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The Monash University Information Management Strategy: from Development to Implementation

Presentation to VALA 2006, February 10, 2006

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I-words

Inception

Ideas

Implementation

Iteration

Intervention

Inception

~~Accidental,~~ sorry, "Non-intentional" first steps

- **April 2002**
  - Content Management System breakout group at IT Strategic Planning Retreat gets a little bit carried away...
- **May 2002 - April 2003**
  - Low intensity background and scoping work
- **May 2003**
  - Project manager (me!) seconded out of operational role to work full-time on Information Management
  - First Steering Committee meeting
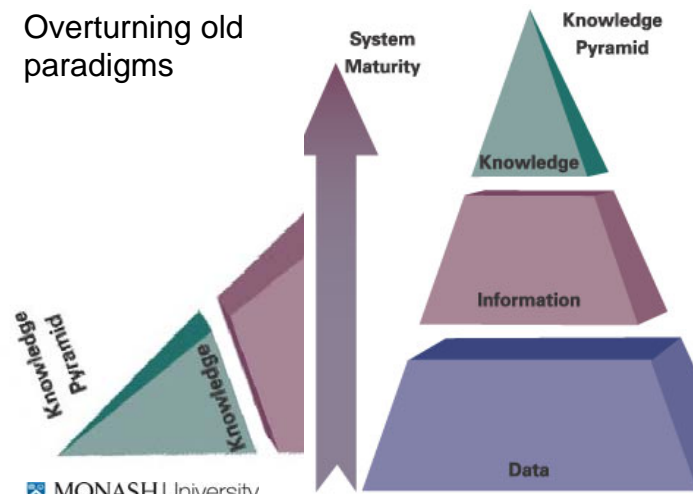
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First choose your Steering Committee

- **Steering Committee included:**
  - Executive Director, ITS (chair)
  - University Librarian
  - Director, Centre for Learning and Teaching Support
  - Manager, Records and Archives
  - Experts from School of Information Management and Systems
  - Associate Deans (Teaching) and (Learning)
 - Faculty Manager

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Ideas

Overturning old paradigms

System Maturity

Knowledge Pyramid

Knowledge

Knowledge Pyramid

Knowledge

Information

Data

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Instead...

- **Information defined as 'selectively encoded and communicated knowledge'**

Knowledge

Context

Information

SOUND   MPEG   Adobe

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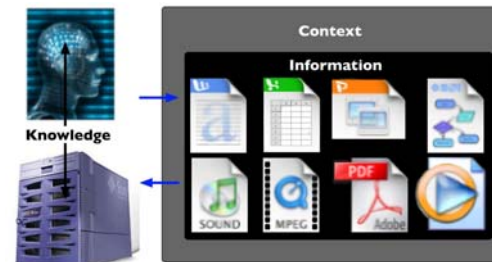
and therefore

- **Knowledge <u>Sharing</u>**

- **NOT**

- **Knowledge <u>Management</u>**

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We care about IT, even if our users don't

User

Information

Services

Applications

Infrastructure

User Interest

Visible Complexity

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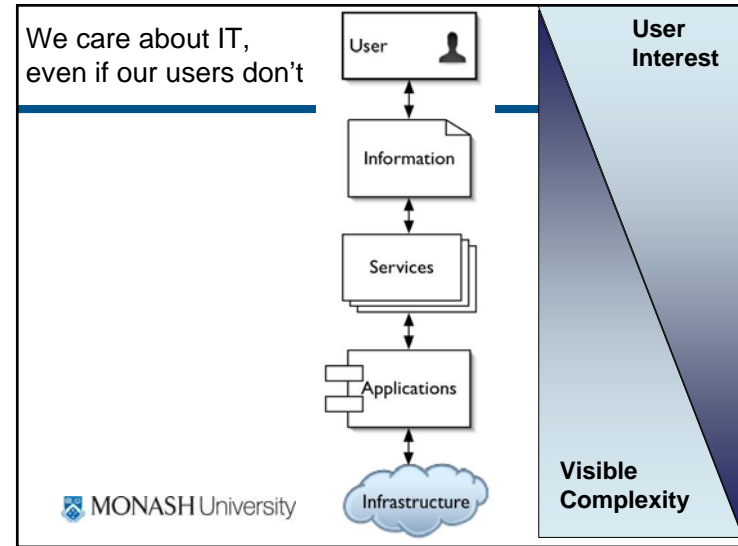
Iteration

