

# ARMail

Central New York

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## What Is "Records Management"? Why Should I Care?

Information is at the center of everything an organization does: strategy management, research and development, compliance. How the organization manages that information and its corporate records can directly affect its ability to compete, comply with regulations, recover from disaster - in other words, to operate efficiently.

The systematic control of records throughout their life cycle is the definition of records management.

### What are records?

Records are the evidence of what the organization does. They capture its business activities and transactions such as contract negotiations, business correspondence, personnel files, and financial statements, just to name a few.

Records come in many formats:

- Physical paper in our files such as memos, contracts, marketing materials, and reports
- Electronic messages such as e-mail content and their attachments and instant messages
- Content on the Web site, as well as the documents that reside on PDAs, flash drives, desktops, servers, and document management systems
- Information captured in the organization's various databases

When there's a lawsuit, all of these - including the copies that individuals have retained and any items deleted from the system - may be identified as discoverable. That means they could be used against the organization in a lawsuit.

### Why is records management important?

Records are information assets and hold value for the organization. Organizations have a duty to all stakeholders to manage them effectively in order to maximize profit, control cost, and ensure the vitality of the organization. Effective records management ensures that the information needed is retrievable, authentic, and accurate. This requires

- Setting and following organizational policies and best practices
- Identifying who is responsible and accountable for managing records
- Creating, communicating, and executing procedures consistently
- Integrating best practices and process flows with other departments throughout the organization

Employees use records and information daily to

- Perform daily business transactions
- Deliver goods and services consistently and with integrity
- Identify vital records and establish

guidelines and resources to maintain business continuity after a disruption or disaster

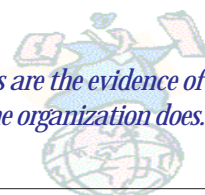
- Comply with legislative and regulatory requirements
- Manage risk
- Protect the interests of all stakeholders inside and outside of the organization
- Provide documentation of research for the development of products and services
- Preserve the organizational identity and history

### Who is responsible for managing records and information?

Everyone is. Each employee has an important role to play in protecting the future of the organization by creating, using, retrieving, and disposing of records in accordance with the organization's established policies and procedures.

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*Records are the evidence of what the organization does.*



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Message from the President, Patricia C. Franks

*A New Year's Resolution for All: Review your Records & Information Management Policies and Procedures*

It's that time of year again - time to make New Year's resolutions. While we all have our own personal resolutions to consider, there is one that each one of us can benefit from: a resolution to get our business records in order. It doesn't matter whether you're responsible for your individual records or the records of a department, division, or the entire enterprise. Records management should be one of your top priorities for 2006.

This year, CNYARMA's board is determined to help you with your Records and Information Management tasks by issuing a special issue of CNYARMA's ARMail. This newsletter will provide you with informative articles on records and information management and a directory of local vendors who can be called upon to help you meet your records and information management challenges. I

hope the articles and advertisements in this special issue are useful to you.

In this issue, you'll also find a review of some of our past programs and a description of those planned for the Spring of 2006. Please take advantage of the opportunity to network with your peers and learn more about the latest issues in records and information management by attending one of our chapter meetings.

And ... Happy New Year!

**Central New York Chapter of ARMA International  
Treasurer's Report  
Submitted by Edward L. Galvin, Treasurer  
December 17, 2005**

<b>Balance as of 10/25/05 .....</b>	<b>\$ 4,903.99</b>
<b>INCOME:</b>	
December Sponsor .....	300.00
December Meeting .....	395.00
<b>Total Income .....</b>	<b>\$ 695.00</b>
<b>EXPENSES:</b>	
December Meeting & Speaker Costs .....	742.71
<b>Total Expenses .....</b>	<b>\$742.71</b>
<b>Balance as of 12/17/2005 .....</b>	<b>\$ 4,856.28</b>

# Document Management Evolves into Content Management

by Bob Zagami, General Manager DataBank IMX

*Do you know where the documents that you are looking for should be located?*

*Do you know what information is contained in the documents you are looking for?*

*Do you have any idea what information is being sent into or out of your company via e-mail each day?*

*Are you still wondering what happened to the so-called "paperless office", and then try to reconcile this misnomer with your corporate expenditures for more computers, more printers, and more paper?*

If all of this rings true at your company, please don't feel alone. There's another evolution taking place and this time we are going to call it content management. Over the past decade we have gone from information management to document management and from document management to knowledge management. We have now evolved from knowledge management to the new mantra of content management.

