



THE UNIVERSITY  
of ADELAIDE



# INFORMATION MANAGEMENT

Roadmap

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## Organisational Overview

“For over 140 years the University of Adelaide has been central to the creation and dissemination of knowledge locally, nationally and internationally...our education mission will be increasingly important in a world defined by technological disruption and transition to an information-based economy. In the interests of improving lives and delivering better community outcomes, universities are challenged to increase access to an ever-growing store of human knowledge.” (*Strategic Plan: Future Making*)

### University strategic direction

The University of Adelaide’s strategic direction is defined by five pillars of excellence - Connected to the Global World of Ideas; A Magnet for Talent; Research that Shapes the Future; A 21st Century Education for a Growing Community of Learners; The Beating Heart of Adelaide.

- *Research That Shapes the Future* – “Our research mission will be increasingly important in a world defined by accelerated knowledge creation and transition to an information-based economy”.
- *A 21st Century Education for a Growing Community of Learners* – “Our education mission will be increasingly important in a world defined by technological disruption and transition to an information-based economy. In the interests of improving lives and delivering better community outcomes, universities are challenged to increase access to an ever-growing store of human knowledge”.

*The Beating Heart of Adelaide* – “Of particular importance will be showcasing the University’s heritage and collections. Managed under a cohesive Collections Strategy, the University’s art collection, museums, special collections and heritage-award-winning archive will be brought to the forefront of our public engagement programs, showcasing our unique identity and achievements as a key pillar of South Australian society”.

Both the history and future of the University of Adelaide, in terms of maintaining, expanding and utilising its knowledge base to best effect, relies on information (including records and research data and outputs) being treated as business-critical assets and effectively managed.

## Information Management Overview

### What is an information asset?

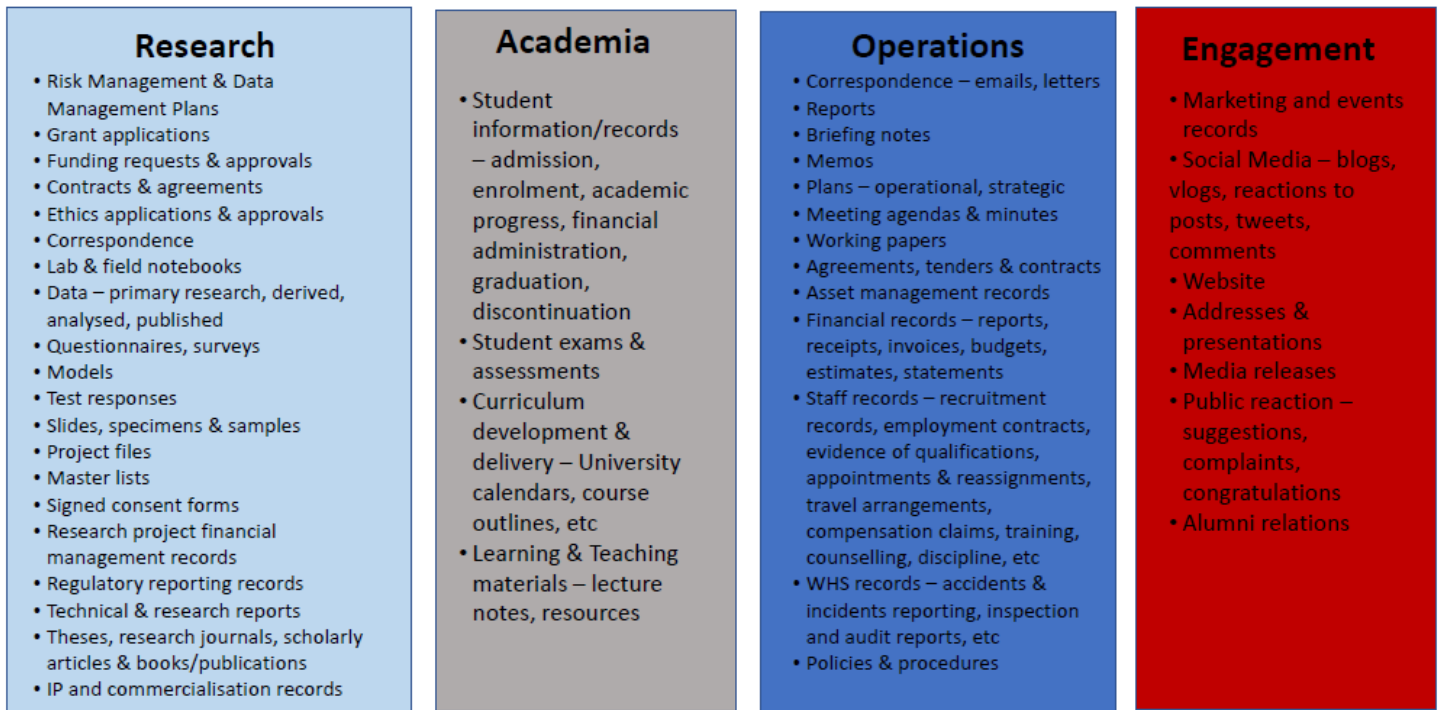
Within the University context, an information asset includes information, data and records in any format, where it is created or received through the conduct of University business and treated as an asset and resource that the University harnesses to meet its strategic, operational and legal needs.

