



Be The Difference.

“It’s on the strength of observation and reflection that one finds a way.”

Claude Monet



Be The Difference.

The one thing of which we are confident is that a Marquette education equips students to change the future...

Robert A. Wild, S.J.



During fiscal year 2008 Marquette's overall financial position continued to be strong, primarily due to a philosophy of conservative budgeting, strong operating and capital internal controls, stable academic operations and widely diversified financial reserves. Our liquidity, tuition revenue and most other financial indicators are healthy.

However, the university has not been untouched by the increasing economic turmoil. Marquette's endowment declined during fiscal year 2008, but nonetheless did better than its standard benchmarks. In addition, since our efforts to save money and operate more efficiently have to be continually ongoing, we have been encouraging the university's Renewal Task Force, an internal group whose efforts since 1998 have produced cumulative annual savings of more than \$10 million for our operating budget, to press vigorously forward in their good work.

We continue to experience strong interest in Marquette on the part of students and their families. There were more than 15,000 applicants for admission to the fall 2007 undergraduate freshman class, and in view of the high caliber of so many of these students, we decided to expand the size of the class from around 1,800 to more than 1,900. This we did, and still saw a further strengthening of the overall

academic quality of the class.

Last year when we raised more than \$100 million, I described that as a historic moment for the university. I'm pleased to report that we made history again — this time ending fiscal year 2008 with more than \$130 million in donations, a splendid result due to the incredible generosity of many university alumni and friends. Fundraising will be more difficult in the year ahead, but my colleagues and I are continuing to develop and improve relationships with people who care about the future of this university.

Last spring we broke ground for Eckstein Hall, the new Law School building, with more than 800 guests helping turn shovels full of dirt. Work on Eckstein Hall is moving forward well, and we expect to open it in time for the start of school in August 2010. On Wisconsin Avenue the 1212 Building was razed to make room for a new four-story student services and administrative office facility. This building, which is scheduled to open in 2010, will be named for Joseph Zilber, a double Marquette alumnus in Business Administration and Law, and his wife, Vera.

Last spring we named Dr. John Pauly, formerly dean of the Diederich College of Communication, as provost, and appointed new deans for the colleges of Business Administration and Nursing and a

new vice president for the Division of Student Affairs.


In each instance, we attracted outstanding individuals who are making tremendous contributions to Marquette's academic and student life.

Again this year, Marquette earned high marks in various rankings: *U.S. News & World Report* placed us 77th among the nation's top 100 national universities; The Princeton Review named Marquette in its publication *Best 366 Colleges*; and *Kiplinger's* included the university in its list "best value in private colleges."

While fiscal 2008 became increasingly stormy as the months moved on, the first half of fiscal 2009 brought the whirlwind. Seldom has there been such weakness in the national and global economy. The worldwide financial crisis is far-reaching and affecting everyone. Marquette could not hope to escape altogether the fury of this storm, nor have we, even though our overall situation remains decently strong, our endowment is down from last June about 25 percent, our fundraising less robust, but we are way up in terms of freshman applications and trending well in terms of our overall financial picture. To be sure, given the extremely challenging economic climate, we have been preparing a number of "what if" scenarios so that they will be at hand if needed. It would simply be imprudent not to be

