AN ASSESSMENT OF RECORDS MANAGEMENT PRACTICES AT THE KANO STATE SCIENCE AND TECHNICAL SCHOOLS BOARD

By

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Abstract

Effective records management is fundamental to the efficient administration, accountability, and decision-making processes of educational institutions. This study assessed the records management practices employed by the Kano State Science and Technical Schools Board (KSSTSB), with particular emphasis on the types of records maintained, records management practices, the extent of Information and Communication Technology (ICT) integration, and the challenges associated with records management. The study adopted a descriptive survey design. The population comprised 15 staff members responsible for records management across different departments of the Board. Based on the Krejcie and Morgan (1970) sampling table, 14 staff members were selected for the study. Data were collected using a self-designed questionnaire and analysed using frequency counts, percentages, means, and standard deviations. The findings revealed that the Board maintains diverse categories of records, including student, staff, financial, administrative, academic, and procurement records. However, manual filing remains the predominant records management practice, while the adoption of specialized records management systems and cloud-based platforms is limited. The level of ICT integration in records management was also found to be low, with an average mean score of 2.03. The major challenges confronting effective records management include limited funding, inadequate infrastructure, lack of trained personnel, difficulties in managing physical and digital records, and security and privacy concerns. The study concludes that although KSSTSB maintains essential records required for its operations, its records management practices remain largely traditional and are constrained by infrastructural, financial, and human capacity challenges. The study recommends increased investment in ICT infrastructure, the implementation of an electronic records

management system, regular staff training and capacity-building programmes, and the development of comprehensive records management policies and procedures.

Keywords: Information and Communication Technology, records management, records management practices, Kano State Science and Technical Schools Board

Introduction

Records constitute the institutional memory of organisations and serve as vital resources for accountability, transparency, operational continuity, and evidence-based decision-making. Records management refers to the systematic control of records throughout their lifecycle, from creation or receipt to maintenance, use, storage, retention, and final disposition (National Archives, 2021). Effective records management ensures that records remain authentic, reliable, accessible, and usable for as long as they are required to support organizational activities and fulfil legal and regulatory obligations.

In educational administration, records management is particularly important because of the large volume and diversity of information generated in the management of students, personnel, finances, infrastructure, academic programmes, and policy implementation. Educational authorities depend on accurate and readily accessible records for planning, monitoring, evaluation, reporting, and decision-making. Proper records management enhances transparency in admissions, staff recruitment, examinations, budgeting, and performance appraisal. Conversely, poor records management practices may result in information loss, delayed retrieval, duplication of tasks, data inconsistencies, and reduced institutional accountability (Ngoepe, 2014).

Records management practices may be traditional or ICT-based. Traditional methods typically involve manual filing systems, while advances in Information and Communication Technology (ICT) have transformed Record keeping through electronic storage systems, databases, digital repositories, and cloud-based technologies (Egwnywnga, 2020). ICT offers significant opportunities for improving the quality and efficiency of records management in teaching, administration, learning, and research.

Nevertheless, many organisations in developing countries continue to experience challenges such as inadequate storage and ICT infrastructure, the absence of standardized classification systems, limited deployment of Electronic Records Management Systems (ERMS), and inadequate staff capacity. These limitations undermine administrative efficiency and hinder timely access to reliable information required for effective decision-making and service delivery.

As the agency responsible for coordinating and supervising science and technical schools in Kano State, the KSSTSB generates substantial volumes of administrative and academic records relating to student enrolment, personnel management, financial transactions, examinations, infrastructure, and policy implementation. The extent to which these records are systematically created, maintained, stored, retrieved, and disposed of has significant implications for governance and institutional performance. Inefficiencies in records management processes may therefore weaken administrative effectiveness and policy implementation within the Board.

Against this background, this study assesses the records management practices at KSSTSB. Specifically, it examines the types of records maintained, the records management practices

employed, the extent of ICT integration, and the challenges hindering effective records management. The findings are expected to provide useful insights for strengthening records management practices and improving administrative efficiency, accountability, and service delivery within the Board.

Statement of the Problem

Records management is essential for organizational accountability, transparency, efficiency, and effective decision-making, particularly in educational institutions where large volumes of information are generated daily. Despite its importance, many public sector organisations in developing countries continue to experience weaknesses in their records management systems. Such weaknesses may include inadequate infrastructure, poor classification methods, limited adoption of ICT-based records management systems, insufficient funding, and inadequate staff capacity.

