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Cultural Affairs and Sport

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WESTERN CAPE ARCHIVES AND RECORDS SERVICE

A RECORDS MANAGEMENT MODEL FOR AN INTELLIGENT UNIVERSITY

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SASA Conference, 4-6 July 2017
Bellville,

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Background

- Study was influenced by Choo (2002): Information management for an intelligent organization.
- Staskeviciute-Butiene (2009): Intelligent university
- was an attempt to be creative and think out of the box by combining two different yet related disciplines, that is knowledge management and records management

Background

- Universities face complex changes such as mergers; new competitors; socio-economic; political and technological change
- Universities that can adapt to changes are considered to be intelligent. Intelligent universities adapt to changing and unpredictable environments by organizing all information resources; transforming information to knowledge; and using this knowledge to enhance performance
- Available theoretical models do not reveal processes on how universities can become intelligent.

Background

- The intelligent university was introduced by Staskeviciute- Butiene in 2009
- The intelligent university is defined as one which that is skilled at creating, acquiring and transferring knowledge (Staskeviciute-Butiene (2009:111))
- An intelligent university should be open to the environment, interact with business structures and society, create a knowledge society and react to changing needs of the environment
- In developing an intelligent university, it is necessary to know the intelligence of each component for the university to adapt easily to abrupt changes in the environment.

Purpose of the study

- to investigate whether records management contributes to making the University of the Western Cape intelligent
- To develop a records management model for an intelligent university

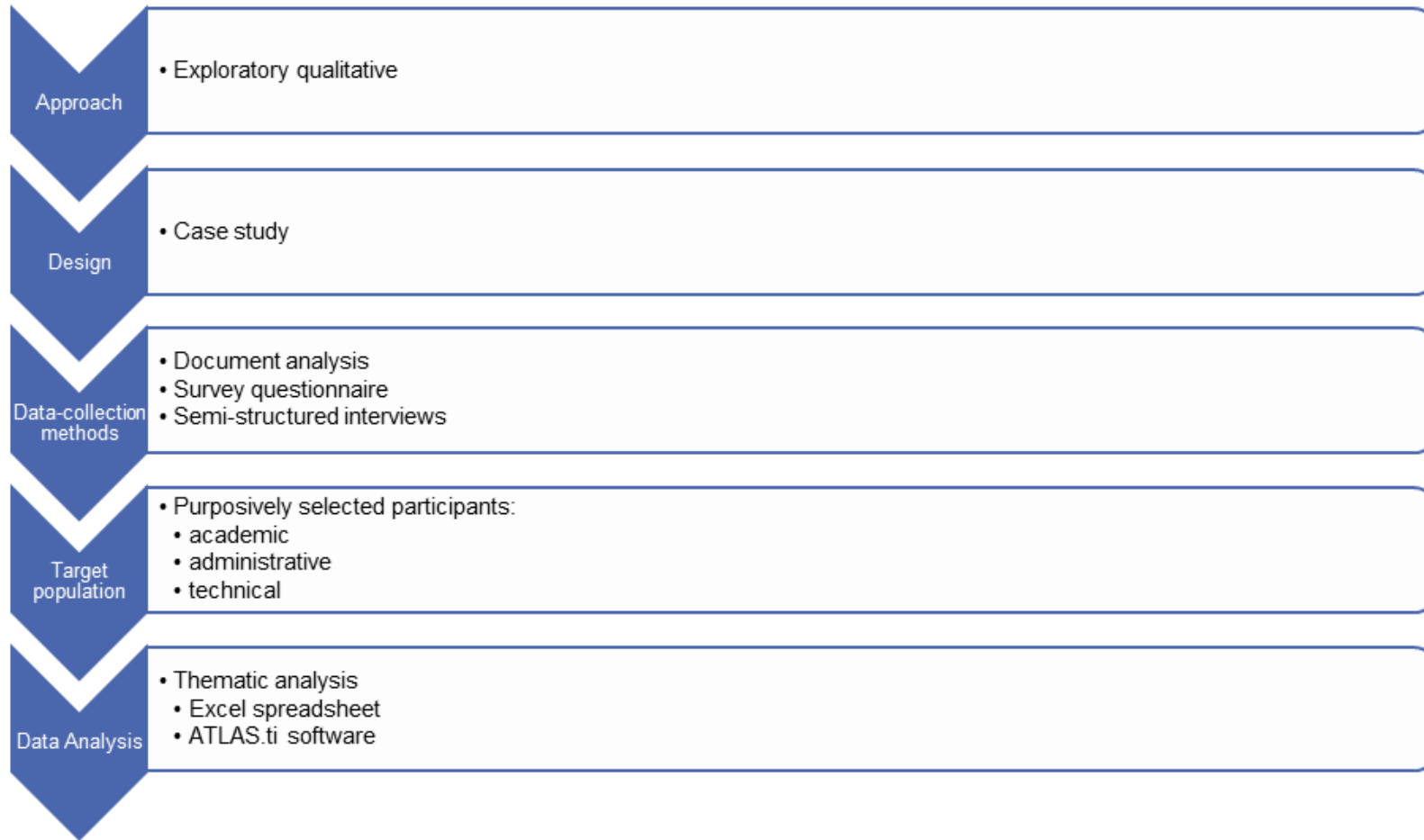
Research problem

Records management as a function in universities is neither considered important nor valuable for governance, accountability, decision-making or intelligence.

