

Strategic Planning Project
Summary of Findings and Potential MAIS Contribution

January, 2006

Background:

- Over the past four months, interviews were conducted with executive officers, deans, user groups, leadership in the health system, and leadership on the Flint and Dearborn campuses to identify the challenges they faced. The results of the conversations and user group sessions were documented.
- The table below summarizes the themes uncovered through our university leadership and user interview process and the potential MAIS contribution to addressing the challenges.
- The findings are not listed in order of importance or priority.
- The potential MAIS contribution has been categorized into high, medium and low impact on the university. The positioning of potential MAIS contributions within these categories will change as we learn more through the discussions with constituents, the MAIS Advisory Committee, University leadership, and MAIS leadership throughout the planning process.

University Business Findings	Potential MAIS Contribution	Potential MAIS Impact
<p>1. Increase the level of research funding, both private and public.</p> <ul style="list-style-type: none"> ➤ Units plan to continue to aggressively pursue research funding opportunities, both private and public ➤ The University is strategically developing research facilities in emerging scientific fields ➤ There is a concern about protecting and expanding international research opportunities and complying with increased regulations ➤ There is a concern about the administrative burden related to grant submission and management. 	<ul style="list-style-type: none"> ➤ Provide access to university-wide research products and interests: MAIS could enhance research collaboration across the university by creating a searchable repository of research interests and products <ul style="list-style-type: none"> ▪ Facilitate access to information on researcher/faculty career information and accomplishments, e.g., searchable CVs ➤ Enable unified process for research grant development and management: MAIS could increase the effectiveness of the research grant lifecycle through automated university-wide processes, i.e., grant proposal development, submission and status reporting; end-to-end research administration. <ul style="list-style-type: none"> ▪ Enable a balanced research portfolio process, matching resources and priorities in the most effective manner ▪ Track information on grant opportunities, enable regulation compliance tracking and address international research restrictions 	<p>High</p> <p>High</p>

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<ul style="list-style-type: none"> ➤ There is a concern about the lack of data about the University's total research effort. ➤ Opportunities for significant funding to transform clinical trials research processes have been offered by the NIH. ➤ The role of IRBs in approval of protocols and review of ethics is being questioned. 	<ul style="list-style-type: none"> ➤ Facilitate access to and analysis of university-wide research information: MAIS could enable effective decision making and information tracking through easily accessible reporting and analysis of research from the PI perspective. <ul style="list-style-type: none"> ▪ Provide budget and finance information, encumbrance tracking and release, performance data, physical space utilization data 	<p>High</p>
<p>2. Continue to increase the size of the university's endowment through private fundraising</p> <ul style="list-style-type: none"> ➤ Many units plan to increase donations and endowments through increased private funding. ➤ There is a desire to increase both large donations and annual giving through improved identification, interaction, and tracking of potential donors through improved business processes and better access to and use of alumni and donor information. ➤ The effectiveness of fundraising events could be improved through better management processes. ➤ There is a high level of dissatisfaction with the current development system in meeting the above needs. 	<ul style="list-style-type: none"> ➤ Enhance donor relationship management: MAIS could provide an effective means to track and monitor donor activity throughout the donor's relationship with the university. <ul style="list-style-type: none"> ▪ Develop unified university systems and replace out-of-date systems e.g., DAC ▪ Foster closer relationships between alumni and development through better tracking and shared information. ▪ Implement systems that track and manage relationships, not just gifts. ▪ Capture and track more information about our alumni and friends and their relationship with the University. 	<p>High</p>
	<ul style="list-style-type: none"> ➤ Enhance donor business intelligence: MAIS could enable effective analysis and decision-making regarding current and potential donors through the provision of university-wide access to high quality consolidated donor information. 	<p>High</p>
	<ul style="list-style-type: none"> ➤ Remove barriers to donor giving: MAIS could make it easier for donors of all sizes to give to the university. <ul style="list-style-type: none"> ▪ Develop "self service" automated internet and phone giving processes and enable international giving transactions 	<p>High</p>
<p>3. Maintain and increase the excellence of our student body</p> <ul style="list-style-type: none"> ➤ One of the President's priorities is to renovate, reconnect, and expand residential life on campus. ➤ Many units identified the need to develop 	<ul style="list-style-type: none"> ➤ Enhance student relationship management: MAIS could enable the tracking of students and alumni in their relationship with the University from recruitment through graduation and beyond. <ul style="list-style-type: none"> ▪ Increase diversity of the student body and maintaining quality in light of the declining pool of 18 year olds. Improve communications to targeted prospects, ensure effective prospect segmentation and follow-up. 	<p>High</p>