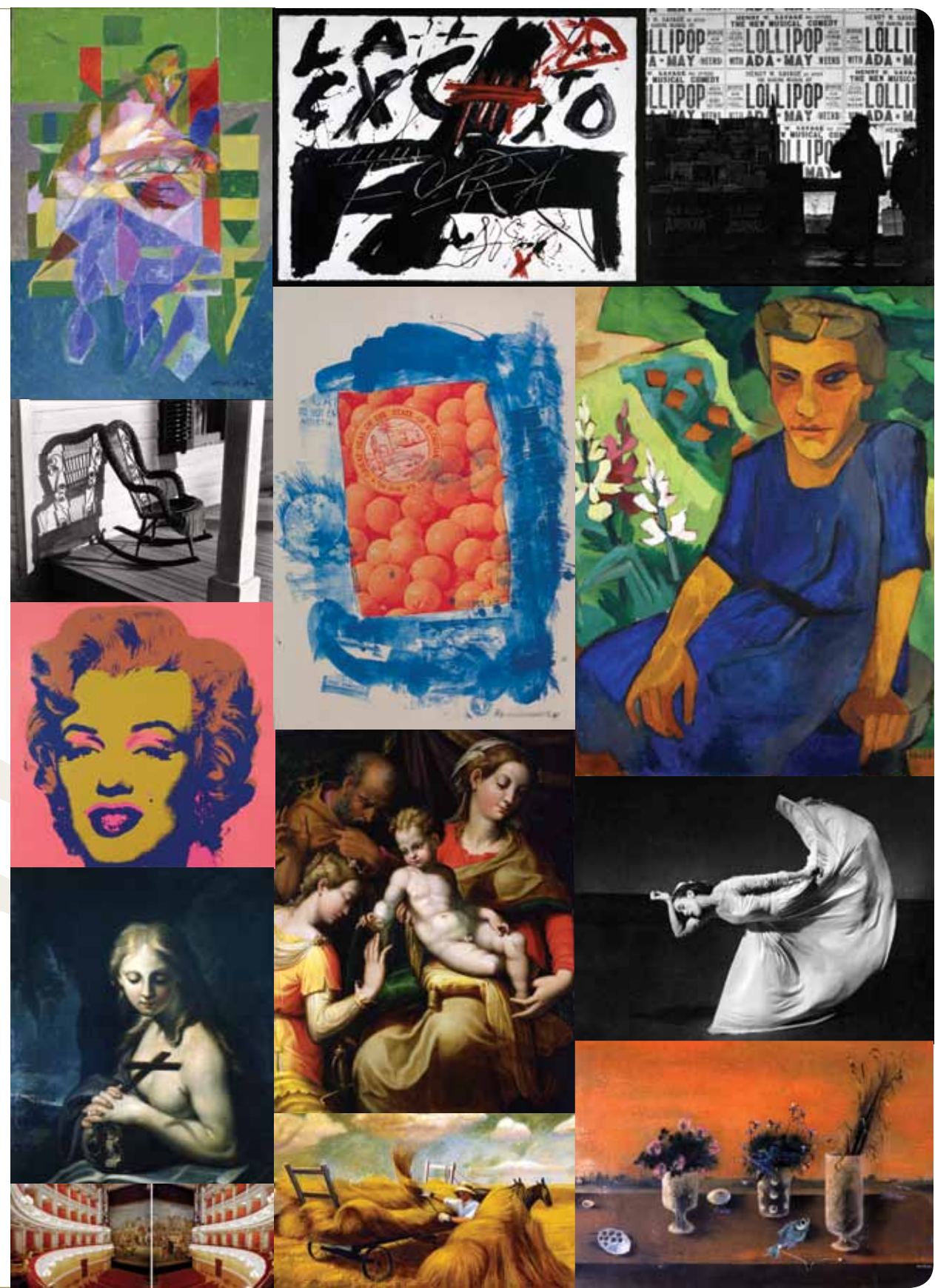
well-prepared if things really start to turn sour.

That said, in the final analysis it is our unwavering commitment to the mission and values that set Marquette apart and that will ensure our continued success and strength in the future. On that score, we have every reason to be optimistic, but we also need these days to be vigilant and careful, avoiding anything that could put at risk all the progress the university has made and keeping a close watch on the overall economic environment so as to avoid colliding with rocks and shoals.


Robert A. Wild, S.J.
President
Marquette University

In a salute to the 25th anniversary of the Patrick and Beatrice Haggerty Museum of Art, the 2008 Marquette University President's Report spotlights some works from the permanent collection.

