

Records management for an intelligent university

**the case of the University of the
Western Cape**

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Presentation outline

- Introduction
- University of the Western Cape
- Intelligent university concept
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Introduction

- Universities face internal and external challenges and changes.
- Universities must be aware of such sudden changes and be able to adapt to such changes.
- Universities that are able to adapt to changes and unpredictable environments are intelligent.
- The university must use the intelligence of all its members (Staskeviciute-Butiene(2009:110)).
- In order to become intelligent, organizations use the information from the external and internal environments for competitive advantage.
- Records are sources of information. Their management is therefore vital for an intelligent organization.

University of the Western Cape

- established as a University College for “Coloureds” in 1959 under the auspices of the University of South Africa
- went through the political turbulence of the 1970s and 1980s; and transformation of the South African political, socio-economic and education landscape.

University of the Western Cape

- Responding and adapting to change are embedded in the university's mission statement
- The mission statement qualifies the University of the Western Cape to be an intelligent university since it is aware of its environment; has adapted to changes and is influencing the environment.

Intelligent university concept

- Introduced by Dr Inga Staskeviciute-Butiene in 2008
- in the development of an intelligent university, it is necessary to evaluate the independent internal components and their contribution.

Purpose of the study

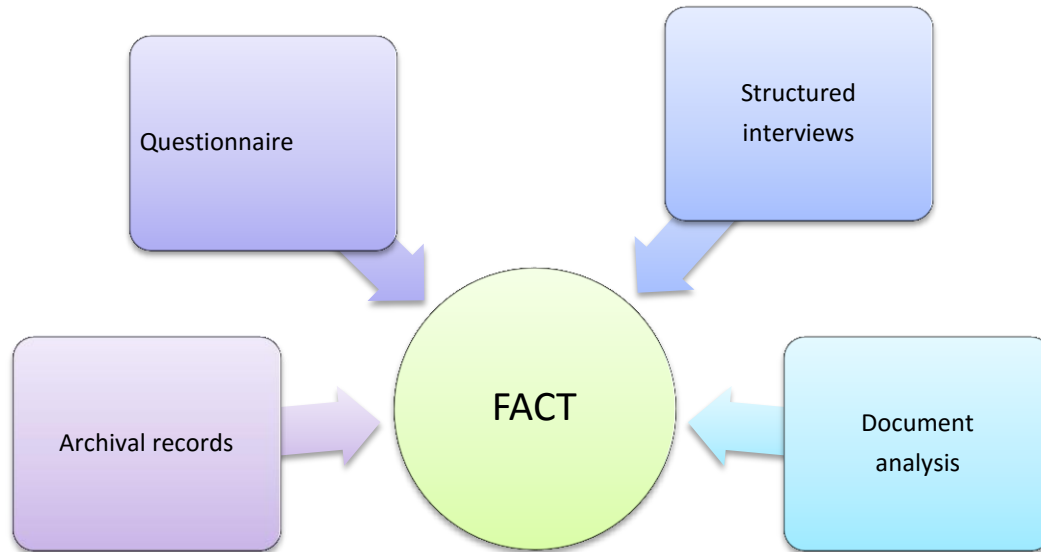
To investigate whether records management contributes to making the University of the Western Cape intelligent.

Theoretical framework

Functionalist theory

- Activities within an organization exist for a purpose. They are inter-dependent and meant for the benefit of the organization and its community.
- all aspects of a society though different, serve a function and are necessary for the survival of that society each part therefore exists for a reason (Lindsey and Beach 2002: 19).

Data collection method



Adapted from Yin (1994: 93)

FINDINGS

What contributes to the development of UWC as an intelligent university

- records management unit works closely with some units by providing services and through records management training workshops.
- Interaction and coordination with units :ARMC and RMCC.
- Approved RM policy and procedures.

What impedes on the development of UWC as an intelligent university

- Minimal knowledge of one of its most important components: Records management.
- Records management processes are not in place: no approved file plan.
- Records not used optimally for decision-making.

What impedes on the development of UWC as an intelligent university

- RM not prioritized: No dedicated office space for the RM unit; Long periods without a leader.
- lack of knowledge and understanding of the value and importance of institutional records by senior staff.

Records management capability model

Level	Outline	Detailed characteristics
Level 1-Start up level	No RM policy, procedures and file plan	Policy and file plan have not been developed. Functional analysis of the organization is not documented
Level 2 – Development level	There is basic RM policy and procedures and an approved file plan	Policy and file plan have been developed and documented but not implemented
Level 3 – Control level	Impact analysis and preparation	Policy and file plan are working across the organisation. IT is used for records management but not effectively
Level 4 – Implementation	Training of users and roll out of file plan and policy. A mixture of IT and paper system	Policy and file plan reviewed to monitor progress. Furthermore, they are updated regularly
Level 5 – Evaluation	Knowledge management environment is in place	RM is used effectively to support all business functions and governance objectives. A learning culture exists and there is compliance with legislation

Table 1: Levels of a records management capability model

(Ngoepe 2008: 157)

What level is RM at UWC according to the RM Compatibility model?