An information asset may include, but not be limited to, written or electronic documents, records, publications, web pages, emails, text messages, spreadsheets, photographs and images, databases, tools and applications, drawings, plans, sound and video recordings, etc.

### What information assets are business-critical to the University?

Information assets that are critical to the University are those that provide evidence of the University’s research, academic, operational and engagement activities including, but not limited to:



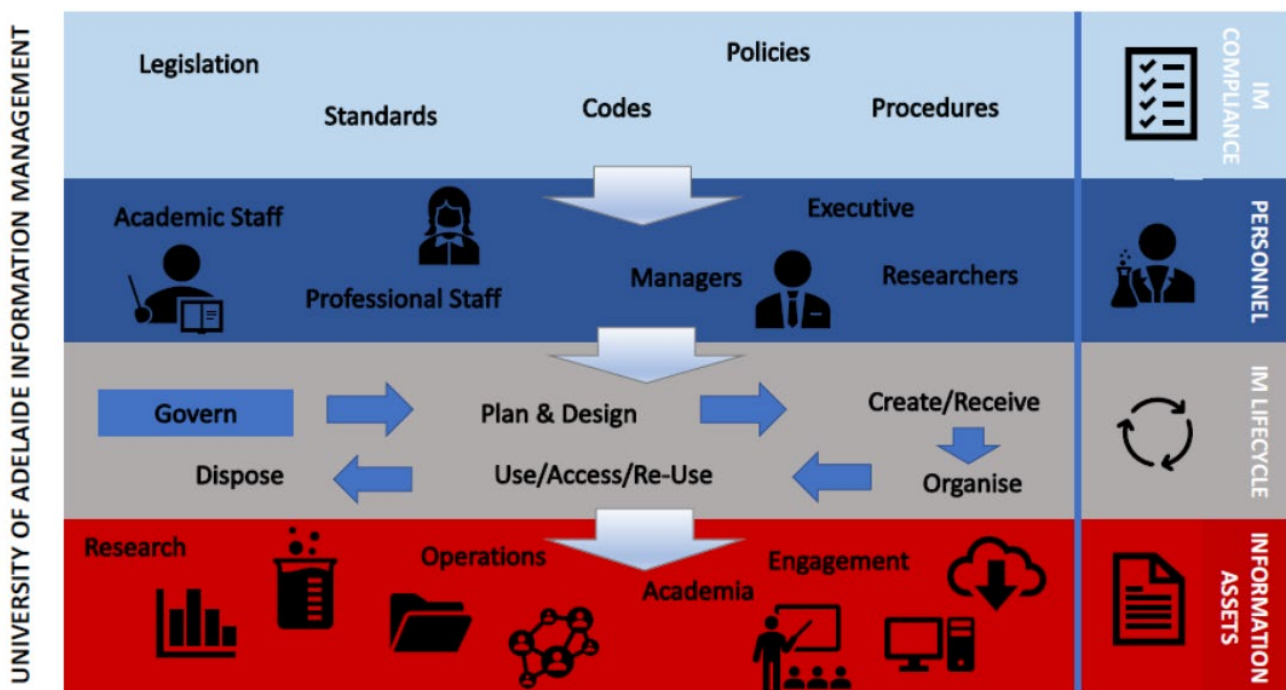


### What is ‘information management’?

Information management includes the structures, systems, people and processes to capture, manage, preserve, store and deliver the right information to the right people at the right time regardless of location. Information is delivered through multiple channels and interfaces and is managed throughout its lifecycle regardless of its source or format.

Effective information management at the University of Adelaide relies on compliance, all University personnel and the lifecycle management of information assets, which provide evidence of the University’s research, academic, operational and engagement activities.

The University must also maintain a reliable "institutional memory" that documents over time its contributions to education, research, academic pursuits and the wider community and forms a knowledge base for future decisions and discovery.



## Why good information management?

Good information management supports the University in achieving efficient and effective operations, including:

- making good decisions and providing timely advice to key stakeholders
- having quality intelligence to support operational and research requirements
- locating accurate and comprehensive information on demand
- achieving positive productivity impacts as personnel can easily find and rely on records and information to support their core duties
- effectively managing costs associated with the management, retention, storage and retrievability of information
- complying with legislative requirements due to appropriate and fit-for-purpose information management policies, systems, processes and practices
- delivering on strategic objectives and priorities
- upholding and protecting the University's standing and reputation
- reducing and mitigating exposure to litigation, Freedom of Information (FOI) requests, investigations, audits and public scrutiny.