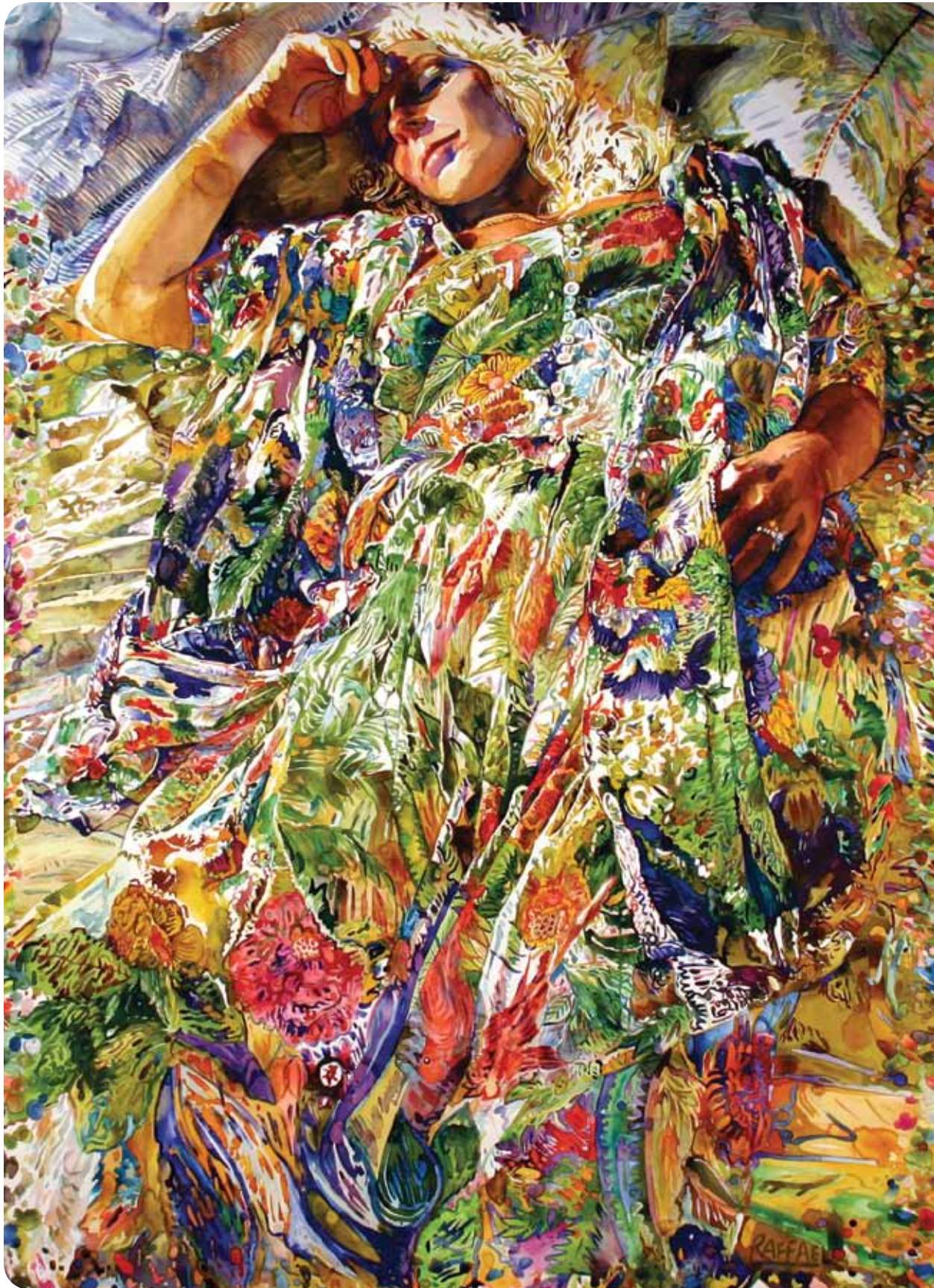
Art is the cultural record of civilizations, nations and communities that are the heart of what university students are committed to study and understand. Art's role is key in telling us who we've been, who we are and where we might be going.



Wally Mason



Wally Mason
 Director of the
 Patrick and Beatrice
 Haggerty Museum of Art



Great things
are done by a
series of small
things brought
together.

Vincent van Gogh

{ **Joseph Raffael**
(b.1933)
Lannis in Sieste X, 1988
Watercolor on paper
62 x 44"
2004.15.10
Gift of Allen and Vicki
Samson
Collection of the
Haggerty Museum of Art

The Women's Council was a force that could move earth — and did so in 1984 when ground was broken and the award-winning Patrick and Beatrice Haggerty Museum of Art was built to shelter and exhibit priceless works of art previously scattered about campus. That spirit of imagining pervades Marquette University, with students, faculty, alumni and staff constantly pushing the university to do more. To create anything as auspicious as a university requires creativity, collective energy and vision — to see the possibilities, to commit vast resources to new technologies, research and academic advancements and to stimulate faculty whose unquenchable quest for scholarship will move an institution to new heights.



NEW BUILDINGS

The day was sunny and the spades sharp when Marquette Law School welcomed 800 guests to break ground at the crest of Tory Hill for Eckstein Hall, the future home of the Law School. Helping President Robert Wild, S.J., and Law Dean Joseph Kearney shoulder the big dig were Chief Justice Shirley Abrahamson of the Wisconsin Supreme Court, Chief Judge Frank Easterbrook of the U.S. Court of Appeals for the Seventh Circuit and the alumni donors who made the groundbreaking possible: Raymond and Kathryn Eckstein and Joseph Zilber. The building faces the state's major interstate highway, where thousands of travelers will pass and get a daily reminder of Marquette's commitment to educating lawyers who are dedicated to scholarship and the public good. The university unveiled advanced campus security services in the Command Information Center and began

construction for a new student services and administrative office building on the corner of 12th Street and Wisconsin Avenue to centralize the offices of the Bursar, Registrar and Student Financial Aid. The building will be named to honor Joseph Zilber and his wife, Vera.