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<p>innovative student recruitment programs.</p> <ul style="list-style-type: none"> ➤ The need to enhance University counseling and social support services was identified. ➤ Deans recognize the need to Increase planning efforts and activities related to University-wide enrollment management. ➤ Academic units strive to cultivate a rewarding and productive relationship with students throughout the lifecycle of their engagement with the University. 	<ul style="list-style-type: none"> ➤ Reduce student/administration contact points: MAIS could reduce redundant student administrative contact points through consolidated points of access to university services and information across residential, administrative and academic centers. 	High
	<ul style="list-style-type: none"> ➤ Enhance quality of student recruitment business intelligence: MAIS could provide access to external sources of information to enable smarter recruiting and access to potential students. <ul style="list-style-type: none"> ▪ Better match prospective student interests with academic programs, researchers, faculty and other students. Enable predictive modeling for enrollment, e.g., yield and curriculum planning etc. ▪ Better support graduate recruitment, admission and enrollment through University-wide processes and systems; better match researcher interests to potential graduate students. 	High
<p>4. Maintain and increase the excellence of our faculty</p> <ul style="list-style-type: none"> ➤ Improving the work life of faculty is crucial to maintaining and increasing the excellence of the institution. ➤ Increasing regulatory requirements are resulting in an increased administrative burden for faculty. <ul style="list-style-type: none"> ▪ Units believe that they must reduce the administrative burden on the faculty. ➤ Units want to actively enable and support faculty development and performance. ➤ Units want to comprehensively manage and share information regarding faculty research and teaching activities across the University to enable collaboration. ➤ Units want to better leverage faculty and staff resources across the University. 	<ul style="list-style-type: none"> ➤ Increase faculty productivity and goodwill by reducing the administrative burden: MAIS could reduce the administrative burden on faculty by creating faculty focused interfaces to the administrative information they need. 	High
	<ul style="list-style-type: none"> ➤ Enhance faculty collaboration: MAIS could make it easier for faculty to collaborate by enhancing their access to information on research and teaching activities across the University. <ul style="list-style-type: none"> ▪ Collect and disseminate information on the work products of our faculty. Support efficient research administration processes from the PI perspective. 	High
	<ul style="list-style-type: none"> ➤ Enhance faculty performance: MAIS could provide university-wide access to faculty performance information. 	High
	<ul style="list-style-type: none"> ➤ Enrich the instructional environment: MAIS could collaborate with other groups to support the deployment of innovative and effective tools for instruction. 	High
	<ul style="list-style-type: none"> ➤ Enhance faculty relationship management: MAIS could enable the tracking of faculty and researcher information in an accessible manner throughout their relationship with the University 	High