## Information management compliance

The University has a range of legal and other accountability obligations it is required to comply with. These include state and federal legislation as well as peak body standards and codes. In addition, all University personnel must comply with policies approved or endorsed by the University Council to ensure good governance, consistent decision-making and public accountability. Attachment 1 summarises those requirements relevant to keeping and managing information assets.

## Information management roles and responsibilities

The University relies on its faculties, divisions, controlled entities, schools, branches and personnel to abide by the *Information Management Policy* and *Procedure Manual* in order to meet relevant compliance requirements.

Attachment 2 shows the different information management roles and responsibilities within the University's governance framework and as assigned within the Policy.

## Information management policy and procedures

The new *Information Management Policy* (2020) affirms the University's duty to comply with mandatory laws and best practice codes relating to information management, including the *State Records Act 1997* and the *Australian Code for the Responsible Conduct of Research* (2018). It also articulates the responsibilities of all personnel with respect to the creation and maintenance of information assets, including records and data.

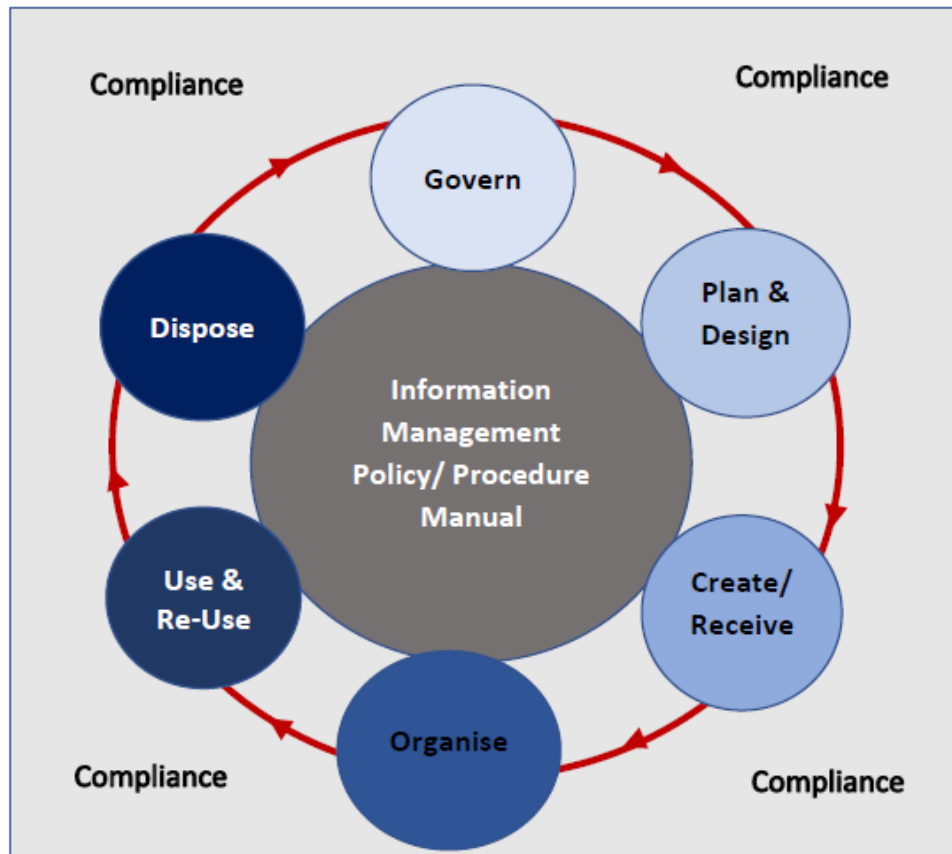
The *Information Management Policy* sets out five aspirational principles:

- The University has a fundamental obligation to proactively manage its information as business-critical assets
- The University ensures responsibility for managing Information Assets is clearly assigned and documented
- The University creates and retains its Information Assets to meet accountability obligations and mitigate risk
- The University relies on its Information Assets to document, support and substantiate business decisions and outcomes
- The University effectively balances the disclosure of Information Assets with the need to maintain confidentiality as required.

The Policy embodies best practice standards as articulated in the *Information Management Strategy* and *Standard of State Records of South Australia*, the *Information Management Standard* of the National Archives of Australia and Australian Standard AS ISO 15489 (2017): *Records Management*.

The Policy also sets out the roles and responsibilities for information management within the University's governance framework.

The new *Information Management Procedure Manual* (2020) supports and supplements the Policy. Based on a lifecycle management approach, the procedure manual provides advice and assistance on managing information assets, from the establishment of a governance framework through to the disposal of such assets.