LEADERSHIP

Alumnus James H. Keyes' investment in the future of the College of Business Administration with his gift of \$7.2 million to fund a deanship could not be better timed than now, when the nation needs enterprising and ethical business and financial leaders to help reignite the country's stalled economy. The university welcomed inaugural Keyes Dean Linda Salchenberger in August.



James Keyes

The search for academic leaders was rewarded several more times. Dr. John Pauly, formerly dean of the J. William and Mary Diederich College of Communication, became provost. Additionally, these outstanding candidates joined Marquette: Dr. Margaret Callahan as dean of the College of Nursing; Dr. L. Christopher Miller as vice president for the Division of Student Affairs;



Dr. John Pauly

Dr. Kevin Craig as the Robert C. Greenheck Chair of Engineering Design; and Dr. Mark Federle as the McShane Chair of Construction Engineering and Management.

SCHOLARLY ACHIEVEMENTS

- Dr. Richard Friman became Marquette's first Woodrow Wilson Fellow at the Woodrow Wilson International Center for Scholars in Washington, D.C. The political science professor and Eliot Fitch Chair for International Studies was one of 22 fellows selected from more than 200 applicants.
- Law Professor Matthew Mitten was the only U.S. law professor appointed to the Court of Arbitration for Sport in Lausanne, Switzerland. The international arbitral tribunal adjudicates sports-related disputes, including those from international and Olympic sports competition.
- Rev. Bryan Massingale, associate professor of theology, was named vice president for the Catholic Theological Society of America.
- Faculty receiving recognition for scholarship and teaching included: Dr. Patrick Carey, professor of theology and William J. Kelly, S.J., Chair in Catholic Theology, won the Haggerty Award for Research Excellence, the university's highest award for research; and Dr. Kristina Ropella, chair of biomedical

engineering, won Wisconsin Professor of the Year honors as part of the U.S. Professors of the Year program. She also was recognized as a 2008 Woman of Influence by *The Business Journal of Milwaukee*.

- This year's winners of the Faculty Awards for Teaching Excellence were Dr. Ed de St. Aubin, associate professor of psychology; Dr. Nancy Snow, associate professor of philosophy; Dr. Rosemary Stuart, professor of biological sciences; and Dr. Amelia Zurcher, associate professor of English.

WHO ARE OUR YOUNG

SCHOLARS? Four junior faculty members received the 2008 Way Klingler Young Scholars Awards: Dr. Dmitri Babikov, assistant professor of chemistry; Dr. Lisa Edwards, assistant professor of education; Dr. James Gardinier, assistant professor of chemistry; and Dr. Andrei Orlov, assistant professor of theology.



Dr. Dmitri Babikov



Dr. James Gardinier



Dr. Lisa Edwards



Dr. Andrei Orlov

HISTORIC YEAR WITH GIFTS AND PLEDGES EXCEEDING \$130 MILLION, INCLUDING:

- \$30 million from double alumnus Joe Zilber, Bus Ad '39 and Law '41, with \$5 million designated for Eckstein Hall and \$25 million for law scholarships.
- \$25 million for the College of Engineering from the family and business of an alumnus who in 2006 donated \$25 million to the college.
- \$15 million for the College of Engineering from Robert and Patricia Kern, founders of Generac.
- \$7.2 million from James H. Keyes, Bus Ad '62, funding the Keyes Deanship of Business Administration.
- New scholarship gifts totaled more than \$50 million.
- New commitments of \$100,000 or more increased by 63 percent.
- Fellowship gifts totaled nearly \$550,000 and included a commitment of more than \$300,000 from Dr. John Eisch, Arts '52, and his wife, Joan, Nurs '52, to create the John J. Eisch Graduate Research Fellowship in Chemistry.

Marquette honored by:

President's Higher Education Community Service Honor Roll with Distinction lauds Marquette for exemplary service efforts and service to disadvantaged youth. More than 85 percent of undergraduates participate in service while at Marquette.

U.S. News & World Report places Marquette 82nd in its list of the top 100 national universities in the 2008 edition of *America's Best Colleges* and again spotlights Marquette among universities recognized for service learning. In the 2009 ranking, Marquette moves up again, to 77th place.