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	<ul style="list-style-type: none"> ➤ Provide superior business intelligence on current and potential faculty: MAIS could track accomplishment and performance information on faculty. MAIS could provide access to information on external resources/faculty in other institutions to facilitate collaboration and recruitment. 	High
<p>5. Maintain and increase the excellence and size of our academic programs and facilities</p> <ul style="list-style-type: none"> ➤ Units need to upgrade or expand University physical facilities and improve the management of physical space and events. <ul style="list-style-type: none"> ▪ Most units plan to increase the amount of space they have to support increased research and student enrollment. ▪ Most deans do not have good information about how space is utilized or the long term cost of adding and maintaining more space. ▪ Classroom space is under-utilized due to suboptimal scheduling. ➤ Many units plan to grow their programs. <ul style="list-style-type: none"> ▪ Some units will expand distance and virtual learning. ▪ Some units are going to expand professional and executive education programs. ▪ Some units are adding new undergraduate programs. ▪ Some units are increasing the enrollment in existing programs. ▪ Few units understand the true costs associated with expansion of programs. ➤ Most units need to more effectively integrate technology into the learning environments. ➤ Many health related units expressed a desire for increased use of simulations in teaching and some considered the possibility of a shared instructional center for simulated health care. 	<ul style="list-style-type: none"> ➤ Enhance Physical Space Management: MAIS could support better assignment and utilization of university’s physical space through university-wide space and event management systems. <ul style="list-style-type: none"> ▪ Provide deans with high quality information to reassign space for optimal utilization and reduce the need to build new space to meet demand. ▪ Support the implementation of university-wide standards for space utilization. ▪ Facilitate information analyses on space utilization, revenue, and cost, e.g., provide better access to construction and other major project information ➤ Reduce program administrative burden: MAIS could improve administrative and academic transactions across the university through convergence of administrative systems and learning management. ➤ Improve program planning: MAIS could facilitate better management of courses and programs offered though better program data analysis and predictive modeling. <ul style="list-style-type: none"> ▪ Enable better the matching of student and faculty program needs and interests ▪ Enable predictive analysis on students’ demand for courses and enrollment ▪ Support cost/benefit modeling to understand university-wide revenues and costs associated with new programs and changes to existing programs. ➤ Enhance quality of learning environment: MAIS could improve instructional technology by providing access to information and resources to effectively identify, select and implement these technologies in the learning environment. MAIS could collaborate with other units to improve the access to shared instructional technologies. 	High

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<p>6. Enhance shared administrative processes and technology infrastructure</p> <ul style="list-style-type: none"> ➤ Almost all groups interviewed expressed the desire to create more efficient administrative processes. <ul style="list-style-type: none"> ▪ Several interviews identified troublesome or cumbersome processes that were candidates for improvement to enable efficiencies. ▪ Many deans from small units urged the centralization of some administrative functions. ➤ The University needs to continue to utilize technology to meet more demanding service delivery performance expectations. ➤ Some interviewees identified the need to address the challenge of managing a diverse technology infrastructure environment. 	<ul style="list-style-type: none"> ➤ Manage University-wide shared services: MAIS could offer more shared services for hosting and managing shared transactional systems, information assets and some technical infrastructure to increase enterprise efficiency and effectiveness. <ul style="list-style-type: none"> ▪ E.g., application hosting services, shared data storage, database management services, etc. 	High
	<ul style="list-style-type: none"> ➤ Reduce current administrative process redundancy: MAIS could enable the reduction of duplicated administrative processes across the University. <ul style="list-style-type: none"> ▪ E.g., research administration processes, budget processes, graduate admission processes 	High
	<ul style="list-style-type: none"> ➤ Increase business process efficiency: MAIS could facilitate the development of paperless business processes and development of better electronic document management, e.g., imaging, electronic signatures/authorization, capturing data at the source. 	High
	<ul style="list-style-type: none"> ➤ Improve financial controls and budget management processes: MAIS could enhance the university budget preparation and management, and associated processes for tracking of expenditures, encumbrances, etc. 	High
	<ul style="list-style-type: none"> ➤ Expand student, faculty and staff self-service: MAIS could provide more self service opportunities for administrative functions through the creation of “one-stop shopping” access to systems. 	High
	<ul style="list-style-type: none"> ➤ Provide university-wide directory and identity information: MAIS could support the efficient flow of communication across the University by providing information about all people associated with the University to a university-wide directory. 	High
<p>7. Maintain and increase the excellence of our staff</p> <ul style="list-style-type: none"> ➤ The retirement of a significant portion of the workforce is a future challenge that requires the transfer of institutional knowledge to a new group of managers. ➤ There is a need to improve succession planning for staff with critical University knowledge. ➤ There is a need for easier access to policy and procedures due to Increased regulations. 	<ul style="list-style-type: none"> ➤ Reduce staff administrative burden: MAIS could provide access to a searchable knowledge base for administrative policies, procedures and regulations. 	Medium
	<ul style="list-style-type: none"> ➤ Enhancing staff productivity: MAIS could provide better means to manage staff and enhance productivity through robust workforce management systems. <ul style="list-style-type: none"> ▪ Better track staff performance and accomplishments ▪ Facilitate more robust avenues for staff feedback to increase staff satisfaction ▪ Provide information on compensation market studies, etc. 	Medium