AIIM, the Enterprise Content Management Association, is the leading authority on education, training and various publications that are helping corporations deal with the uncertainties of their respective industry's as it relates to regulatory compliance issues and new reporting requirements.

Over the last two decades many of these same companies downplayed the role of the Records Manager because they believed that all problems would be resolved once they got everything into their computers. That thought was soon crushed under the weight of the responsibility that followed the trail of electronic records, digital data, and scanned images that now reside in networks and computer infrastructures worldwide.

The day of reckoning is fast approaching for many companies, and is long past for others. Headlines scream of litigation, fines, and imprisonment because individuals and companies who must produce information or documents; simply cannot perform.

Never has the importance of records, whether they are paper or electronic, been more in the spotlight than right now. With this increased awareness of the penalties associated with poor record keeping, many companies are now rethinking their strategy of records management and talking about it in the same sentence as information technology and management systems. Today, it is vitally important that the Records Manager determine what must be kept and for

how long, and the information systems professionals must determine in what format during each stage of the document life cycle, from conception to destruction. It can not be done in a vacuum.

AIIM provides:

- the information that helps users guarantee business continuity (24X7X365)
- enable employee, partner and customer collaboration
- ensure legal and regulatory compliance
- reduce costs through streamlining and consolidation

Also known as the four C's of the ECM industry: Continuity, Collaboration, Compliance and Consolidation.

A recent survey of Records Management Practices undertaken by AIIM, ARMA, and Cohasset Associates (Chicago, IL) revealed the following pitfalls in corporations throughout the country:

- 41% do not include electronic records in their records management programs.
- 47% do not have IT representation in their records management programs.
- 47% do not include electronic records in their records retention schedules.
- 59% do not have a formal policy regarding record retention practices for e-mail.

The same study revealed that while 83% of the respondents feel that the process used to manage electronic records is going to be very important in future litigation; only 38% of them felt that their business organization could successfully demonstrate its electronic records are accurate, reliable and trustworthy.

In the midst of this evolution, that some people refer to as a revolution, there is chaos and confusion. John Mancini, president of AIIM, cautions that, "Even if storage is free, the cost of maintaining exploding volumes of electronic stuff is increasing exponentially. There are growing gaps between technology implementation and policy. There is increased confusion and business risk centered on what information needs to be saved and why. And there are increasing costs as companies try to standardize processes, but this cannot be done unless you standardize information flows."

A 2003 study by AIIM and Kahn Consulting showed a policy vacuum between the various technologies or systems being deployed

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**Document Management**  
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in corporations and the implementation of a formal written policy that govern the use of such technology. Among the technologies mentioned were voice mail, wireless PDA's, laptops, text messaging, instant messaging and e-mail. Failure to have a documented policy can lead to devastating results if the company is subject to litigation.

These issues are getting noticed today. Companies are well intentioned and recognize the areas that must be addressed internally. They are allocating the appropriate people and resources required to get an understanding of how serious the problem is, and how quickly they can become compliant and protect their information assets in an ever increasing litigious society.

Among the more visible initiatives highlighted in the AIIM/Kahn study was library and knowledge management, web publishing, information capture, document control and records management. The two leading drivers of this change are compliance and improved efficiency.

While many companies have started down the path that will bring them into compliance and realize the operational efficiencies that change will bring, others struggle with a basic understanding of records management, content management, document life cycles and the various technologies that can be applied to solve their business problems. If there is no problem, there is no requirement for a solution.

However, the problems are well documented and being discussed openly from the stock room to the board room.

Service companies provide a unique perspective for potential prospects that will need to understand just where software, hardware and document conversion services fit into their overall strategy for success. Technology will also be a factor in the final configuration and acquisition of problem solving solutions to meet their needs. No

single technology and no single company will have all the answers. Solutions can range from simply putting records in an off-site storage facility, capturing large volumes of information on microfilm, or converting important legacy documents and data for use in an enterprise wide content management solution.