Washington Monthly's annual *College Guide* of schools making tangible contributions to the public interest makes special mention of Marquette's ranking as seventh nationally in the percent of students who participate in ROTC and 34th in the country for participation in the Peace Corps.

The Princeton Review includes Marquette in its annual publication, *Best 366 Colleges*.

Kiplinger's Personal Finance magazine lists Marquette 44th among private universities that offer "the best value."

Milwaukee Magazine and MRA — The Management Association spotlight the university as a "Best Place to Work" in south-eastern Wisconsin.

I saw the
angel in the
marble and
I carved until
I set him free.

Michelangelo

Our work is simple: Provide a unique path of discovery for every student. They come to Marquette with high expectations, wide-ranging talents and hope for what they can bring to the world.

They are excited to embark on this twisting, turning road, and they seek out moments of enlightenment — in a class, a chapel or a book; in a residence hall, in the city or in a foreign country while studying abroad. In the seeking, students become whatever it was they sought to find in themselves. Then they leave Marquette to make it real.

Juan Correa de Vivar }
(Spanish, active 1539-1562)

*The Lamentation of Mary
over the Body of Christ
with Angels Holding the
Symbols of the Passion,*
ca. 1550

Oil on panel

58.5

Gift of Mr. and Mrs. Marc B.
Rojtman

Collection of the Haggerty
Museum of Art



GREAT CARE FOR OUR STUDENTS

Marquette's unusual focus on the first-year experience plunges students into college before they officially move on campus. It kicks off with the First-year Reading Program in which students receive a copy of the selected text during the summer and join small, faculty-led discussion groups during New Student Orientation in August. Last fall's text was *Run*, and author Ann Patchett came to Freshman Convocation to discuss the book and help students explore its themes. The program is just one feature of extraordinary practices campuswide designed to guide new college students through a transformational year. Marquette's programming for new students is well-recognized and a reason the university is one of 20 four-year institutions participating in a self-assessment of the first-year college experience during the 2008-09 academic year. The Office of the Provost and the Division of Student Affairs are working with the Policy Center on the First Year of



College, whose Foundations of Excellence project involves a research-based self-study, including surveys of students, faculty, administrators and staff. The study will produce an action plan for improvement encompassing curricular and co-curricular programming — not only to meet student learning outcomes but also for retention and students' sense of well-being and satisfaction.

FAITH DOING JUSTICE

Faith doing justice is the philosophy underlying the entire Marquette experience. It also was the theme of Mission Week 2008, an annual celebration designed to help the university community reach a deepened appreciation of the Jesuit educational mission. The week's festivities focused on the service of faith and promotion of justice, moral decision-making and tools for personal discernment. Special events included a panel discussion, "War, Peace and People of Faith," moderated by Soledad O'Brien of CNN and featuring Rev. Drew Christiansen, S.J., editor-in-chief of *America*; Dr. James Turner Johnson, professor of religion at Rutgers University; Rev. John Dear, S.J., former executive director of the Fellowship



Soledad O'Brien

of Reconciliation; and Nicholas Coddington, former senior U.S. Army intelligence officer with NATO's Southern Region.



of Reconciliation; and Nicholas Coddington, former senior U.S. Army intelligence officer with NATO's Southern Region.

SHOW AND TELL

Show and tell becomes show and teach us when Marquette students engage with others — locally and internationally. The opportunity to learn from diverse communities and cultures is so critical to forming men and women for others that in 2008 the university opened a new Office of International Education to facilitate all international activities, including partnerships for faculty members, recruiting and advising of international students and assisting students who want to study abroad. The campus is home to more than 500 international students and visiting scholars from 75 countries. Plus, nearly 500 Marquette students study abroad each year.



Patrick Zirbel is the project manager/engineering lead for the van and battery team involved in the LIMO project.



Marquette students road test engineering concepts in a project designed to transform a LIMO van into a smart vehicle powered by electricity.

Three design teams with students from the colleges of Business Administration, Arts and Sciences, and Engineering collaborated throughout the academic year in a venture one student described as the best thing he'd ever done. "There are people in the real world who don't have this opportunity in their careers for years — to lead a team of 20, to deal with cutting-edge technology, to experience hands-on engineering as a business major," said Erik Hendrickson, Bus Ad senior.