## Information Management Roadmap

### Strategic themes

The implementation of the University's *Information Management Policy* and related *Procedure Manual* is dependent on the establishment of a governance framework that addresses six key strategic themes:

- **LEADERSHIP** – responsibility is taken for the strategic oversight of information management across the University
- **RISK MANAGEMENT** – a risk approach is taken in prioritising information management initiatives and continuous improvement across the University
- **MONITORING & EVALUATION** - information arrangements, practices and systems across the University are monitored and evaluated
- **ADVICE & ASSISTANCE** - products, advice and guidance material are provided to support personnel in achieving their information management responsibilities
- **DIGITAL TRANSFORMATION** - the transition to digital information management is pursued and supported as a joint initiative between the University Library and Information Technology & Digital Services (ITDS) and in collaboration with local areas
- **ADVOCACY, RELATIONSHIP MANAGEMENT & ENGAGEMENT** - stakeholders are engaged with and regularly informed of information management responsibilities and initiatives.

The strategic themes have been chosen as a result of the recommendations made by the federal Auditor-General in their report (No 11, 2019-20) regarding implementation of the National Archives of Australia's *Digital Continuity Policy*.

## Current state

The current state of information management across the University in relation to the above strategic themes is summarised as follows:

Strategic Themes	+	-
<b>Leadership</b>	<ul style="list-style-type: none"> <li>The University Library has general responsibility for:               <ul style="list-style-type: none"> <li>providing records services and advice to the University</li> <li>electronic document management by means of the official electronic recordkeeping system, currently Content Manager</li> <li>approving the disposal of official records</li> <li>maintaining the University Archives</li> <li>administering the University's response to FOI applications</li> <li>centralised hard copy file storage and retrieval</li> <li>supporting the lodgement of legal documents for management in Content Manager as vital records.</li> </ul> </li> <li>Information, Technology &amp; Digital Services (ITDS) provides information and communications technology services within a Technology Governance Framework and in accordance with its Digital Future Strategy and related roadmaps.</li> <li><i>Information Management Policy and Procedure Manual</i> drafted and will replace the <i>Records Policy and Handbook</i>.</li> </ul>	<ul style="list-style-type: none"> <li>No overarching senior management group with responsibility for University-wide information management.</li> <li>No reporting mechanisms to senior management on information management.</li> <li>No dedicated funding/budget for information management initiatives.</li> <li>The implementation of information management systems, processes and practices across the University is neither comprehensive nor consistent.</li> <li>A <i>Records Policy</i> and related <i>Records &amp; Archives Management Handbook</i> exist but with a focus on hard copy document and file management.</li> </ul>
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>Some information management compliance obligations are known and documented.</li> </ul>	<ul style="list-style-type: none"> <li>Not all information management compliance obligations are known or adhered to.</li> <li>Some information assets may be illegally disposed of due to a lack of awareness of legislated disposal requirements.</li> <li>There is no <i>Risk Management Plan</i> for information management.</li> <li>A systematic identification of risks and risk areas within the University related to information management has not been conducted.</li> </ul>
<b>Monitoring &amp; Evaluation</b>	<ul style="list-style-type: none"> <li>An assessment survey of the University's records management (for reporting purposes to State Records) was conducted in 2015.</li> </ul>	<ul style="list-style-type: none"> <li>There is no systematic or coordinated program in place for the monitoring and evaluation of information management compliance regarding systems, processes and practices.</li> <li>There is no formal auditing program for information management.</li> </ul>
<b>Advice &amp; Assistance</b>	<ul style="list-style-type: none"> <li>The University Library provides:               <ul style="list-style-type: none"> <li>recordkeeping and archives advice and assistance via the <i>Records &amp; Archives Management Handbook</i>, the University Library – Records Services website and face-to-face meetings and visits with local areas</li> <li>advice and assistance to local areas on the use of Content Manager</li> <li>online training on information management induction and use of Content Manager.</li> </ul> </li> <li>ITDS provides policies and guidelines on various IT matters, including classifying and protecting information, IT acceptable use and security, social media use, third party hosting.</li> </ul>	<ul style="list-style-type: none"> <li>Information management advice and assistance to support digital transformation is limited.</li> <li>Advice and assistance may not reflect current standards and codes of best practice.</li> </ul>