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<ul style="list-style-type: none"> ➤ The University needs to meet the demands for training the existing and new workforce. ➤ Units identified the need to enhance staff training and education. ➤ Many units identified the need to develop better capabilities to track and manage the performance of faculty, staff and students. 	<ul style="list-style-type: none"> ➤ Develop staff knowledge management: MAIS could develop an easy to access staff knowledge repository of business practices, policies and tools. 	<p>Medium</p>
	<ul style="list-style-type: none"> ➤ Enhance staff training: MAIS could enhance training through innovative learning tools. <ul style="list-style-type: none"> ▪ Help to develop staff competencies and certifications as part of phase II of the new classification system, e.g., develop an employee training record. Offer e-learning and other types of training for mission critical roles. 	<p>Medium</p>
	<ul style="list-style-type: none"> ➤ Enhance staff relationship management: MAIS could utilize better business processes facilitated by staff resource management matching systems. <ul style="list-style-type: none"> ▪ Enhance mentoring relationships, reduce brain drain, enable knowledge transfer and facilitate succession planning 	<p>Medium</p>
<p>8. Reduce the university’s overall exposure to business and catastrophic risks</p> <ul style="list-style-type: none"> ➤ Recent catastrophic events have raised awareness of the importance of emergency preparedness and disaster recovery. ➤ Units have increased awareness of the need to develop comprehensive University-wide emergency response, business continuity, and disaster recovery plans. ➤ Many units expressed a concern about the security and privacy of information they keep or access. ➤ The number of security vulnerabilities and incidents has increased which has raised awareness among users. 	<ul style="list-style-type: none"> ➤ Enhance University-wide IT security programs: MAIS could collaborate with ITSS to provide consultation and implementation of security and privacy enhancing initiatives. <ul style="list-style-type: none"> ▪ Enable university-wide security incident monitoring and & tracking ▪ Increase university-wide information security by implementing two factor authentication and enabling other units to leverage the infrastructure to implement two factor authentication for local systems ▪ Help in the development of comprehensive University-wide emergency response, business continuity and disaster recovery plans ▪ Provide security and privacy awareness training through educational content 	<p>Medium</p>
	<ul style="list-style-type: none"> ➤ Enhance University-wide identity management: MAIS could enhance security and reduce inefficiencies in managing faculty, staff and student identity verification processes. <ul style="list-style-type: none"> ▪ Collaborate with ITCS to develop an electronic directory that includes roles and identity management to enable secure access to information and physical resources 	<p>Medium</p>

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<p>9. Establish comprehensive multidisciplinary academic programs</p> <ul style="list-style-type: none"> ➤ A presidential initiative is to develop multi-disciplinary courses and other team-teaching initiatives across departments and colleges. <ul style="list-style-type: none"> ▪ Increase life sciences programs with multi-disciplinary components 	<ul style="list-style-type: none"> ➤ Enhance university-wide visibility of information across multiple disciplines: MAIS could provide access to information about courses, academic and research programs provided across the university <ul style="list-style-type: none"> ▪ Improve the access to information resources across diverse infrastructures. ▪ Enable university-wide access to faculty information across the university, e.g., expand the repository of digitally stored CVs and work products 	<p>Medium</p>
<p>10. Foster and enable collaboration across the University</p> <ul style="list-style-type: none"> ➤ All deans stressed the need to enable collaboration in academic and administrative activities. <ul style="list-style-type: none"> ▪ Every dean stated a need to make collaboration easier across units. ➤ Most of the deans stressed the need to share information regarding faculty research and teaching activities across the University. <ul style="list-style-type: none"> ▪ Help faculty find other UM faculty with similar teaching and research interests and expertise ➤ Some deans expressed concern that the distribution of effort, indirect costs, and tuition is a disincentive to collaboration and multi-disciplinary programs. 	<ul style="list-style-type: none"> ➤ Enhance University collaboration: MAIS could expand existing collaboration tools and implement new tools that support collaboration and team-teaching. <ul style="list-style-type: none"> ▪ Enhance team teaching effectiveness through the use of richer remote location audio video communication methods ▪ Facilitate and support different models of teaching by modifying administrative systems to accommodate information and processes associated with multidisciplinary course provision ▪ Develop searchable repository of faculty work products, publications, etc. ▪ Support the development and enhancement of University-wide collaboration tools. 	<p>Medium</p>

