MARQUETTE UNIVERSITY
DELIVERING BEYOND BOUNDARIES
The headwinds of higher education

- Traditional education system is obsolete
- Financial model for higher education is broken
- Price sensitivity and questioning of value proposition
- Need to develop new and creative funding models
In 1852, Horace Mann, father of American education, adopts Prussian education system.
New model helps industrial economy

Industrial-based economy in 1900s
Genesis of knowledge-based economy

VLSI: By 1980 millions of transistors on single chip
Moore’s Law: accelerated pace of change
Traditional education model obsolete

![Graph showing U.S. Productivity and Median Family Income (1980=100) from 1945 to 2015. The graph indicates a transition from an Industrial Economy to a Knowledge Economy. The Productivity Output Per Hour is represented by a blue line, and Median Family Income by a brown line. The data source is BLS, CPS.](houseofdebttblog.org, @profsofi & @AtifRMian)
Traditional education model – skills gap

**Unemployment and underemployment rates of young college graduates, 1994–2014**

- Underemployment rate
- Unemployment rate

*Data for 2014 represent 12-month average from April 2013–March 2014.*
Traditional education model obsolete

Artificial intelligence, driverless cars, and robotic factories
Skills required in knowledge-based economy
Movements to address skills gap
Financial model for higher education is broken

- Debt load raises doubts about value of higher education
- Students and families are choosing colleges based on a cost difference as low as $500 per year
- Students facing demand for new career skills in marketplace that are changing rapidly.
Price sensitivity and questioning of value proposition

- Significant decrease in public funding over the past decade
- Debt burden has increased 56 percent over the past decade (more than double the rate of inflation, which was +25 percent)
Need to develop new and creative funding models

- If we’re to be truly transformational and go Beyond Boundaries, we have to think differently about resources.

- We are not going to reach our goals simply by cutting operation costs, raising tuition and fundraising.
THINK DIFFERENT.
ACT DIFFERENT.
BE THE DIFFERENCE.
St. Ignatius went Beyond Boundaries

“When Ignatius and his companions jumped from the corporate starting block, they did so with an explosive momentum rarely seen in their era or any other.”

—Chris Lowney, *Heroic Leadership*
Beyond Boundaries, the course for Marquette’s future

- We must **extend beyond boundaries of traditional practices** to excel and be viewed as a leader.

- We must develop **a new and innovative curriculum** that supports a **knowledge-based economy**.

- Marquette needs to be a **transformational organization** to deliver a **transformational education**.
Connecting the plan to the mission, vision

- The strategic plan is informed by **who we are**, and it will inform **all we do**.

- The strategic plan is an integrated, college-centric plan that is inextricably tied to the university’s mission, vision and Guiding Values.
Connecting to the vision

Marquette University aspires to be, and to be recognized, among the most innovative and accomplished Catholic and Jesuit universities in the world, promoting the greater glory of God and the well-being of humankind. We must reach beyond traditional academic boundaries and embrace new and collaborative methods of teaching, learning, research and service in an inclusive environment that supports all of our members in reaching their fullest potential. Marquette graduates will be problem-solvers and agents for change in a complex world so in the spirit of St. Ignatius and Jacques Marquette, they are ready in every way “to go and set the world on fire.”
Measures of success

We are successful when we are attaining our vision
Measures of success

When we are recognized among the most innovative and accomplished Catholic, Jesuit universities in the world.
Measures of success

When we are embracing new and collaborative methods of teaching, learning, research and service.
Measures of success

When we are promoting the greater glory of God and the well-being of humankind.
BIG IDEAS AND BREAKTHROUGHS DON’T HAPPEN BY CHANCE.
Achieving the vision

Our goals require thinking beyond traditional funding sources.
Achieving the vision
Build endowment with fundraising
Achieving the vision
Monetize assets and intellectual property
Achieving the vision

Secure larger gifts and more of them
Achieving the vision

Grow corporate partnerships
Achieving the vision
Grow grants from government and private sources
BIG IDEAS AND BREAKTHROUGHS ARE HAPPENING NOW.
0 million people lack access to clean water, which is 2.5 times the U.S. population.

Global Water Center
CORPORATE PARTNERSHIPS

APRC

$40 million partnership with Aurora Health Care
ASSET MONETIZATION

Wells Street development
PHILANTHROPY

Campaign planning