Strategic Themes	+	-
<b>Digital Transformation</b>	<ul style="list-style-type: none"> <li>Some existing business systems, eg Research Master, Orbit, Peoplesoft, etc have been integrated with Content Manager to enable the capture, management and disposal of certain records.</li> <li>Content Manager enables the capture, management and disposal of electronic documents for those personnel with a license.</li> <li>ISO27001 ("information security management") aligned Cyber Security Framework is in place.</li> <li>The <i>Digital Future: Technology Strategy</i> and a number of information technology roadmaps have been developed by ITDS.</li> <li>A number of institutional repositories, such as Adelaide Research &amp; Scholarship, are centrally managed, to enable the retention and discoverability of information assets.</li> </ul>	<ul style="list-style-type: none"> <li>A full lifecycle approach to managing information assets within business systems and in accordance with current standards is needed.</li> <li>The development and adoption of digital workflows and authorisation has not been consistently pursued across the University.</li> <li>Content Manager is not available to all personnel due to a capped number of licenses.</li> <li>Content Manager requires an upgrade, with the current version used by the University no longer supported by the vendor nor compatible with the latest Microsoft Office suite.</li> <li>A <i>Digital Preservation/Continuity Strategy</i> for ensuring the safeguarding of digital information assets is yet to be developed.</li> <li>Data analytics and insights to inform effective and responsive decision making is impeded by the lack of quality, reliable and readily available information assets.</li> </ul>
<b>Advocacy, Relationship Management &amp; Engagement</b>	<ul style="list-style-type: none"> <li>Site visits and meetings by University Library - Records Services staff are conducted on an as needs basis with personnel.</li> <li>User Group and ListServ for the University's official electronic recordkeeping system are maintained but under-utilised as tools for informing and networking with personnel that have a Content Manager licence.</li> </ul>	<ul style="list-style-type: none"> <li>There is no <i>Engagement &amp; Communication Plan</i> or <i>Change Management Plan</i> for information management.</li> <li>Information about a student's lifecycle from moving in to moving on and back is currently managed and retained and sometimes duplicated across a number of systems, including PeopleSoft, Content Manager and CRM, creating risks such as inconsistent capture of student information, inappropriate access to personal and sensitive information, lack of a consolidated record/source of truth.</li> <li>No established and regular channel of communication with and reporting to executive and senior management specifically for information management issues.</li> <li>The CRM currently has an integration with the official electronic recordkeeping system. However, the capture of records is not automated the same as other business system integrations but rather relies on individual user intervention.</li> <li>Closer collaboration is required between the lead areas responsible for information management to support a governance framework and provide unified advice and assistance to local areas.</li> </ul>



## Target state






The following tables provide the roadmap for progressing and improving upon each of the six strategic themes. A phased approach will be taken to achieving the associated targets and outcomes as indicated in the tables and reported upon in the operational plans of the University Library and ITDS.







The following table also indicates where information management initiatives intersect with and support the related ITDS Strategy and Roadmaps:




- *Technology Strategy: Digital Future*
- *Student, Learning and Teaching Digital Lifecycle Roadmap*
- *Research Information Technology Roadmap*
- *Cyber Security and Digital Identity Management Roadmap*
- *Data, Analytics and Insights Roadmap.*

Overall, information management, including data management, is a critical enabler for all Strategic Pillars and Technology Investment Plans.




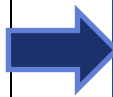

Responsibility for the Roadmap's target state and various outcomes is also assigned. Collaboration between the lead business areas of the University Library and ITDS, with executive support, is essential in assisting and enabling local areas to achieve good and compliant information management on behalf of the University as an organisation.





1. IM LEADERSHIP		TARGET: Responsibility is taken for the strategic oversight and governance of information management across the University.													
Strategic Outcomes		Phase			IM Principles Alignment				ITDS Strategy/Roadmap Alignment					Responsibility	
		1	2	3	Information as business-critical assets	IM responsibility assigned & documented	IM obligations met & risk mitigated	Information asset reliability	Information asset disclosure & confidentiality balanced	Digital Future - Technology	Student Lifecycle	Research IT	Cyber Security & Digital IT	Data, Analytics & Insights	
<ul style="list-style-type: none"><li>The <i>Information Management Policy</i> and related <i>Procedure Manual</i> are approved and progressively rolled-out across the University so that the end-to-end lifecycle of information assets is consistently governed.</li></ul>					✓					✓				✓	<ul style="list-style-type: none"><li>University Library (as lead)</li></ul>
<ul style="list-style-type: none"><li>Information Management Governance Committee is established and regularly reports to the Vice-Chancellor Executive Group.</li></ul>					✓										<ul style="list-style-type: none"><li>University Library &amp; Vice-Chancellor Executive Group</li></ul>
<ul style="list-style-type: none"><li>Regime for reporting to the IM Governance Committee is established for:<ul style="list-style-type: none"><li>IM risks and related mitigation strategies, including the seeking of appropriate funding</li><li>IM self-assessment and auditing results</li><li>IM continuous improvements</li><li>Digital transformation initiatives.</li></ul></li></ul>					✓		✓			✓			✓	✓	<ul style="list-style-type: none"><li>University Library</li></ul>
<ul style="list-style-type: none"><li>Designated business areas lead good information management across the University.</li></ul>					✓	✓	✓			✓					<ul style="list-style-type: none"><li>University Library &amp; ITDS</li></ul>
<ul style="list-style-type: none"><li>Localised information management is assigned to designated Information Custodians that keep management informed and contribute to reporting activities and useability testing for new business systems and information management practices of their local area.</li></ul>					✓	✓	✓	✓		✓				✓	<ul style="list-style-type: none"><li>Business areas – research, academic, operations</li></ul>