Film-based imaging solutions, once thought to be outdated, are being rediscovered, as companies now have a better understanding of digital imaging systems and the role they play in solving document management problems.

We have referenced the document life cycle before, and it involves the total life of a document from creation, through its most active phase of existence, and into an inactive stage to await final disposition or eventual destruction.

Knowledgeable records managers will work with their service providers to establish the guidelines and methodology for the transfer of information between systems and technology.

One of the fastest growing segments of the film-based imaging industry is the ability to download digital images that are no longer active or required, to be retained in a digital format, to microfilm. Industry standard digital images can be preserved in archival film-based reference libraries with the master index still retained in the content management system.

Companies who have experienced the transition from one digital system to another, or who have had to replace their imaging system with a more robust system, are well aware of the cost of migrating data and changing media.

Future systems will incorporate the best of each storage medium and utilize the most appropriate at the right time in the document management life cycle.

Service companies are also well equipped

to deal with the multitude of documents that are found in legacy applications that were once totally paper-based before ever being microfilmed or digitally scanned. Today's scanning technology can accommodate everything from a business card to a 3' X 4' engineering drawing, black & white or color, single-sided or dual-sided. We also have upright book scanners that can capture information in bound volumes with black & white, grayscale or color imaging. Engineering aperture cards, normally associated with large manufacturing drawings or facilities management applications, can also be scanned to industry standard file formats and easily incorporated into a content management system.

Another advantage of working with a service company on the selection of various software and hardware components of a total system is the ability to see the actual working environment before purchasing anything. Most of the service companies use the products they sell in their production image capture operations and will gladly provide samples of your documentation in several different formats and will be able to demonstrate the capture and indexing process that would be utilized when working with your documents.

Although outsourcing has become a tainted word in many conversations, it is actually a logical choice for many companies who want to focus on their core competency and allow a professional service organization to do what they do well, and that is to show companies how to capture, index, store, manage, retrieve and distribute critical business information across the enterprise.

Capturing options include microfilm and scanning. Indexing can be traditional heads-down key stroking, the reading of bar-codes to identify break points in document capture and populating various index fields. Depending on the application, the service provider may recommend OCR/ICR

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## Archives: A Basic Primer

by Edward L. Galvin, Syracuse University

As an archivist I have spent over 30 years explaining exactly what it is I do for a living. People seem to have a keen understanding of what documents or records are, but most people have trouble with the concept of archives and archival materials. This confusion is only exasperated by the relatively recent purloining of the term "archives" by computer programmers to mean off-line storage. Archives should be equated with the word permanent, to indicate that the materials in question are of enduring value. Let's try it this way. Think of the National Archives in Washington, D.C. It holds the records of the Federal government that need to be maintained permanently for legal, administrative, or historical reasons.

I myself have been archivist for a town, two corporations, a state government and a university. As a university archivist, I manage a program to document the history, organization, policies, and activities of my university and make that information available to researchers. You may be involved with records of a business, school, religious institution, or historical agency. The scenery may be different but the functions are the same.

As records managers we should be aware that all archival documents are records, but that not all records are archival documents and worthy of permanent retention. In fact, more than 95% of records should be disposed of in a timely manner. This is why records management is so important to archives. We manage records through their entire life cycle - from creation to final disposition and find that only a very small percentage of records need to be kept permanently to document an institution. The key though is to determine which records need to be preserved and how to properly preserve them.

If your organization has any state or federal affiliation you should check with the State

Archives or the National Archives to see if there are any retention guidelines already in place. Organizations such as our own Central New York Chapter of ARMA International can help people determine which records should be disposed of after they have reached their legal minimum retention period. This includes most receipts, invoices, cancelled checks, bank statements, and payroll and tax records.

Once you determine what records you don't need to keep, you will need to determine which records are worthy of your time, effort and money. Of course not all archival records are paper-based. They can be printed materials or manuscripts, but can also encompass photographs, microfilm, audiotapes, video tapes, motion picture films, architectural drawings, computer diskettes and tapes, and more. It is also important to note that records need not be from a historical society or formal archival program to have historical value. Records of churches, businesses, clubs and organizations, schools, families - all of these have potential historical value and help to document the story of our American culture. And all of these institutions and organizations are involved in the creation, receipt and maintenance of records, even if it is not their primary function.

