### University Advancement - SWOT Analysis

#### STRENGTHS
- Organizational structure/culture
  - Integrated (no silos)
  - Committed to culture
  - Leadership within Marquette
  - Committed, innovative staff
- Relationships
  - Alumni, parents, friends
  - MU departments (Finance, HR, IT, Athletics, Marketing/Communications, Public Affairs)
- Innovative engagement efforts
  - Niche programs
  - Alumni engagement score
  - Scholarship stewardship/reporting
  - National Marquette Day
- Resourced to become $100M organization
  - High level of talent
  - Low turnover
- Resource for peer (Jesuit) institutions
- Improved management/business processes
  - Efficiencies
  - On-budget
  - Strategic prospecting (prospect pool analysis)

#### WEAKNESSES
- Converting high engagement to giving
- Fundraising results vs. $100M goal
- Inadequate relationships with academic units including Admissions
- Absence of university strategic plan makes fundraising priorities susceptible to politics
- Have not created an internal culture of annual giving
- Underperforming major markets (relative to market potential)
  - Chicago
  - West Coast
  - Milwaukee
- Absence of campaign rhythm
- BOT Advancement Committee
  - Inadequate leadership
  - Composition

#### OPPORTUNITIES
- Presidential transition = new engagement opportunities
  - To engage Academy
  - To position Marquette as leader: locally, regionally, nationally
- Development of university strategic plan/priorities
- Strategic prospecting
  - Micro-regions
  - Implementing prospect data
- Relevance: importance of Catholic, Jesuit higher education
- International alumni
- Quality of available talent
- Trio ask (current, major & planned gifts)
- System infrastructure upgrade

#### THREATS
- A non-strategic/insufficient presidential roll-out
- "Wisconsin Avenue divide"
- Retaining talent
- BIG EAST Conference stability
- Becoming so structured that we’re no longer agile/dynamic
- Socio-economic problems in Milwaukee

#### TRENDS
- Slow recovery of 7-figure gifts
- Evolving communication/social media
- Increased competition for philanthropic resources
- Declining alumni giving participation rates

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