Developing the strategy

- **Collaborative and iterative effort**
- **Large programme of interviews with stakeholders (DVC down), focussing initially on their information painpoints**
- **Drawing on existing statements of need in IT Strategic Plan and other planning documents**

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Strategy document

- **Comprehensive: 100+ pages, 35K words**
- **Outline**
  - Definitions, scope, theoretical models
  - Information Principles
  - Analysis
  - Further work
  - Governance
  - Turning Strategy into Action

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We all need approval

- **Strategy has been approved by Vice Chancellor's Group**
- **Implementing the Strategy is one of the five university priorities for 2006**
- **Strategy has been publicly released for comment as exposure draft**
- **Prioritised recommendations fed into university planning cycles**
- **Information needs will routinely be evaluated as part of new initiatives**

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Implementation

Successful intervention

- **Need to make a difference by operating as a process of change management across four areas:**
  - Strategy
    - > Where do we want to get to?
  - People
    - > How can we skill our staff to come along with us?
  - Process
    - > What can we improve as a result of this change?
  - Tools
    - > Which tools can we give people to make them more effective and efficient?

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Implementing the Strategy

- **Focussing for 2006 on activities grouped into four themes**
  - Working with content efficiently and effectively
  - Using the web to deliver information and services
  - Providing high quality management information
  - Supporting collaborative activity
- **Plus necessary underpinning infrastructure**

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Working with content efficiently and effectively

- **Better Info Mgt support for eResearch**
- **Review of Novell/Intranet/Extranet envts**
- **Electronic Document & Records Mgt System**
- **Move to server-based storage for critical shared docs**
- **Move to backed up storage for in-process docs**
- **Embed information ownership in PDs**
- **Enhance ability to search across information islands**

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Using the web to deliver information and services

- **Develop and implement web strategy**
- **Progressively web-enable corporate applications**
- **Recommendations of portal review**
- **Targeted portal services for staff roles**
- **Monash intranets for students and staff**

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Providing high quality management information

- **Continue work on data quality**
- **Implement application integration solution**
- **Enhance TARDIS research management business intelligence system**
- **TARDIS-like offering for L&T?**
- **Integrated reporting/BI offering**
- **Responding to 2006 AUQA audit**

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Supporting collaborative activity

- **Implement recommendations of 2005 Workgroup Collaboration Services review**
- **Design templated collaboration workspaces for targeted user communities**
- **Develop email management strategy**
- **Respond to special needs of eResearch sector**

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Combining themes and realms

	Research & Research Management	Learning & Teaching	Admin & Support
Working with information efficiently and effectively	Improved management of research datasets	New system to manage production of online and print handbook content based on content management	Revitalised policy bank
Using the web to deliver information and services	New researchers portal	Proposed teacher's intranet	Proposed staff intranet
Providing high quality management information	Integrated research analysis and reporting system (TARDIS)	TARDIS-like system for teaching indicators	University KPIs and AUQA reporting
Supporting collaborative activity	Research collaboration spaces	Small group online learning spaces	Collaborative development of policy

Conclusions

- **Creating a strategy is not the same as turning it into action**
- **Support for the strategy exists at the most senior levels of the university**
- **Active programme of work across the four activity themes planned out and being implemented**
- **Success will be measured by**
  - whether daily user's tasks of working with information are worthwhile
  - whether stakeholders feel that co-ordinated information management delivers value
- **Ask me at VALA 2008 how we went!**

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Questions?

- **Strategy website**
  - http://www.monash.edu.au/staff/information-management/

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- **With thanks to Andy Goldsworthy for the gorgeous environmental art**

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