Next you will need to decide if the materials in question fall within your collection policy. A collection policy is a written document that states what types of records you will maintain. Your collection policy may be based on geography (records of Suffolk County), time period (records prior to 1900), or organizational entity (records of the Coca Cola Company), or some other predetermined structure. Once you know the materials are ones you 'might' want to keep, you need to appraise them, which means analyze them to see if the potential research value is worth the amount of effort to preserve them.

Another important aspect of collection is to determine your access policy. If your

records are from say a local government, then they need to be available to the public. If you manage the records of a private corporation you may restrict access to the corporation alone. Although our records at the SU Archives deal solely with the university, we offer research services to anyone seeking information.

When you know what collections you want to keep, you will need to process or arrange the records. In most cases you should eliminate transitory records (records that may be disposed of once they have passed their retention period), duplicates (although you might opt to keep a couple of copies of any printed brochure, newsletter or flyer), and records that do not fall within your area of collection. You will want to maintain minutes of your governing body, charters and by-laws, contracts, deeds, publications, policy-related correspondence, and other records that document your institution. And even though most of your records will be document-oriented, you may want to consider retaining memorabilia as well, such as samples of products if you operate a business archives, or personal items from family papers.

Once you have all the records in front of you that you are going to keep, you will need to arrange these in a manner that will reflect their use. Archivists follow two basic tenets: 1.) maintain original order, and 2.) never mix records from different collections. If the original order of the papers you are preserving is not workable (or if there is no recognizable order), try combining the records in a logical manner. For example, if a series of newsletters are found in several different boxes, file them together in date order.

Do the same for correspondence, brochures, etc. Do not combine the papers from two businesses, organizations, or families together as you will want to protect the integrity of each collection. Once you

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**Document Management**

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capture of all information so that it will be easily retrievable when searched through various software programs.

We constantly strive to ask intelligent questions that create a meaningful dialog between the prospect and the vendor. Nobody should be pounding their chest and proclaiming that they have the ideal solution without identifying the business problem.

Companies must also understand that the problems have been building for many years and will not be resolved overnight. There should be a strategic plan established for a logical phased-in approach to reach the ultimate objective established in advance of any purchases being made.

Content is everything in your company that has importance associated with it. From the unsuspecting e-mail that can put the CEO in jail, to the proof of delivery that your customer received what they purchased. From the video news clips to the instant messaging that makes an illegal transaction. From the financials associated with the general ledger to the contracts that dictate the way you do business everyday.

How you manage content will be the most important decision you will make this year. Investigate all your options and focus first on the business problems you want to solve. There are plenty of hardware, software and document conversion solutions to help you reach your objectives once you have determined the direction you will establish to move forward with the solution.

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This article was previously printed in *Business Management Magazine*. It has been reprinted here with the kind permission of the author.

**About the author:**

Bob Zagami is an international author and lecturer on document management systems. He is currently a member of the AIIM International Board of Directors.

**Archives**

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have arranged the materials in this logical order, you will have a collection that is ready for research.

To eliminate the need to rummage through many boxes, a guide or index to a collection should be prepared, as it will make the researcher's job that much easier. Archivists call these guides finding aids. The processing of a collection and preparation of a finding aid is an important step in making archival records functional. Information is available from a number of local and regional historical agencies or from the Society of American Archivists (SAA) which offers numerous publications on these subjects.

Although the internal processes are important, it may all be for naught if you don't pay attention to the preservation needs of your collections. These can be divided into two categories: security and environment. Your records must be maintained in a location that adequately protects them from theft, fire, flood and other natural or man-made disasters. Remember - even a leaky pipe in the basement can be the cause of a disaster! Records also require proper humidity and temperature control, and these can differ depending on the physical characteristics of the material. Duplication of single-source historical records is also a good idea, utilizing photocopies, microfilm, or other appropriate means. You will also want to store your materials on steel shelving in acid-free containers and folders to ensure that acidic wood, cardboard and cardstock do not contaminate them.