2. IM RISK MANAGEMENT		TARGET: University risks associated with information management are assessed, prioritised and managed.													
Strategic Outcomes		Phase			IM Principles Alignment				ITDS Strategy/Roadmap Alignment					Responsibility	
		1	2	3	Information as business-critical assets	IM responsibility assigned & documented	IM obligations met & risk mitigated	Information asset reliability	Information asset disclosure & confidentiality balanced	Digital Future - Technology	Student Lifecycle	Research IT	Cyber Security & Digital IT	Data, Analytics & Insights	
<ul style="list-style-type: none"><li>University functions and activities and related IM compliance obligations are reviewed and documented.</li></ul>							✓			✓					<ul style="list-style-type: none"><li>University Library &amp; business areas</li></ul>
<ul style="list-style-type: none"><li>Common and specific information assets required to meet current and future needs of the University are defined and any gaps are identified and addressed.</li></ul>					✓		✓	✓		✓				✓	<ul style="list-style-type: none"><li>University Library &amp; business areas</li></ul>
<ul style="list-style-type: none"><li>'Risk' areas of the University are prioritised for provision of additional IM assistance, eg student lifecycle (moving in, moving through, moving on &amp; back), research project lifecycle (planning, funding, delivery &amp; outcomes), cyber security of information assets.</li></ul>							✓	✓		✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>University Library &amp; Chief Information Officer (cyber security)</li></ul>
<ul style="list-style-type: none"><li>An IM Risk Management Plan, considering various factors, including resource constraints, is developed.</li></ul>							✓			✓			✓		<ul style="list-style-type: none"><li>University Library</li></ul>
<ul style="list-style-type: none"><li>Additional support and assistance is rolled-out to identified 'high risk' business areas.</li></ul>					✓		✓			✓					<ul style="list-style-type: none"><li>University Library</li></ul>
<ul style="list-style-type: none"><li>University disposal regime is effectively administered for Information Assets.</li></ul>					✓	✓	✓	✓	✓	✓					<ul style="list-style-type: none"><li>University Library</li></ul>









3. IM MONITORING & EVALUATION		TARGET: <i>Information management arrangements across the University are monitored, evaluated and reported on.</i>													
Strategic Outcomes		Phase			IM Principles Alignment				ITDS Strategy/Roadmap Alignment					Responsibility	
		1	2	3	Information as business-critical assets	IM responsibility assigned & documented	IM obligations met & risk mitigated	Information asset reliability	Information asset disclosure & confidentiality balanced	Digital Future - Technology	Student Lifecycle	Research IT	Cyber Security & Digital IT	Data, Analytics & Insights	
<ul style="list-style-type: none"><li>Initial IM self-assessments are conducted by business areas using a standardised self-assessment tool developed for the University.</li></ul>					✓					✓					<ul style="list-style-type: none"><li>University Library &amp; business areas</li></ul>
<ul style="list-style-type: none"><li>IM continuous improvement performance measures aligned with the <i>IM Policy</i> are developed.</li></ul>					✓		✓								<ul style="list-style-type: none"><li>University Library</li></ul>
<ul style="list-style-type: none"><li>Formal auditing program, based on a staged/targeted approach, is developed and implemented.</li></ul>						✓	✓	✓							<ul style="list-style-type: none"><li>University Library</li></ul>



4. IM ADVICE & ASSISTANCE		TARGET: <i>Information management products, advice and guidance material are available to University areas and personnel.</i>													
Strategic Outcomes		Phase			IM Principles Alignment				ITDS Strategy/Roadmap Alignment					Responsibility	
		1	2	3	Information as business-critical assets	IM responsibility assigned & documented	IM obligations met & risk mitigated	Information asset reliability	Information asset disclosure & confidentiality balanced	Digital Future - Technology	Student Lifecycle	Research IT	Cyber Security & Digital IT	Data, Analytics & Insights	
<ul style="list-style-type: none"><li>University IM procedures and guidance that are fit-for-purpose, easily accessible and adequately support business areas in their compliance with the <i>IM Policy</i> are available online via the University website.</li></ul>					✓		✓			✓			✓		<ul style="list-style-type: none"><li>University Library &amp; ITDS</li></ul>
<ul style="list-style-type: none"><li>Business cases of good information management systems, practices and processes are developed to share learnings with other areas of the University.</li></ul>						✓		✓		✓					<ul style="list-style-type: none"><li>University Library &amp; ITDS</li></ul>
<ul style="list-style-type: none"><li>All personnel assess their information management and data capabilities using a standardised survey developed for the University.</li></ul>							✓	✓		✓					<ul style="list-style-type: none"><li>University Library &amp; LEI</li></ul>
<ul style="list-style-type: none"><li>Training and assistance of personnel aligned with information management and data capabilities is available both online and/or face-to-face as needed.</li></ul>							✓	✓	✓		✓				<ul style="list-style-type: none"><li>University Library &amp; ITDS</li></ul>
<ul style="list-style-type: none"><li>Open and FAIR access of research outputs is supported.</li></ul>					✓		✓		✓			✓			<ul style="list-style-type: none"><li>University Library</li></ul>