These shortcomings may result in the loss or misplacement of information, delays in records retrieval, duplication of tasks, inconsistencies in information management, and reduced institutional accountability. Consequently, poor records management can undermine effective governance, administrative efficiency, and service delivery.

The Kano State Science and Technical Schools Board (KSSTSB), which is responsible for coordinating and supervising science and technical education in Kano State, generates and maintains extensive records relating to student enrolment, personnel administration, finances, examinations, procurement, infrastructure, and policy implementation. However, the available evidence from the study suggests that the Board's records management practices remain largely traditional, with limited integration of modern ICT-based systems.

The continued reliance on manual records management practices may hinder timely access to reliable information, increase the risk of records loss or damage, weaken transparency in administrative processes, and affect the overall efficiency of the Board. Although ICT offers considerable opportunities for improving records creation, storage, retrieval, security, and preservation, its level of integration into the Board's records management processes appears to be limited.

It is against this background that this study assessed the records management practices at the Kano State Science and Technical Schools Board, with a view to identifying the types of records maintained, examining existing records management practices, determining the extent of ICT integration, identifying the challenges confronting effective records management, and proposing measures for improvement.

Objectives of the Study

The main objective of this study was to assess the records management practices adopted by the Kano State Science and Technical Schools Board (KSSTSB). Specifically, the study sought to:

1. Identify the types of records maintained by the Kano State Science and Technical Schools Board;
2. Examine the records management practices currently employed by the Board;
3. Determine the extent to which ICT has been integrated into the Board's records management processes; and
4. Identify the key challenges confronting the Board in managing its records effectively.

Literature Review

This section reviews related literature under the following sub-headings: concept of records, types of records, records management practices, adoption of ICT for records management, benefits of records management,

and challenges associated with records management.

Concept of Records

Records constitute vital organizational assets that provide evidence of activities, transactions, and decisions. They support accountability, transparency, organizational continuity, and informed decision-making. The International Organization for Standardization (ISO 15489-1, 2016) defines records as information created, received, and maintained as evidence and as an asset by an organization or individual in the course of business or in pursuance of legal obligations. This definition emphasizes the evidential value of records and the need for their systematic management throughout their lifecycle.

Records may exist in physical formats, such as paper files, printed documents, photographs, and maps, or in electronic formats, including emails, electronic documents, databases, and digital files. While physical records require secure storage facilities and controlled environmental conditions, electronic records depend on reliable ICT infrastructure, cybersecurity safeguards, and appropriate data protection mechanisms (Ngulube, 2018; Kemoni, 2020).

The importance of records extends beyond immediate operational needs. Records form the basis of institutional memory and enable organizational continuity during staff turnover, administrative changes, and institutional transitions. Thurston (2015) observed that well-managed records preserve institutional knowledge and contribute to organizational sustainability.

In public sector institutions, records play a critical role in promoting transparency and accountability, particularly in matters involving public funds, service delivery, personnel administration, and policy implementation. Poor record-keeping practices may result in financial mismanagement, legal disputes, administrative inefficiency, and reputational damage (Wallace, 2016; Adebayo & Oyewusi, 2021). Furthermore, managers rely on accurate historical records for strategic planning and policy formulation, thereby reducing uncertainty and improving the quality of decision-making (Duranti & Rogers, 2017; ISO, 2020).

Types of Records

Organizations generate diverse categories of records depending on their functions, legal responsibilities, and operational requirements. The International Council on Archives (ICA, 2016) categorizes organizational records into administrative, financial, legal, personnel, academic, specialized, and electronic records.

Administrative records document routine organizational activities, including correspondence, reports, memoranda, minutes, and internal communications. Financial records capture information relating to budgeting, expenditure, revenue, procurement, and auditing. Legal records provide evidence of contracts, agreements, policies, and statutory obligations and may serve as proof of organizational rights and responsibilities.

Personnel records contain essential information relating to employees, including recruitment, appointment, training, promotion, performance appraisal, discipline, and benefits. Academic records document students' and educational personnel's activities, achievements, examinations, and institutional outputs.

With increasing digitization, electronic records have become an important component of organizational information resources. Their effective management requires appropriate policies, technological infrastructure, security controls, and preservation strategies (Kemoni & Ngulube, 2019; ICA, 2020).

