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**Abstract**

Universities today need to become quicker on their toes. They must continually scan the environment and seize emerging opportunities ? and institutional advancement must lead this effort. An unfortunate number of institutional advancement operations are ill equipped for the task at hand. Many suffer from high staff turnover and overly hierarchical systems that reflect excessive fragmentation and compartmentalization. They inadvertently perpetuate stifling and unnecessary bureaucracy. Organizing advancement efforts around the metaphor of the design studio or creative workshop promises to (a) pool talent, (b) cultivate collaboration, and (c) align diverse but related interests in order to promote fruitful advancement. By shifting the way personnel and leaders conceptualize their work, institutional advancement can overcome a number of challenges that

**08.7.2024**

currently hinder its efforts. The Institutional Advancement Atelier described in this paper can improve advancement's overall productivity and its ability to see and harness opportunities in a quickly changing environment ? and increase employee satisfaction in the process. (HRK / Abstract übernommen)

**Signature**

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