

9. Grow athletics and recreational activities and infrastructure
   Responsibility: Dean of Students
   Support: Director of Recreation, Athletics, and Wellness
   Timeline: By Fall 2020

10. Increase student civic leadership opportunities and strengthen the University’s relationship with the City of Southfield
    Responsibility: President
    Support: Dean of Students
    Timeline: Immediate and throughout the life of the plan

11. Enhance the University brand by marketing LTU differentiators (ROI, theory and practice, residential, private, focus on technology)
    Responsibility: Associate Vice President of Marketing and Public Affairs
    Support: President, Provost, Deans, Director of Admissions
    Timeline: Immediate and throughout the life of the plan

Metrics
- Increase FTIACs by a minimum of 10 percent by 2020
- Increase freshman retention from 82.4 percent in 2016 to 85 percent by 2020
- Increase number of out-of-state students to 330 in 2020
- Increase credit hours delivered online from 4,800 to 6,000 by 2020
- Increase number of residential students living within a two-mile radius of campus
- Provide on-campus housing for a minimum of 1,000 students
- A developed plan for a Student Union consistent with a residential campus
- Develop a plan to increase co-curricular activities for the next five years
- Increase the percentage of insured students from the current 65 percent to 75 percent
- Completion of a feasibility study on the cost, size, and location of a multipurpose athletic facility
- Increase percentage of athletes to 13 percent by 2020
- Continue investment in shared position of an LTU alumnus with the City of Southfield
- Continue marketing strategies to increase visibility and public awareness employing TV, radio, and social media
BECOME A NATIONAL LEADER IN STEM AND DESIGN EDUCATION, GLOBAL AWARENESS, AND UNDERGRADUATE RESEARCH EMBRACING THEORY AND PRACTICE

Lawrence Technological University will be a nationally recognized institution in the development and delivery of STEM and Design education, perpetuating excellence in educational programming and delivery. Specific emphasis will be placed on undergraduate research and creative practice. LTU will expand opportunities for undergrad research by offering a variety of research projects, stimulating cross-disciplinary inquiry, and encouraging underrepresented minorities and female students to enter the STEM disciplines.

Strategies

1. Create action plans to expand undergraduate research and creative practice opportunities in four-year programs

   Responsibility: Provost
   Support: Academic Deans
   Timeline: By Fall 2017

2. Develop a research track for students

   Responsibility: Academic Deans
   Timeline: Immediate and throughout the life of the plan

3. Further strengthen economic and gender diversity on campus and encourage underserved students from disadvantaged families and/or school districts to pursue STEM and Design disciplines

   Responsibility: Academic Deans
   Timeline: Immediate and throughout the life of the plan
4. Enhance faculty development in research-based, project-based curricula and assessment
   Responsibility: Provost
   Support: Academic Deans, Director of Assessment
   Timeline: By Fall 2016

5. Create a marketing plan to disseminate the University’s STEM and Design education endeavors, including those to encourage underrepresented students
   Responsibility: Provost
   Support: Director of the Marburger STEM Center, Associate Vice President of Marketing and Public Affairs
   Timeline: By Fall 2017

6. Continue to grow funding to provide seed funds for STEM scholarships
   Responsibility: President
   Support: Vice President for Finance and Administration, Vice President of University Advancement
   Timeline: Immediate and throughout the life of the plan

7. Expand study abroad and global education offerings
   Responsibility: Provost
   Support: Deans, Vice President of University Advancement
   Timeline: Immediate and throughout the life of the plan

8. Expand and promote LTU’s Global Village Project
   Responsibility: President
   Support: Assistant Provost for Enrollment Management
   Timeline: Immediate and throughout the life of the plan

9. Strengthen the culture of leadership
   Responsibility: Provost
   Support: Deans, Director of Leadership Programs
   Timeline: Immediate and throughout the life of the plan

10. Develop a plan to enhance the recruitment, retention, development, and quality of leading faculty and staff with relevant expertise
    Responsibility: Deans
    Support: Executive Director of Human Resources
    Timeline: By Fall 2017

11. Develop one or two nationally/internationally recognized programs in each college
    Responsibility: Deans
    Support: Provost
    Timeline: By Fall 2018

Metrics
- Create action plans for expanding undergraduate research in each college
- Develop research track option for students
- Increase number of undergraduate student articles and presentations published annually
- Increase number of enrolled undergraduate students who receive Pell Grants
- Increase number of women in STEM disciplines
- Expand new faculty orientation to a two-day teaching and learning/assessment workshop
- Increase number of faculty attending faculty-directed workshops and conferences by 10 percent annually
- Completed STEM marketing plan to emphasize current relationship with Detroit Public Schools
- Increase value of STEM-related endowments from $21 million to $27 million and number of scholarships awarded from 55 to 100 in five years
- Double number of students studying abroad from 20 to 40 and number of campus events with an international focus from 23 to 30
- Increase number of courses with subject matter relating to global understanding from 23 to 30
- Increase Global Village Project enrollment by 10 percent annually
- Increase average score on 33 criteria for assessment of student leadership skills from 3.5 to 4.0
- Increase involvement of faculty in leadership positions of professional societies by 25 percent
- Create plan to enhance the quality of faculty and staff
- Develop criteria for national/international recognition, identify relevant programs, and develop plan to gain recognition
PROVIDE STATE-OF-THE-ART TECHNOLOGY FOR STUDENTS, FACULTY, AND STAFF

Lawrence Tech will develop and adopt tools and technologies to improve student safety, classroom experiences, research, and academic endeavors. A University-wide technology baseline will be implemented to support a range of approaches utilizing modern, up-to-date technologies. A stable, protected, advanced technology infrastructure will be provided to support the University’s vision and mission. This will be accomplished through a proven IT and security framework and facilitated through an alignment of technical talent development and training initiatives.
Strategies

