New BI Structure
As of January 7, Business Intelligence (BI) will be a new division within the University of Michigan Administrative Information Services (MAIS). During the first six months of 2008, the first two departments will be established from the Data Administration and Data Delivery (DA/DD) and the M-Reports (Web Reporting) teams. Together, the leaders will work to further define the scope and structure.

The new department reports to John Gohsman, Director of MAIS Student Administration and Human Resource Management Services division. Since 2005, Gohsman has also served as the MAIS Business Intelligence Project Director and co-leads the Business Intelligence efforts for campus.

Background
MAIS is restructuring its organization to better align with its Strategic Plan priorities, one of which is to grow the University of Michigan’s BI capabilities. The reorganization will allow MAIS to better support all the data-management needs of the academic units and other University units. This is in keeping with the objectives of the MAIS Strategic Plan to provide integrated data and systems to the schools and colleges, research units, administration and health system.

Currently, the structure of MAIS aligns with U-M’s central offices and their associated business processes and data domains (human resources, financial, student administration). As a result, few U-M units leverage the data across the Enterprise Resource Planning (ERP) systems easily and effectively to achieve insight into their business.

MAIS has outgrown a project-based approach to BI and needs to have a more permanent structure in place. The roadmap for building the University’s BI capabilities is outlined in the MAIS Strategic Plan and the earlier Advisors on Information Management Strategy (AIMS) report. The MAIS reorganization is an outcome of the natural maturity of building this competency on campus.

Thanks to great work from MAIS and collaboration with its U-M business partners over the past 18 months, it has delivered the BusinessObjects upgrade to the web, added new relational data sets and OLAP cubes, and delivered the first version of M-Reports. Soon MAIS will deliver HR Metrics via the Proclarity tool. The campus BI Community is also quickly gaining momentum. As a result, units are coming to MAIS for BI support.

MAIS wants to continue to deliver new tools and data to existing and new users and plans to significantly invest more resources in this area. The plan includes investing in (data) analytical skills in the future and advancing the University’s enterprise data model strategy.

The MAIS current structure doesn’t properly support these goals.

Benefits

The ultimate goal of the BI reorganization is to enable University of Michigan leaders to:

• Gain the insight they need to strategically advance in the right areas so that the University can address the state’s long-term economic issues by:
  o containing costs and enhancing the revenue opportunities as the state dollars continue to shrink;
  o providing innovative solutions to stimulate the economy
• Better allocate resources to U-M’s highest priorities
• Heighten awareness of the important role BI can play on campus (e.g., having a unit called BI)
• Improve our ability to leverage our portfolio of tools and data resources
The benefits of the reorganization for the U-M units are:
- Better information for decision making (e.g., course demand planning, improving student recruitment to yield the highest quality students while making efficient use of recruiting dollars)
- Improved tools portfolio
- Improved data resources
- Additional access to experts knowledgeable in tools and data

Reorganizing for BI enables MAIS to:
- Create a more cohesive BI strategy
- Reach new campus customers that don’t traditionally fall within its standard product areas such as faculty, department chairs, LSA key admins, etc.
- Better align the MAIS staff working together to meet the BI projects
- Improve the BI product development within MAIS to better meet delivery demands (increases effectiveness and gains efficiencies)
- Provide integrated solutions and consulting to its customers
- Help us all better understand customer data needs, BI solutions and the challenges
- Enable MAIS employees to deliver BI content faster
Business Intelligence Reorganization Q&A

Q1. **How will this benefit customers?**
This change is in part a response to numerous requests from campus leaders for more support in the BI arena. The reorganization expands MAIS capabilities. MAIS biggest value to its customers will be its ability to provide integrated solutions and its increased understanding with how information crosses university/business owner boundaries. This in turn benefits the academic and central office units in numerous ways, such as:

- Improved product portfolio (e.g., guided analysis)
- Improved data resources (e.g., aggregated data)
- Better information for decision making (e.g., course demand planning, improving student recruitment to yield the highest quality students while making efficient use of recruiting dollars)
- Increases access to experts knowledgeable in tools and data

Q2. **Why have you decided to make the change right now?**
MAIS has outgrown its project-based approach to BI and needs to have a more permanent structure in place. In the MAIS Strategic Plan and the earlier Advisors on Information Management Strategy (AIMS) report, the roadmap for building U-M BI capabilities was outlined. This is a natural next step. MAIS current structure doesn’t properly support these goals.

Thanks to strong collaboration across the U-M over the past 18 months, MAIS delivered the BusinessObjects upgrade to the web, added new relational data sets and OLAP cubes and delivered the first version of M-Reports. Soon MAIS will deliver HR Metrics via the Proclarity tool. The campus BI Community is also quickly gaining momentum. As a result, units are coming to MAIS for BI support.

Q3. **When will this be effective?**
The reorganization will take a phased approach. Over the next six months MAIS leaders will work together to fully define the new BI organization. Staff transition planning is underway and will be complete by June 2008. MAIS will continue to update its campus stakeholders as decisions are made.

Q4. **Will this create any new job opportunities?**
Certainly as the campus BI competencies grow there will be new opportunities down the road. In fact, BI has already created development opportunities for MAIS staff. The M-Reports team was trained in new technologies. MAIS will need more people that understand dashboards, OLAP cubes and analytics.

Q5. **What are U-M’s Business Intelligence accomplishments?**
Thanks to strong collaboration across the U-M over the past 18 months, MAIS delivered the BusinessObjects upgrade to the web, added new relational data sets and OLAP cubes and delivered the first version of M-Reports. Soon MAIS will deliver HR Metrics via the Proclarity tool. The campus BI Community is also quickly gaining momentum.

Q6. **What are the future BI plans in MAIS?**
MAIS wants to continue to deliver new tools and data to existing and new users and plans to significantly invest more resources in BI. The plan includes investing in (data) analytical skills in the future and advancing the University’s enterprise data model strategy.

In 2008, MAIS will bring additional data sets (HR Metrics, Real Time Financial Reporting) with new features (drill-down, aggregation) and new tools (M-Reports) to existing and new customers (faculty).

Q7. **Do other universities have similar capabilities?**
Many of our peer colleges have ERP systems. One of the key drivers for any institution implementing an integrated suite of ERP systems is to leverage the information through business intelligence. To our knowledge, MAIS is one of the higher-education BI leaders and is unique or in rare company in how it’s pursuing BI with multiple types of data sets and tools.
Q8. **What is Business Intelligence (BI)?**
Business Intelligence (BI) is also referred to as academic analytics or institutional intelligence. BI is an IT term that refers to the collecting, structuring, analyzing and leveraging of data to turn it into easy-to-understand information. This enables the leaders to use their expertise to make data-driven decisions.

Q9. **How will this help the State of Michigan?**
President Coleman recently shared in a speech to the regents that great universities like Michigan must transcend disciplines to be truly effective in addressing societal needs. The University accomplishes this in many ways such as seeking cures for diseases, growing the health industry of Michigan, playing a leadership role in restructuring the state economy, serving as an incubator for new businesses and increasing the number of college-educated citizens. For the state to prosper, the University must cultivate a stronger culture of innovation and entrepreneurship and squeeze the most it can out of its resources. BI both fosters innovation and enables deans and directors to maximize state resources.

Q10. **What is MAIS’ role at the University of Michigan?**
The University of Michigan Administrative Information Services (MAIS) is responsible for the campus administrative computer systems, infrastructure, and security. MAIS services the University Health System, 3 regional campuses (Ann Arbor, Flint, and Dearborn), and all the research and educational units, of which there are 35 centers and 18 institutes.