According to the Records Management Capability model, UWC is at Level 2 - still at developmental stage

Recommendations

- Marketing.
- Approval of file plan, records control schedule and amended policy.
- Separate Records Management from Archives Management training.
- Compulsory training to all university staff.
- Guided tours to the different sections.

Recommendations

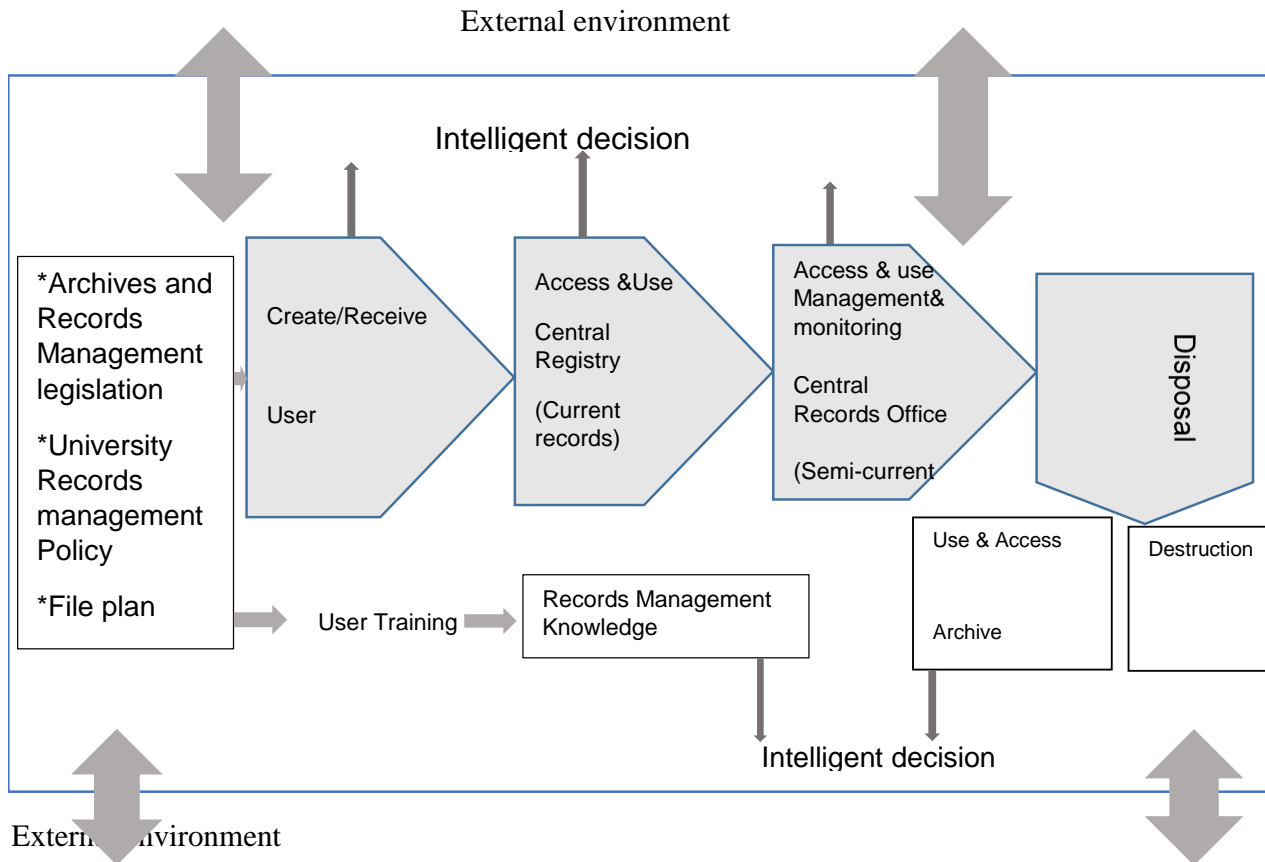
- RM included in orientation and induction programmes.
- records management is a key strategic service must be awarded the same level of importance as other key university functions e.g HR, Finance.
- Retention strategy

Recommendations

Introduction technology such as digitization of records and enterprise content management for faster access to information.

Records Management model for an intelligent university

Researcher's construction of a records management model for an intelligent university



Conclusion

Central to the intelligent university and functionalist theory is knowledge, collaboration and cooperation of all functions to achieve institutional goals, reacting and adapting to changes.

The study found out that:

- the records management function at UWC is not known much;
- not fully implemented and used optimally;
- Records are not used optimally for decision-making

Records management function therefore does not contribute to making UWC intelligent.

THANK YOU

References

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- Yin, R.K. 2014. *Case study research design and methods*. 5th ed. Los Angeles: Sage.