No matter what kind of an organization you represent, if you accept that your records have historical research value, then you must also accept the responsibilities that are inherent with them. Effective stewardship of our recorded heritage is vital.

**One place to turn for help:**

The Society of American Archivists (SAA)  
527 S. Wells, 5th Floor, Chicago, IL 60607  
(312) 922-0140  
<http://www.archivists.org/>

**Thanks to our Recent Sponsors!**

We would like to take this opportunity to say 'thank you' once again to the following companies who have generously given of their time and resources by sponsoring meetings over the last couple of years. We truly could not do this without your support.

- Amttek Data Corp.
- Confidata
- CSM, Inc.
- DataBank IMX (formerly ImageMax)
- Iron Mountain
- Office Design Systems
- Tower Software

**Your chance to Win!**

You can get more than information out of attending CNY ARMA meetings...

CNY ARMA raffles off great gifts at each of our four yearly meetings. All you need to do is attend a CNY ARMA meeting and your name is automatically placed in the drawing. One winner is chosen at each meeting and receives a wonderful gift from a Syracuse-area business. PLUS - all names from attendees at each meeting are kept for a final drawing at our end-of-year meeting in May. The grand prize drawing last year was a Mid-Lakes Navigation Dinner Cruise on Skaneateles Lake.

Excellent value for your money - when you attend a CNY ARMA meeting, not only do you get information on relevant topics that affect your organization and your career, wonderful networking opportunities, and a great lunch - now you also get a chance to win up to two great prizes.

CNY ARMA extends its thanks to Dave Langevin for arranging for these great raffle gifts.

## The Eastern Wine and Grape Archive

(ITHACA, NY) The Cornell University Library has received a **\$24,972** grant to continue work documenting the grape growing and winemaking industries in New York State. The grant from the New York State Archive's Documentary Heritage Program builds upon the successful work done last year in the Finger Lakes region by archivists in the library's Division of Rare and Manuscript Collections. This year's project will focus on identifying and surveying materials of individuals, wineries, juice producers, and vineyards in the Lake Erie and Hudson River viticulture regions.

"We are interested in knowing about recent and historical materials—vineyard records, winemaking notebooks, harvest records, correspondence, account books, farm books, diaries, and marketing materials—that tell the story of wine making and grape growing in the East," said Elaine Engst, University Archivist. "The survival of these materials will be essential to understanding the history of New York State, the Eastern wine industry, as well as the history of wine makers and consumers in the United States as a whole."

Cornell University established the Eastern Wine and Grape Archive in 1998 as a cooperative project between the Cornell University Library's Division of Rare and Manuscript Collections and the New York State Agricultural Experiment Station in Geneva, NY (NYSAES). The archive contains the records and other papers of several individual growers, viticulturists, and juice- and winemakers that were essential to the economic and agricultural development of the region. Their records could have relevance to scholars interested in viticulture, enology, food, agricultural economics, sociology, cultural history, or labor relations.

"Talking with grape growers and wine makers about their contributions to the New York wine and grape industry has

been very rewarding. As a result of our survey project, many participants now have a greater appreciation of the long-term historical value of their records—even if the materials are not very old now," noted Kari Smith, project archivist.

The Archive now includes records of the Pleasant Valley Wine Company from 1860 to 1953; Urbana Wine Company from 1867 to 1882 and 1900 to 1918; Widmer Wine Cellars from 1906 to 1963; Philip Wagner from circa 1875 to 1976; and the influential viticulturists George Remaily, who collaborated with NYSAES from 1970-2000, and Nelson Shaulis who worked at Cornell from 1941 to 1986.

The collection makes up one part of the more than 300,000 rare books and 70 million manuscripts and photographs housed in the Division of Rare and Manuscript Collections of the Carl A. Kroch Library, a state-of-the-art special collections facility.

With more than 5,000 volumes on the subject of wine and grapes distributed among Kroch Library, Olin Library, the Frank A. Lee Library of the NYSAES, the Albert R. Mann Library, and the Nestlé Library of Hotel Administration, Cornell now has one of the best concentrations on this subject in the country. Nevertheless, the history of New York grape growers and winemakers is under-documented. Despite the slow and steady growth of the wine industry in New York over the past century, and explosive growth during the last decades of the 20th century, no other institution has an ongoing program to document the production and consumption of wine.