Records Management Practices

Records management practices involve the systematic application of policies, procedures, and controls to ensure the effective creation, maintenance, use, storage, retrieval, retention, and disposal of records. ISO 15489-1 (2016) defines records management as the efficient and systematic control of records throughout their lifecycle to ensure their authenticity, reliability, integrity, and usability.

Effective records management practices generally include records creation and classification, storage and maintenance, retrieval and access, retention and disposal, and compliance and security controls. Shepherd and Yeo (2003) emphasized that proper records creation and classification facilitate easy retrieval and consistent management. Similarly, Duranti and Rogers (2017) identified the use of standardized templates and formats as an important practice for ensuring uniformity in organizational records.

Millar (2017) further observed that appropriate classification and coding systems improve retrieval efficiency by organizing records according to organizational functions and activities. Earlier studies by Popoola (2000) identified physical filing systems as dominant in many organisations, whereas more recent studies have highlighted a gradual shift towards electronic storage systems, including cloud computing and external digital repositories (McLeod & Hare, 2010; Aina, 2021).

Adoption of ICT for Records Management

The integration of Information and Communication Technology has significantly transformed records management by improving efficiency, accessibility, accuracy, storage, and retrieval. ICT tools enable organisations to create, store, retrieve, transmit, and share records electronically while supporting automated classification, indexing, and retention processes.

According to the International Council on Archives (2016), the adoption of ICT can address several challenges associated with traditional records management, including storage limitations, retrieval delays, duplication of information, and difficulties in information sharing.

One of the major ICT-based solutions for records management is the Electronic Document and Records Management System (EDRMS). An EDRMS can support the management of records throughout their lifecycle and may provide features such as metadata management, version control, secure access, audit trails, and advanced search capabilities. McLeod and Hare (2010) observed that EDRMS can improve organizational efficiency and accountability. More recent studies have also indicated that properly implemented electronic records systems can reduce paperwork, enhance accessibility, improve auditability, and strengthen organizational performance (Kemoni, 2020; Adebayo & Oyewusi, 2022).

Benefits of Records Management in an Organization

Effective records management contributes significantly to organizational efficiency, accountability, transparency, and compliance with legal and regulatory requirements. Shepherd and Yeo (2003) described records management as an essential component of organizational operations because it supports accurate documentation and informed decision-making.

Accessible, reliable, and timely records improve the quality and speed of managerial decisions (ISO, 2016). Centralized and well-organized records systems can reduce duplication, minimize operational delays, and enable employees to focus on core organizational responsibilities (McLeod & Hare, 2010). Proper records management can also reduce operational costs by minimizing

unnecessary paper usage, optimizing storage facilities, and automating routine workflows (Ngulube, 2018). Millar (2017) highlighted that effective records management enhances transparency and accountability by providing reliable evidence for audits, inspections, investigations, and administrative reviews.
Furthermore, records preserve institutional memory and support historical research, particularly in public sector institutions (Duranti & Rogers, 2017). Compliance with legal requirements, privacy regulations, and data protection obligations is another important benefit of sound records management systems (Thurston, 2015; ISO, 2020).

Challenges Associated with Records Management

Despite its importance, records management faces numerous challenges, particularly in developing countries and public sector organisations. Common challenges include inadequate ICT infrastructure, shortage of skilled personnel, financial constraints, storage limitations, resistance to change, and data security risks.

McLeod and Hare (2010) warned that ineffective records management can result in operational inefficiency, legal complications, financial losses, and reputational damage. Ngulube (2018) identified inadequate storage facilities and limited access to Electronic Document and Records Management Systems as major barriers to effective records management.

Many organisations continue to rely heavily on manual systems, which may be inefficient, time-consuming, and prone to errors, loss, or damage (ISO 15489-1, 2016). Poor internet connectivity may also limit the adoption and use of cloud-based records management systems, particularly in public institutions (Wallace, 2016; Aina, 2021).

Skills gaps among staff constitute another significant challenge. Inadequate training may result in improper classification, poor records handling, data loss, and non-compliance with professional standards (Thurston, 2015). Resistance to change, particularly during the transition from paper-based to electronic systems, also remains common in organisations with long-established manual workflows (Duranti & Rogers, 2017).

In addition, weak security controls may expose organisations to unauthorized access, data breaches, information loss, and other cyber threats. ISO (2016) therefore emphasizes the importance of robust access control mechanisms, information security procedures, and data protection policies for safeguarding sensitive organizational records.