Research objectives

- to determine whether the records management function was known and understood
- to investigate whether the records management function worked closely with other departments;
- determine whether records were accessed and used for decision-making and research thus contributing to the intelligent university and
- **develop a records management model for an intelligent university**

Research methodology



Findings

- Central to the intelligent university and functionalist theory is knowledge of all functions, collaboration and cooperation of all functions to achieve institutional goals, reacting and adapting to changes.
- (Bratianu, Vasilache and Jianu 2006: 77) highlighted the following characteristics: its ability to capture tacit knowledge, employee commitment to learning, flexible, ability to adapt to a changing environment and ability to develop its intellectual capital”

Findings

- the records management function at UWC was not known much, not fully implemented, not fully integrated with other university components and not used optimally for decision-making.
- Records management therefore does not contribute to making UWC intelligent.

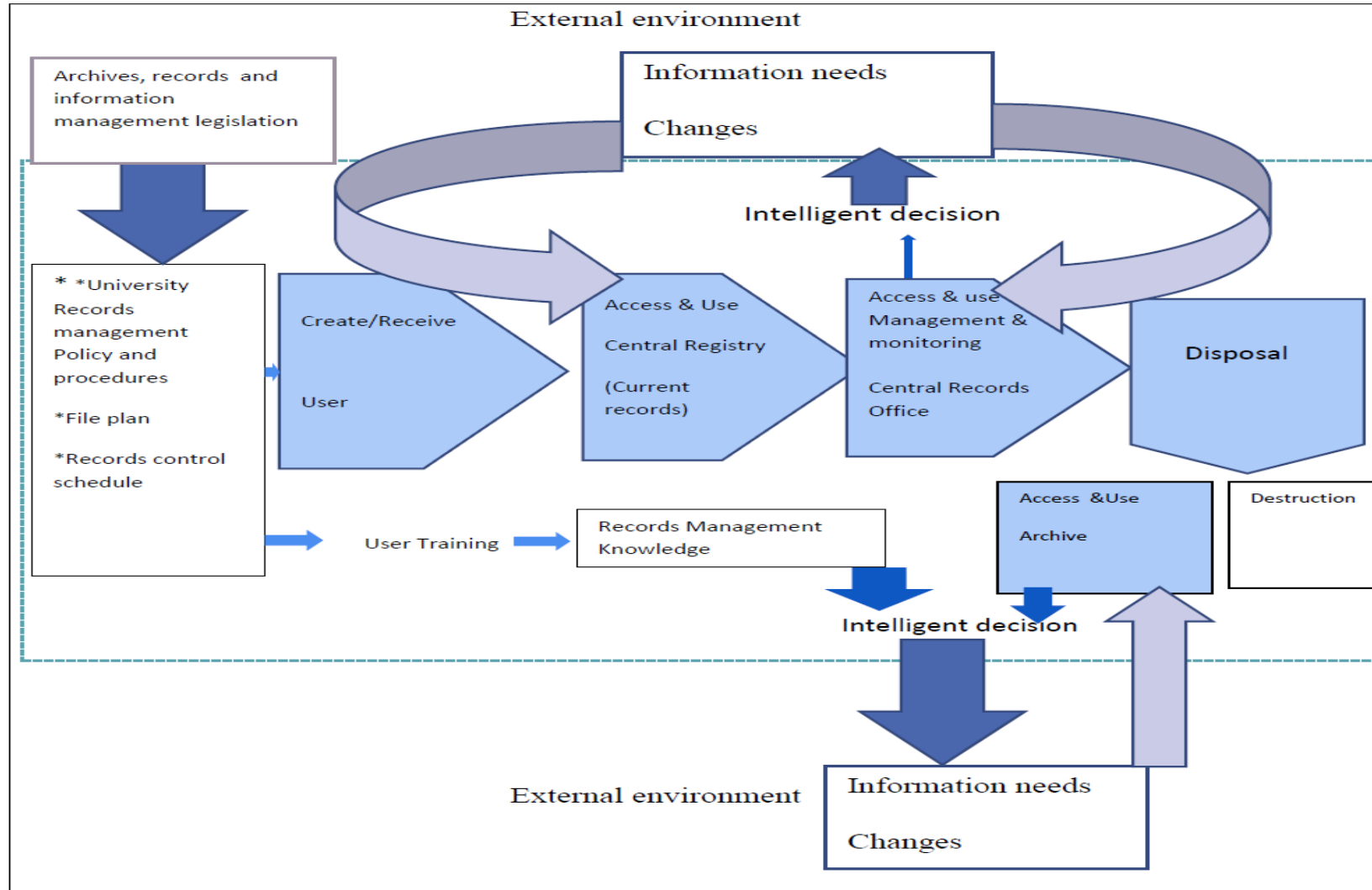
Recommendations

- Marketing
- Training
- Strategic placement of the records management function on the university organizational structure,
- Integration with other components, implementation of electronic records management and
- A records management model for the intelligent university.

Intelligent university records management model

- Rule and John (2011: 35) state that another way of concluding a case study is to develop a model, concept or theory from the case. Figure 3 in the next slide illustrates the records management model for an intelligent university drawn from the findings

Intelligent university records management model



Intelligent university records management model

- The model presents :
- the university and its external environment. The university's external environment is subject to sudden changes which the university has to be aware of and adapt to. These include information and records management legislation important in responding to information needs from the external and internal environment.
- The flow of information from the university to react to the sudden changes. The university has to be constantly aware of changes in its external environment and use all its resources including information resources to react or respond to the changes.
- Records management tools that influence the creation, management and accessibility of information to respond intelligently to changes and respond to information needs
- Synergy between the university departments (creators of records) and records management processes. At the same time maintaining the record lifecycle.
- The university as a learning institution which equips its staff with records management skills for better decision-making.

Conclusion

- Records management is at the core of intelligent decision-making.
- Awareness of changes in environment
- Collaboration internally and externally with key role players

References

- Bratianu, C.; Vasilache, S. and Jianu, I. 2006. In search of intelligent organizations. *Management & Marketing- Bucharest* 4: 71-82.
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Thank you

Contact Us



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