The Dublin Project came home to Marquette when the play *Poor Tom*, conceived by the students in the Department of Performing Arts with guidance from Patrick Sutton of the Gaiety School of Acting in Ireland, made its U.S. premiere at the Evan P. and Marion Helfaer Theatre. Students traveled to Dublin to revise and rehearse the show with Sutton and Irish playwright Martin Maguire and perform at the Smock Alley Theatre in Dublin before staging the show in Milwaukee.

May graduates made a big move. Mike Carlson, Bus Ad '08, and Katie Koutnik, Bus Ad '08, both finance majors, were hired by Bill Gates Investments in Seattle, the investment division of the Bill and Melinda Gates Foundation. Marquette is one of just three schools nationally from which BGI recruits new graduates.



44
Where the
spirit does not
work with the
hand, there
is no art.

Leonardo da Vinci

{ **Marc Chagall**
(1887-1985)

The Death of Moses, 1957

Etching

24 x 18"

80.72

Gift of Mr. and Mrs. Patrick
Haggerty

Collection of the Haggerty
Museum of Art

Some colleges shelter students in the safety of classrooms and rely on books to provide a window to the world. Marquette points students outward with programs and opportunities that engage them in the community and immerse them in the lives of others. What's the result? Barriers are broken down, connections are formed, perspectives are appreciated — lives are changed.



HAND IN HAND

Marquette University continually searches for new ways to connect students to the world. Key examples of how this engagement grew locally in 2008 are seen in the establishment of the Marquette University Neighborhood Health Center, where College of Nursing faculty and students provide yearly checkups, well-child care, immunizations and more to under-served members of our own neighborhood; the Law School's fall Restorative Justice Initiative Conference, "Milwaukee Safe Streets Initiative: Transforming Community and Building Relationships," that gathered local law enforcement officials, community agencies and members of the judiciary to reflect on crime in Milwaukee; the College of Engineering family-friendly programs designed to get everyone — grandparent to grade schooler — excited about hands-on problem solving. Special camps launched to inspire thinking like an engineer included Robotics Engineering for Ages 8-12, Engineering for Young Women, Engineering for Educators and the Robotics Engineering Saturday Series. Away from campus, the Les Aspin

Center for Government recognized U.S. Rep. David Obey for a 40-year career in public service and his advocacy for the rights and freedoms of Americans, particularly those living in rural areas of the country.

But students always ask for more opportunities, and Marquette responded from one end of campus to the other.

- School of Education was granted college status to enable education students to begin a degree program as freshmen.
- International Applied Investment Management Program was introduced for students with double majors in international business and finance or international business and accounting.
- Center for Peacemaking opened to teach nonviolent conflict resolution and management.
- Mathematical literacy project across the undergraduate curriculum was funded with a three-year \$600,000 grant from the U.S. Department of Education Fund for the Improvement of Post-secondary Education to ensure students have math skills to compete in a global economy.
- Cross-campus Entrepreneurship Initiative in the Kohler Center for Entrepreneurship increased support of a university-wide culture of innovation.
- The 10-chair School of Dentistry Community Clinic — South opened at the Sixteenth Street Community Health Center where supervised

dental students bring dental care services to Milwaukee's near south side.

- Law School partnered with Quarles & Brady to open the Marquette Volunteer Legal Clinic at the Spanish Center where supervised law students provide legal information to low-income people.
- New academic programs were launched, including these:
 - Graduate certificates in engineering innovation and new product and process development, both designed for practicing engineers and qualified individuals to expand knowledge of two growing specializations.

Non-thesis master of biomedical engineering program designed for engineers working with medical device companies, with curriculum in biocomputing, bioimaging, bioinstrumentation, biomechanics and biorehabilitation.

Major in corporate communication to prepare communicators as responsible corporate citizens.

Minor in music for students who perform in vocal and instrumental ensembles.

Doctorate in nursing practice with options for health care systems leadership or advanced practice training in nurse midwifery, pediatrics, adults, older adults and acute care.



Coach Terri Mitchell



WHAT COULD BE MORE SPIRITED THAN THIS?

Nothing gets fans going more than Marquette basketball, and this year the women's team won the WNIT, beating Michigan State 81-66. Men's basketball marked a new era by hiring Buzz Williams, best known in the industry for recruiting, as the program's 16th head coach. The university also named Steve Cottingham the new director of intercollegiate athletics.

The Marquette faithful have huge passion for all Marquette sports, and in 2008 our student-athletes provided a lot of excitement:

- Men's golf won the Big East title, and coach Tim Grogan

was named Big East Golf Coach of the Year.