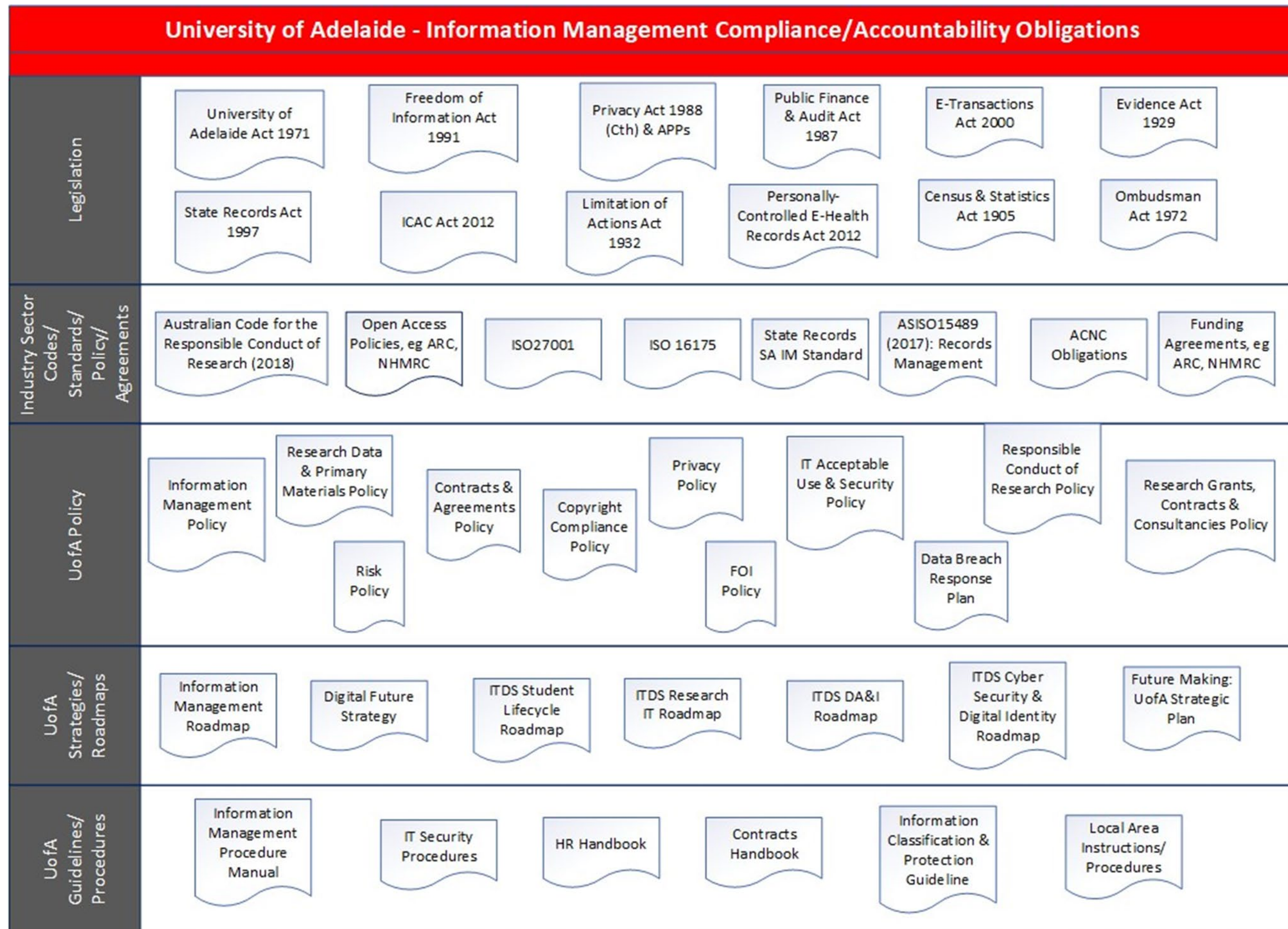
5. DIGITAL TRANSFORMATION				TARGET: The digital transformation of information management to support a digital ecosystem across the University is supported and enhanced.													
Strategic Outcomes				Phase			IM Principles Alignment				ITDS Strategy/Roadmap Alignment				Responsibility		
				1	2	3	Information as business-critical assets	IM responsibility assigned & documented	IM obligations met & risk mitigated	Information asset reliability	Information asset disclosure & confidentiality balanced	Digital Future - Technology	Student Lifecycle	Research IT	Cyber Security & Digital IT	Data, Analytics & Insights	
<ul style="list-style-type: none"><li>Processes across business areas are reviewed and transformed to digital first workflows and authorisation to support learning and teaching, student management, research management, operations and engagement.</li></ul>							✓		✓	✓		✓	✓	✓		✓	<ul style="list-style-type: none"><li>University Library &amp; ITDS</li></ul>
<ul style="list-style-type: none"><li>An updated <i>Business Systems Assessment Framework</i> is developed and implemented based on current standards. This includes the assessment of IM functionality in<ul style="list-style-type: none"><li>existing business systems and</li><li>new business systems as part of the procurement and selection process.</li></ul></li></ul>							✓		✓	✓	✓	✓			✓	✓	<ul style="list-style-type: none"><li>University Library &amp; ITDS</li></ul>
<ul style="list-style-type: none"><li>A <i>Digital Preservation Strategy</i> for safeguarding information assets of enduring value is developed and implemented.</li></ul>							✓		✓	✓	✓	✓		✓			<ul style="list-style-type: none"><li>University Library &amp; ITDS</li></ul>
<ul style="list-style-type: none"><li>Digital information assets are adequately created, captured, stored, accessed, secured and disposed of within business systems by means of:<ul style="list-style-type: none"><li>embedded information management functionality and/or</li><li>integration with the University’s official electronic recordkeeping system.</li></ul></li></ul>							✓		✓	✓	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"><li>University Library &amp; ITDS</li></ul>