Failure to address these challenges may compromise the integrity, confidentiality, availability, reliability, and usability of records. This underscores the need for continuous investment in infrastructure, staff training, security, and policy development (Kemoni, 2020; Adebayo & Oyewusi, 2022).

Research Methodology

The study adopted a descriptive survey research design to examine records management practices at the Kano State Science and Technical Schools Board (KSSTSB). The descriptive survey design was considered appropriate because it enabled the researchers to obtain information from staff responsible for handling and managing records within the Board.
The population of the study comprised 15 staff members responsible for handling and managing records across different departments of KSSTSB. Based on the Krejcie and Morgan (1970) sampling table, 14 staff members were selected to participate in the study.

A self-designed questionnaire was used as the instrument for data collection. To ensure the validity and clarity of the instrument, the questionnaire was reviewed by experts in records management and library and information science. A pilot test involving 10 staff members from a similar organization was conducted, and necessary revisions were made before the final administration of the instrument.

The questionnaires were distributed to the selected respondents, who were given two weeks to complete them. At the end of the period, the completed questionnaires were retrieved for analysis. All 14 questionnaires administered were properly completed and returned, representing a response rate of 100%. The data were analysed using frequency counts, percentages, means, and standard deviations with the aid of Microsoft Excel and Statistical Package for the Social Sciences (SPSS).

Ethical considerations were also observed throughout the study. Informed consent was obtained from the respondents, confidentiality of responses was assured, and the information obtained was used strictly for academic purposes.

Data Presentation, Analysis, and Interpretation

This section presents and analyses the data collected from the respondents in line with the objectives of the study. A total of 14 questionnaires were administered to staff responsible for records management at KSSTSB, and all were properly completed and returned, representing a response rate of 100%.

Table 1: Demographic Characteristics of Respondents

Variable	Frequency	Percentage (%)
Gender		
Male	9	64.3
Female	5	35.7
Total	**14**	**100.0**
Age Range		
16–20 years	1	7.1
21–25 years	2	14.3
26–30 years	3	21.4
31–35 years	3	21.4
36–40 years	2	14.3
40 years and above	3	21.4
Total	**14**	**100.0**
Marital Status		
Single	5	35.7
Married	8	57.1
Widowed	1	7.1
Total	**14**	**100.0**

Table 1 show that the majority of the respondents were male, accounting for 9 respondents (64.3%), while 5 respondents (35.7%) were female. This indicates that male staff constituted a larger proportion of the respondents responsible for records management activities at KSSTSB.

The age distribution of the respondents was relatively spread across the various age categories. The 26–30 years, 31–35 years, and 40 years and above categories each accounted for 3 respondents (21.4%). Respondents aged 21–25 years and 36–40 years each accounted for 2 respondents (14.3%), while only 1 respondent (7.1%) was within the 16–20 years age category. This distribution indicates the involvement of both relatively young and experienced personnel in records management activities.

With regard to marital status, the majority of the respondents were married, accounting for 8 respondents (57.1%). This was followed by single respondents, with 5 respondents (35.7%), while 1 respondent (7.1%) was widowed.

Research Question One: What Types of Records Are Maintained at KSSTSB?

Table 2: Types of Records Maintained at KSSTSB

Type of Record	Available	Not Available
Student records	13 (92.86%)	1 (7.14%)
Staff records	12 (85.71%)	2 (14.29%)
Financial records	10 (71.43%)	4 (28.57%)
Administrative records	12 (85.71%)	2 (14.29%)
Academic records	11 (78.57%)	3 (21.43%)
Procurement records	9 (64.29%)	5 (35.71%)
Other records	3 (21.43%)	11 (78.57%)

The results presented in Table 2 indicate that KSSTSB maintains various categories of records. Student records were the most commonly reported category, with 13 respondents (92.86%) indicating their availability. Staff records and administrative records were each reported by 12 respondents (85.71%). Academic records were reported by 11 respondents (78.57%), while financial records were reported by 10 respondents (71.43%). Procurement records were reported by 9 respondents (64.29%).

The findings demonstrate that KSSTSB maintains the major categories of records required for its administrative and educational responsibilities. The relatively lower availability of procurement records and other unspecified categories may indicate differences in the location, custody, or accessibility of these records across departments. Overall, the findings suggest that student, staff, administrative, academic, and financial records constitute the major records maintained by the Board.