- Women's crew took first place at the Head of the Charles Regatta, the world's largest two-day rowing event with more than 7,500 athletes from around the world competing in 55 events in front of 300,000 spectators.
- Women's club volleyball won the Collegiate Club Volleyball National Championship, defeating University of Texas in the final game.
- Women's Basketball Coach Terri Mitchell was named to the coaching staff of the U.S.A. Basketball U18 National Team.



Men's Basketball 2007-08

By the Numbers

- 25 wins in the season
- More than 475,000 people attended Marquette basketball games at home and on the road; millions tuned in worldwide to games telecast on ESPN, CBS, ESPN2 and ABC
- Home games average attendance — 16,239 fans per game
- Team record set at 325 steals
- Fielded three 1,000-point career scorers on the court at the same time — Jerel McNeal, Dominic James and Wesley Matthews
- Three players named to the 2007-08 All-Big East Second Team — Lazar Hayward, Dominic James and Jerel McNeal
- Third consecutive appearance in the NCAA tournament
- Made it to the second round of the NCAA tournament

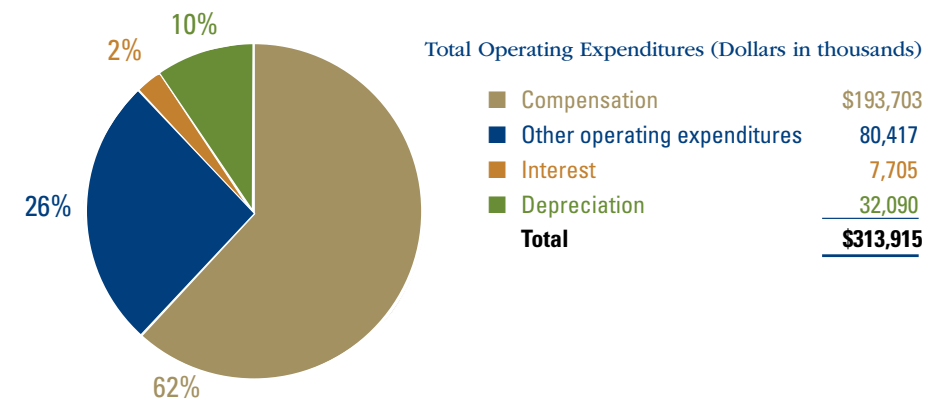
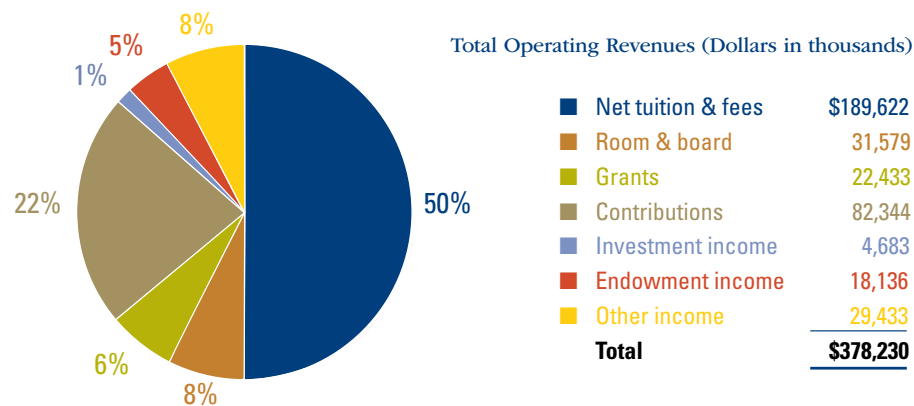
Financials

Consolidated Statement of Financial Position As of June 30, 2008 (Dollars in thousands)

Assets:	
Cash and cash equivalents	\$32,248
Collateral held under securities lending agreement	52,430
Unexpended bond proceeds	41,500
Contributions receivable	88,048
Accounts receivable	19,122
Student loans receivable	45,379
Investments	404,476
Funds held in trust by others	24,193
Net property, buildings and equipment	350,282
All other assets	7,463
Total assets	\$1,065,141
Liabilities:	
Accounts payable and accrued liabilities	\$34,213
Payable under securities lending agreement	52,430
Deferred income and deposits	28,763
Refundable federal loan grants	37,054
Notes and bonds payable	168,108
All other liabilities	16,178
Total liabilities	336,746
Net assets:	
Unrestricted	261,605
Temporarily restricted	221,112
Permanently restricted	245,678
Total net assets	728,395
Total liabilities and net assets	\$1,065,141

Consolidated Statement of Activities For the year ended June 30, 2008 (Dollars in thousands)