5. DIGITAL TRANSFORMATION (cont'd)		TARGET: The digital transformation of information management to support a digital ecosystem across the University is supported and enhanced.													
Strategic Outcomes		Phase			IM Principles Alignment				ITDS Strategy/Roadmap Alignment					Responsibility	
		1	2	3	Information as business-critical assets	IM responsibility assigned & documented	IM obligations met & risk mitigated	Information asset reliability	Information asset disclosure & confidentiality balanced	Digital Future - Technology	Student Lifecycle	Research IT	Cyber Security & Digital IT	Data, Analytics & Insights	
<ul style="list-style-type: none"><li>Institutional repositories and curation of metadata for research outputs and research administration records, including grant and contract management, provide the means for storage, control and sharing and support Excellence in Research for Australia (ERA) reporting.</li></ul>					✓		✓	✓	✓	✓		✓			<ul style="list-style-type: none"><li>University Library</li></ul>
<ul style="list-style-type: none"><li>The University's official electronic recordkeeping system is administered and upgraded as required.</li></ul>					✓		✓	✓	✓	✓	✓	✓			<ul style="list-style-type: none"><li>University Library &amp; ITDS</li></ul>
<ul style="list-style-type: none"><li>The University's official electronic recordkeeping system licensing enables all personnel to use the system for capturing and managing information assets.</li></ul>					✓		✓	✓	✓	✓					<ul style="list-style-type: none"><li>University Library &amp; ITDS</li></ul>
<ul style="list-style-type: none"><li>Quality information assets are appropriately managed in digital form to enable data analytics and insights and support effective and responsive decision making.</li></ul>					✓		✓	✓						✓	<ul style="list-style-type: none"><li>University Library, ITDS &amp; business areas</li></ul>

6. IM ADVOCACY, RELATIONSHIP MANAGEMENT & ENGAGEMENT		TARGET: Information management requirements and initiatives are advocated and University stakeholders are actively engaged and consulted													
Strategic Outcomes		Phase			IM Principles Alignment				ITDS Strategy/Roadmap Alignment					Responsibility	
		1	2	3	Information as business-critical assets	IM responsibility assigned & documented	IM obligations met & risk mitigated	Information asset reliability	Information asset disclosure & confidentiality balanced	Digital Future - Technology	Student Lifecycle	Research IT	Cyber Security & Digital IT	Data, Analytics & Insights	
• <i>Change Management and Engagement &amp; Communication Plans</i> are developed and implemented for information management.					✓					✓					• University Library
• Executive and senior managers are consulted and collaborated with via the IM Governance Committee.					✓					✓					• University Library
• User Group and ListServ for the University’s official electronic recordkeeping system are maintained.					✓										• University Library & ITDS
• Site visits and meetings are conducted on an as needs basis with personnel.					✓		✓								• University Library & ITDS
• Business areas are collaborated with to achieve IM efficiencies, improvements and solutions that support business outcomes.					✓		✓			✓		✓			• University Library & ITDS
• IM functionality of the CRM or integration with the University’s official electronic recordkeeping system is improved to ensure full and adequate information assets of customer, and particularly student, interactions.					✓		✓	✓	✓		✓				• ITDS & University Library
• Consistent, accurate, trusted and seamless capture, management, sharing and retention of information assets that document the full student lifecycle.					✓		✓	✓	✓		✓				• ITDS & University Library
• Adelaide Connect is implemented for promoting and making discoverable the University’s collections, improving digital literacy and engaging online with users, whether students, personnel or the wider community.									✓			✓			• University Library



## Attachment 1: IM Compliance Diagram





## Attachment 2: IM Roles &amp; Responsibilities Diagram