Research Question Two: What Records Management Practices Are Employed by KSSTSB?

Table 3: Records Management Practices Employed by KSSTSB

Practice	Used	Not Used
Manual filing systems	11 (78.57%)	3 (21.43%)
Computer/CD-ROM storage system	6 (42.86%)	8 (57.14%)
Specialized records management system	5 (35.71%)	9 (64.29%)
Online/cloud-based system	3 (21.43%)	11 (78.57%)
Outsourcing of records management services	2 (14.29%)	12 (85.71%)
Other practices	1 (7.14%)	13 (92.86%)

Table 3 shows that manual filing systems constitute the most commonly used records management practice at KSSTSB, as indicated by 11 respondents (78.57%). Only 3 respondents (21.43%) indicated that manual filing systems were not used.

The use of computer-based and electronic records management practices was comparatively limited. Computer or CD-ROM storage systems were reported by 6 respondents (42.86%), while specialized Records management systems were reported by 5 respondents (35.71%). Online or cloud-based systems were used by only 3 respondents (21.43%).

The findings indicate that KSSTSB continues to rely predominantly on manual records management practices, while the adoption of ICT-based systems, including specialized records management software and cloud-based storage, remains limited. This suggests a low level of digital transformation in the Board's records management operations.

Research Question Three: To what extent has KSSTSB integrated ICT into Its Records Management Processes?

Table 4: Extent of ICT Integration in Records Management at KSSTSB

ICT Tool	HI	I	PI	NI	Mean	SD
Cloud-based storage	1	2	3	8	1.71	0.90
Computerized filing system	2	3	4	5	2.14	0.99
Email system for records transmission	4	5	2	3	2.71	1.07
Local Area Network (LAN) for records transmission	3	4	2	5	2.35	1.09
Centralized computer system	1	3	4	6	2.00	0.89
Other ICT tools	0	1	2	11	1.29	—
Average Mean					**2.03**	

Key: HI = Highly Integrated; I = Integrated; PI = Partially Integrated; NI = Not Integrated.

Table 4 indicates that the level of ICT integration into records management at KSSTSB is generally low, with an average mean score of 2.03. Among the ICT tools examined, the email system for records transmission recorded the highest mean score of 2.71 and a standard deviation of 1.07, indicating a relatively higher level of utilization compared with the other ICT tools. This was followed by the Local Area Network (LAN),

with a mean score of 2.35 and a standard deviation of 1.09.

The computerized filing system recorded a mean score of 2.14, while the centralized computer system recorded a mean score of 2.00. Cloud-based storage had a mean score of 1.71, indicating a low level of integration. Other ICT tools recorded the lowest mean score of 1.29.

Overall, the findings indicate that ICT integration in records management at KSSTSB remains limited. Although email and LAN facilities are used to some extent for records transmission and communication, advanced technologies such as cloud-based storage, centralized computer systems, and specialized electronic records management systems are not widely integrated into the Board's records management processes.

Research Question Four: What Are the Challenges Associated with Records Management Practices at KSSTSB?

Table 5: Challenges Associated with Records Management Practices at KSSTSB

Challenge	Encountered	Not Encountered
Inadequate infrastructure	11 (78.57%)	3 (21.43%)
Lack of trained personnel	10 (71.43%)	4 (28.57%)
Limited budget for records management	12 (85.71%)	2 (14.29%)
Security and privacy concerns	8 (57.14%)	6 (42.86%)
Difficulty managing physical and digital records	9 (64.29%)	5 (35.71%)
Records getting lost or damaged	7 (50.00%)	7 (50.00%)
Other challenges	3 (21.43%)	11 (78.57%)

Table 5 shows that limited budget for records management was the most significant challenge encountered at KSSTSB, as indicated by 12 respondents (85.71%). This was followed by inadequate infrastructure, identified by 11 respondents (78.57%), and lack of trained personnel, identified by 10 respondents (71.43%).

Difficulty in managing both physical and digital records was reported by 9 respondents (64.29%), while security and privacy concerns were identified by 8 respondents (57.14%). Records getting lost or damaged was reported by 7 respondents (50.00%).

The findings suggest that the major constraints affecting effective records management at KSSTSB are primarily financial, infrastructural, and human-resource related. These challenges may limit the Board's capacity to adopt and sustain modern ICT-based records management systems.