1. Enhance teaching, learning, and research technologies in classrooms, labs, and studios
   
   **Responsibility:** Provost
   **Support:** Executive Director of IT Service Delivery, Director of eLearning Services
   **Timeline:** Immediate and throughout the life of the plan

2. Implement new information systems to enhance recruitment and retention strategies and facilitate growth
   
   **Responsibility:** Executive Director of IT Service Delivery
   **Support:** Assistant Provost for Enrollment Management
   **Timeline:** For Fall 2016

3. Provide a stable, advanced IT infrastructure for campus and administrative utilization
   
   **Responsibility:** Executive Director of IT Service Delivery
   **Support:** Vice President of Finance and Administration
   **Timeline:** Immediate and throughout the life of the plan

4. Improve campus safety through new, updated security systems to protect people
   
   **Responsibility:** Vice President of Finance and Administration
   **Support:** Executive Director of Campus Safety, Executive Director of IT Service Delivery
   **Timeline:** By June 2016

5. Implement professional development programs for entire campus community to better support and utilize University technology
   
   **Responsibility:** Executive Director of IT Service Delivery
   **Support:** Provost, Vice President of Finance and Administration
   **Timeline:** Annually beginning 2016

Metrics

- Continue upgrades to campus labs, laptop program, and AV equipment in classrooms
- Evaluate replacement of current learning system (Blackboard)
- Implement two enrollment/retention systems
- Continued installation and improvement of information security and monitoring systems to lower risk
- Upgrade of IT infrastructure to current industry standards with improved redundancy and disaster recovery
- Complete revisions to camera/building access systems
- Implementation of webinars and training programs that educate staff on personal and information security
- Implement professional development webinars on utilizing University technology
PLAN FOR CURRENT AND FUTURE FACILITY NEEDS

Lawrence Technological University will assess current and future needs by updating the Campus Master Plan and creating ongoing facility and IT investment and planning to sustain the transition to a residential campus. To further the mission of the University, a comprehensive building infrastructure inventory will be completed and additional building and/or land acquisitions will be explored. The University will work to secure additional pieces of property to create opportunities for an academic building or an industrial park in collaboration with the City of Southfield SmartZone.
Strategies

1. Assess future academic, administrative, and student housing needs to align with the Strategic Plan
   Responsibility: President
   Support: Vice President for Finance and Administration, University Architect
   Timeline: By Fall 2017

2. Integrate athletic facility feasibility study into overall Campus Master Plan
   Responsibility: President
   Support: University Architect, Dean of Students, Vice President for Finance and Administration
   Timeline: By Fall 2017

3. Create a comprehensive building infrastructure inventory to facilitate budget projections and planning
   Responsibility: Vice President for Finance and Administration
   Support: Director of Campus Facilities
   Timeline: By June 2016

4. Explore additional building and/or land acquisition opportunities
   Responsibility: Vice President for Finance and Administration
   Support: University Architect
   Timeline: Immediate and throughout the life of the plan

Metrics

- Completion of updated comprehensive Campus Master Plan
- Completion of comprehensive building infrastructure inventory
- Annual report/evaluation of acquisitions and potential target properties
IMPROVE FINANCIAL RESOURCES WITH DIVERSIFIED REVENUE SOURCES AND ENHANCED PHILANTHROPY

Lawrence Technological University will improve and diversify financial resources and maximize operational efficiencies in academic and administrative areas. Philanthropy will be expanded and diversified as a source of ongoing revenue for the general operating fund.
Strategies

1. Explore alternative revenue resources
   Responsibility: President
   Support: Vice President for Finance and Administration
   Timeline: Immediate and throughout the life of the plan

2. Maximize operational efficiencies in both fixed and variable costs
   Responsibility: President
   Support: Vice President for Finance and Administration, Provost, Deans
   Timeline: By June 2018

3. Establish future priorities to enhance fund raising
   Responsibility: President
   Support: Vice President of University Advancement
   Timeline: By Fall 2016

4. Create a program to educate faculty, staff, and outside donors on philanthropy
   Responsibility: Vice President of University Advancement
   Support: Vice President for Finance and Administration
   Timeline: Immediate and throughout the life of the plan

Note: Primary responsible party is listed first, other parties are support.

Metrics

- Increase alternate/auxiliary revenue from $2.5 million to $3.8 million by 2020
- Maximize operational efficiencies in both fixed and variable costs
- Increase average net revenue per credit hour by 5 percent
- Increase cash donations from $5 million annually to $8 million annually by 2020
- Finalize fund-raising targets and communicate to LTU community
- Close the current campaign and develop the next campaign
- A developed educational program on philanthropy delivered to campus community annually
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  Enrollment Management
Bahman Mirshab, Dean, College of Management
Hsiao-Ping Moore, Dean, College of Arts and Sciences
Joseph C. Veryser, University Architect
Lawrence Technological University, www.ltu.edu, is a private university founded in 1932 that offers more than 100 programs through the doctoral level in Colleges of Architecture and Design, Arts and Sciences, Engineering, and Management. The Brookings Institution ranks Lawrence Tech fifth nationwide for boosting graduates’ earning power, PayScale lists it in the nation’s top 10 percent of universities for graduates’ salaries, and *U.S. News and World Report* places it in the top tier of best Midwestern universities. Students benefit from small class sizes and a real-world, hands-on, “theory and practice” education with an emphasis on leadership. Activities on Lawrence Tech’s 107-acre campus in Southfield, Michigan, include over 60 student organizations and NAIA varsity sports.