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<p>11. Make access to information ubiquitous</p> <ul style="list-style-type: none"> ➤ Some deans expressed the need to Increase the accessibility of the vast knowledge and information assets of the University. ➤ Units want to access and share information across the University and across diverse technical systems. <ul style="list-style-type: none"> ▪ Important data (e.g., faculty and space) are missing from the central system and also from most units' local systems. ▪ It is difficult to combine local and central data to get complete, accurate information. ➤ Some business processes impede the ability to process data efficiently to provide effective business intelligence, forecasting and predictive modeling information to decision-making. ➤ There is a common desire to better understand costs and to do more analysis of utilization of existing resources, such as space and faculty assignments. 	<ul style="list-style-type: none"> ➤ Facilitate access to and analysis of University-wide information: MAIS could develop comprehensive access and reporting capabilities on information that is generated university-wide to support long term planning and decision making <ul style="list-style-type: none"> ▪ Implement search capabilities, predefined reports, reporting tools to access data. E.g., approaches and tools for analyzing and understanding costs ▪ Develop predictive analyses on student course enrollment and enrollment patterns to support resource allocation in academic departments ▪ Provide deans, department chairs and faculty with the means to collect and access information they needed to administer academic departments ▪ Collect more data on space assignment and utilization, faculty performance, etc. 	<p>Medium</p>
	<ul style="list-style-type: none"> ➤ Develop shared information storage infrastructure: MAIS could develop a shared infrastructure to efficiently store and archive vast volumes of information. 	<p>Medium</p>
	<ul style="list-style-type: none"> ➤ Host Databases: MAIS could leverage its Oracle expertise to host units' Oracle databases. 	<p>Medium</p>
	<ul style="list-style-type: none"> ➤ Support the development of an enterprise directory with identity management: MAIS could collaborate with ITCS on the development of an enterprise directory with identity management that manages the authorization and authentication of access to information (and physical space). 	<p>Medium</p>
<p>12. Maintain high ethical standards and meet governmental mandates</p> <ul style="list-style-type: none"> ➤ One of the President's initiatives is to explore the creation of a center for the study of ethical issues in the public domain . ➤ We need to ensure that the University is in compliance with intellectual-property laws and regulations. ➤ We need to improve our ability to identify and correctly interpret mandates. ➤ We need to reengineer business processes to 	<ul style="list-style-type: none"> ➤ Enhance knowledge about ethical issues and practices: MAIS could facilitate access to national and international sources of information on ethical issues in the public domain, e.g., increase education on data policy, guidelines and proper use 	<p>Low</p>
	<ul style="list-style-type: none"> ➤ Provide tools to manage regulatory compliance: MAIS could deploy and manage tools to help carry out compliance <ul style="list-style-type: none"> ▪ Enable Sarbanes – Oxley compliance monitoring activities regarding business risk. Proactively monitor anticipated mandates from an IT perspective. ▪ Support ITSS approach to risk assessment and compliance when granting access to administrative data. 	<p>Low</p>

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<p>meet mandated requirements.</p>	<p>➤ Ensure the privacy and security of university information assets: MAIS could do this through robust privacy and security policies and procedures facilitated by proven technology tools.</p>	<p>Low</p>
	<p>➤ Provide business process compliance services: MAIS could develop competencies in its business analysts for helping units reengineer business process to meet mandated regulations.</p>	<p>Low</p>
<p>13. Actively develop our international interaction and influence</p> <ul style="list-style-type: none"> ➤ Some deans expressed an interest in establishing a presence for their program in other countries <ul style="list-style-type: none"> ▪ New growth of post secondary education in some countries provides new opportunities for collaboration, joint programs and degrees, and research ➤ Many deans expressed a concern about the continued effective recruitment of international faculty and students. <ul style="list-style-type: none"> ▪ The growth of post secondary in some countries, for example, China and India, may have a negative impact on undergraduate and graduate enrollment in some programs. ▪ Increased visa and tracking requirements makes recruitment of international students and faculty difficult. ➤ Some units expressed the need to develop mechanisms to ensure international University research collaboration. Post 9-11 regulations are having a chilling effect on our ability to collaborate internationally and to export findings to other countries. 	<p>➤ Enable international collaboration: MAIS could enable effective collaboration across the globe through the implementation of communications tools and systems that enable fast/real time collaboration across large distances</p>	<p>Low</p>
	<p>➤ Provide access to international higher education business intelligence: MAIS could provide access to sources of information to enable effective marketing and recruiting strategies for international undergraduate and graduate students</p>	<p>Low</p>
	<p>➤ Improve international transactional processes:</p> <ul style="list-style-type: none"> ▪ MAIS could enhance visa processing and SEVIS reporting through efficient up to date systems and processes ▪ MAIS could enable international fundraising, e.g., facilitate international credit card transactions that account for currency exchange 	<p>Low</p>