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Operating Revenues:				
Net tuition and fees	\$189,622	-	-	189,622
Government and private grants	22,433	-	-	22,433
Contributions	5,216	27,900	49,228	82,344
Investment income (loss)	3,943	814	(74)	4,683
Endowment income				
used in operations	5,364	11,947	825	18,136
Auxiliary and all other	61,012	-	-	61,012
Total operating revenues	287,590	40,661	49,979	378,230
Net assets released from restrictions	32,353	(32,353)	-	-
Total revenues and net assets released from restrictions	319,943	8,308	49,979	378,230
Expenses:				
Instruction	96,837	-	-	96,837
Academic support	36,514	-	-	36,514
Research and grants	19,601	-	-	19,601
Libraries	17,293	-	-	17,293
Student services	42,246	-	-	42,246
Auxiliary enterprises	37,101	-	-	37,101
Institutional support	62,452	-	-	62,452
Public service	1,416	-	-	1,416
Property management	455	-	-	455
Total operating expenses	313,915	-	-	313,915
Operating income	6,028	8,308	49,979	64,315
Non-operating income (loss)	(29,783)	596	(193)	(29,380)
Change in net assets	(23,755)	8,904	49,786	34,935
Net assets, beginning of year	285,360	212,208	195,892	693,460
Net assets, end of year	\$261,605	221,112	245,678	728,395



One must have a high opinion of a work of art – not the work one is creating at the moment, but of that which one desires to achieve one day.

Edgar Degas



The university's financial report reflects activity in fiscal year 2008, which closed June 30. In the intervening months, the worldwide financial crisis has affected our investments and endowment, as it has those of every institution and private investor. Similarly, families around the country are dealing with tremendous financial challenges and, in many cases, job losses.

As always, our top concern is for our students and their families who are struggling to find ways to finance the dream of a college education. With them in mind, the university has committed an additional \$4 million to the financial aid budget for 2009-10 to respond to students in need of further assistance to stay in

school. Marquette is one of the 20 percent of America's colleges and universities participating in the Federal Direct Lending program; therefore, students are borrowing directly from the federal government and are not affected by the vagaries facing many financial institutions.

The university entered the current financial crisis in a stable position, and it remains a strong and stable institution. Thanks to careful planning by administrative leadership and capable oversight by the Board of Trustees, our balance sheet is sound. Our cash reserves are sufficiently liquid to fund operations, and our operating funds are widely diversified and invested only in AAA securities. The endowment, though certainly down, is diversified, well-managed and perform-

ing ahead of benchmarks. But we cannot foresee the future, and it would be unrealistic to expect that the duration and depth of the current financial collapse will not have an impact on the university's fiscal status moving forward. Marquette University leadership will continue to monitor conditions, particularly for how they affect our students and their families, and will carefully prepare contingency plans in our long-term budgets.

Though the future remains unsettled, we are optimistic and can point to some important and exciting developments:

- More than 17,500 prospective students, an increase of 17 percent from 2008, applied for admission to the fall 2009 freshman class, indicating a

tremendous demand for a Marquette education.

- Once students are on campus, the university's retention rate of 89 percent for advancing freshmen tells us students are happy with their experience.
- The Board of Trustees recently approved the lowest tuition rate increase at 3.5 percent that the university has instituted in nearly 30 years as part of our university-wide efforts to help students and their families continue to afford a Marquette education.
- Capital projects under way, including construction of Eckstein Hall, our new Law School building, and Zilber Hall, the student services and administrative office building, are proceeding on schedule.

We are filled with anticipation for events and anniversaries the university will celebrate this year and beyond. Here is a small sample:

100 Years of Women

Marquette University's pioneering move in 1909 as the first Catholic university in the world to offer coed undergraduate programs will be celebrated throughout the coming year. Watch university publications and Web sites for photographs and stories about this important turning point. The celebration will begin in August 2009.

Marquette birthdays

Throughout the coming year, the Marquette community will celebrate the establishment of some of the university's outstanding programs, including these:

- 100-year anniversaries of the College of Engineering and Law School in 2008-09

and the College of Business Administration in 2010-11.

- 20 years of Hunger Clean-Up, the university's largest annual single-day service project.
- 40 years since the Educational Opportunity Program was introduced to mentor low-income and first-generation college students. EOP became the model for the national Council for Opportunity in Education in Washington, D.C.

All-out for scholarships

The university's launch of an expansive scholarship fundraising initiative to provide donors with new opportunities represents an all-out effort to support students in this time of great need.

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