Summary and Discussion of Major Findings

The study produced the following major findings:

Types of Records Maintained

The study revealed that KSSTSB maintains diverse categories of records, including student, staff, financial, administrative, academic, and procurement records. Student records were the most commonly reported, followed by staff and administrative records. This finding is consistent with the classification framework of the International Council on Archives (ICA, 2016), which identifies administrative, financial, personnel, academic, legal, and specialized records as important categories of organizational records.

The availability of these diverse categories of records reflects the wide range of administrative and educational responsibilities performed by the Board.

Records Management Practices

The findings revealed that manual filing remains the predominant records management practice at KSSTSB. Computer-based systems, specialized records management software, and cloud-based platforms were used to a much lesser extent.

This finding is consistent with earlier studies by Popoola (2000), which found that many organisations continue to rely on paper-based and physical filing systems. The continued dominance of manual systems may be attributed to limited ICT infrastructure, inadequate funding, and insufficient implementation of electronic records management systems.

Extent of ICT Integration

The study established that the level of ICT integration in records management at KSSTSB is relatively low, with an average mean score of 2.03. Email was the most commonly integrated ICT tool, followed by the Local Area Network. However, cloud-based storage and centralized computer systems recorded relatively low levels of integration.

This finding supports earlier observations that ICT adoption in records management within many public sector institutions remains limited. The low level of integration may affect the efficiency of records storage, retrieval, sharing, preservation, and security.

Challenges of Records Management

The study identified limited funding, inadequate infrastructure, shortage of trained personnel, difficulties in managing physical and digital records, and security and privacy concerns as the major challenges confronting effective records management at KSSTSB.

The findings support Thurston's (2015) observation that inadequate training and limited familiarity with records management technologies may result in poor records handling, improper classification, and potential information loss. The findings also demonstrate the importance of financial investment and appropriate infrastructure in facilitating the transition from manual to electronic records management systems.

Although resistance to change and disruption of established workflows are commonly identified in the literature as challenges associated with digital transformation, the findings of the present study suggest that financial, infrastructural, and human capacity constraints are more immediate challenges within the KSSTSB context.

Conclusion

The study concludes that the Kano State Science and Technical Schools Board maintains essential categories of records required for its administrative and educational operations, including student, staff, financial, administrative, academic, and procurement records. However, the Board's records management practices remain largely traditional, with manual filing serving as the predominant method of managing records.

The study further concludes that the integration of ICT into records management processes is relatively low. Although basic ICT tools such as email and Local Area Networks are utilized to some extent, advanced technologies, including cloud-based storage, centralized computer systems, and specialized electronic records management systems, are minimally utilized.

Effective records management at KSSTSB is further constrained by limited funding, inadequate infrastructure, shortage of trained personnel, difficulties in managing physical and

electronic records, and security and privacy concerns.

Therefore, for KSSTSB to improve administrative efficiency, accountability, transparency, and service delivery, there is a need to modernize its records management framework through increased ICT adoption, improved infrastructure, adequate funding, staff capacity development, and the establishment of comprehensive records management policies and procedures.

Recommendations

Based on the findings of the study, the following recommendations are made:

1. The Kano State Science and Technical Schools Board should increase funding for records management to support the acquisition and maintenance of modern records management infrastructure, software, storage facilities, and other relevant technologies.
2. The Board should implement an Electronic Records Management System (ERMS) to reduce excessive dependence on manual filing systems and improve the creation, classification, storage, retrieval, security, and preservation of records.
3. The Board should invest in adequate ICT infrastructure, including computers, secure servers, reliable networks, backup facilities, and where appropriate, cloud-based storage solutions.
4. Regular training and capacity-building programmes should be organized for staff responsible for records management to improve their competence in electronic records management, digital preservation, information security, and the use of specialized records management software.
5. KSSTSB should develop and implement a comprehensive records management policy that provides clear guidelines on records creation, classification, storage, access, retention, disposal, preservation, and security.
6. Appropriate information security and privacy measures should be strengthened to protect sensitive student, staff, financial, and administrative records from unauthorized access, loss, alteration, or disclosure.
7. The Board should adopt a phased approach to digital transformation**,** beginning with the digitization and automation of high-priority records while gradually integrating other categories of records into a comprehensive electronic records management environment.

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