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<p>14. Ensure adequate access to financial aid by students</p> <ul style="list-style-type: none"> ➤ Given the steady increase in tuition, as a public institution the University is committed to maintaining access to qualified students, regardless of family level of income. ➤ We should enhance the mechanisms to effectively maximize financial aid disbursement. ➤ We will increase financial support program alternatives for students. ➤ We could actively recruit low income, high potential students who might otherwise believe a UM education is not financially possible. 	<ul style="list-style-type: none"> ➤ Facilitate full distribution of financial aid: MAIS could maximize the distribution of available financial aid to eligible students though better data analysis of available funding and student eligibility <ul style="list-style-type: none"> ▪ Better information can optimize the disbursement of available financial aid by matching funding sources and eligible students, could be done though student relationship management systems 	Low
	<ul style="list-style-type: none"> ➤ Reduce access barriers to financial aid resources: MAIS could maximize financial aid applications by providing eligible students with easy to access and consolidated financial aid information resources and application transactional systems. 	Low
<p>15. Ensure faculty, student and staff diversity</p> <ul style="list-style-type: none"> ➤ The University will continue to develop innovative recruitment programs to attract a diverse student body. ➤ The University has committed to attract, develop and retain a diverse faculty. ➤ The University will access a broader out-of-state pool of potential students to develop a diverse student population. ➤ There is a commitment to ensure development and retention of female faculty. 	<ul style="list-style-type: none"> ➤ Enhance student background information business intelligence: MAIS could provide access to external sources of data to enable smarter recruiting. MAIS could provide access to potential students to increase diversity of the student body and maintaining quality in light of the declining pool of 18 year olds. 	Low
	<ul style="list-style-type: none"> ➤ Enhance student relationship management: MAIS could provide the means to cultivate relationships with potential students and faculty candidates by identifying and tracking performance and other information from external resources, e.g., high schools, other universities etc. 	Low
<p>16. Enhance university's contribution to better and more affordable health care</p> <ul style="list-style-type: none"> ➤ One of the president's initiatives is to create a University of Michigan prototype for new approaches to rational and affordable health care. ➤ The Health System Strategic Plan calls for the development of a new model for the academic health center. 	<ul style="list-style-type: none"> ➤ Enhance administrative efficiency: MAIS could help in reducing the cost of healthcare business processes significantly by eliminating manual paper based systems and providing information on administrative application best practices. Improvements could be made between M-Care and MAIS for delivery and processing of health benefits. 	Low
	<ul style="list-style-type: none"> ➤ Share technical Infrastructure services: MAIS could contain costs by sharing IT infrastructure resources e.g., shared data center with the Health System. The Health System would benefit from a University-wide directory that included identity management and access controls. 	Low

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<ul style="list-style-type: none"> ➤ There is a goal to develop M-Care as a model health plan for the University as an employer. ➤ One of the goals of the Health System is to increase patient activity and maintain the operating margin e.g., hold the increase in cost-per-adjusted case to health care inflation or less for health care in the University Health System. 	<ul style="list-style-type: none"> ➤ Facilitate better healthcare business intelligence: MAIS could enabling high quality healthcare decision making by facilitating faster access to consolidated, relevant and secure administrative health care information. 	<p>Low</p>
<p>17. Contribute to local and national economic development</p> <ul style="list-style-type: none"> ➤ The President has called for increased interaction between academic units and regional and state leaders in business and industry (from President’s Future Directions document) 	<ul style="list-style-type: none"> ➤ Enhance external access to university knowledge: MAIS could support other units that provide the tools and the systems for faculty, students and staff to make information available externally. 	<p>Low</p>