Support and early seed money for the founding of the Archive came from the American Society for Enology and Viticulture, Eastern Section. Hudson Cattell, the Eastern Section's representative to the Archive, emphasized the value of the Archive: "It is very

important to ensure that the history of grapes and wine in the East be documented. Cornell is playing a vital role in preserving this material and making it available for future generations."

The Eastern Section continues to provide financial support for the Archive and additional gifts have come from the New York Wine and Grape Foundation, the Vinifera Wine Growers Association, the estate of Philip Wagner, and other sources.

The Cornell University Library has used the grant to fund an archivist, and appointed Kari Smith to the project. The grant project will expand on the work conducted in 2004-05 and will provide a model for continued expansion of the Eastern Wine and Grape Archive at Cornell.

More information about the Eastern Wine and Grape Archive is available online at <http://rmc.library.cornell.edu/collections/winegrape.html>



***Check our next newsletter for details on the CNYARMA May meeting. It's your chance to learn more about the Eastern Wine and Grape Archive and to take a tour of one of the wineries involved in the grant program.***



## CNYARMA Offers Diverse Meetings

CNY ARMA prides itself on offering a varied selection of meetings each year based on the identified needs of our members.

Below is a listing of some of the recent topics and presenters that make this group so important to anyone in Central New York interested in the management of records and information.

### **Electronic Records Management Standards**

Presenter: William M. Manago, Jr. Vice President of Records Management Best Practices at MDY Advanced Technologies, Inc., Fair Lawn, NJ

### **FACTA & Identity Theft**

Presenters: Glenn Fitzgerald - Divisional Manager with CBCInnovis in Buffalo  
Tim Kirk - Resident Agent in Charge with the U.S. Secret Service, Syracuse

### **Understanding Generational Differences in the Workplace**

Presenters: Linda Bryan and Lyndsi Prignon of Cornell University

### **E-mail: Policies, Compliance and Security**

Panel Members: Dan Andrianos, IT Audit Manager, Syracuse University  
Dianne Liuzzi Hagan, Corporate Records Manager, Carrier Corporation  
Deborah Nosky, Manager of Client Support and Information for Computing & Media Services Syracuse University  
Ray Smith, Chief Security Officer and Senior Business Practices Officer, Carrier Corporation

### **Documentology: The Science of Getting Records Managers and Technologists to Understand Each Other (and Work Together)**

Presenter: Steve Goodfellow, President & CEO of Access Systems

### **RIM - Bringing Retention Policies into the 21st Century**

Presenter: Suzanne Etherington, Ph.D., Regional Advisory Officer, NYS Archives

### **Records Management and Compliance**

Presenter: Mary Shimp, TOWER Software

### **The USA Patriot Act - Implications for Records Managers**

Presenter: Tracy Mitrano, Policy Advisor and Director of the University Computer Policy and Law Program for the Office of Information Technologies at Cornell University

### **What are Digital Repositories?: DSpace; and Project Euclid**

Panel Members: Marcy E. Rosenkrantz, Director of Library Systems in the Library's Division of Digital Library and Information Technologies, Cornell University  
Teresa Ehling, Director of Electronic Publishing at Cornell University Library  
Susette Newberry, Coordinator of Public Programs for the Division of Rare and Manuscript Collections, Cornell University

### **E-mail Management - Creation to Destruction**

Presenters: Geof Huth (NY State Archives) and Pat Franks (Broome Community College)

### **HIPAA and the Sarbanes-Oxley Act of 2002**

Presenter: David Langevin, Iron Mountain



## Focus on RIM Resources

If you're looking for Records and Information Management resources, don't overlook ARMA International's bookstore.

ARMA's standards and development committee has completed a new guide for establishing and operating a retention and



disposition program as a component of a complete records and information management program. It covers general principles such as authority and responsibility, identifying and

classifying records for retention purposes, and principles for determining retention periods for all records on all media and in all formats.

You can shop ARMA's bookstore online at <http://www.arma.org/bookstore/index.cfm>.

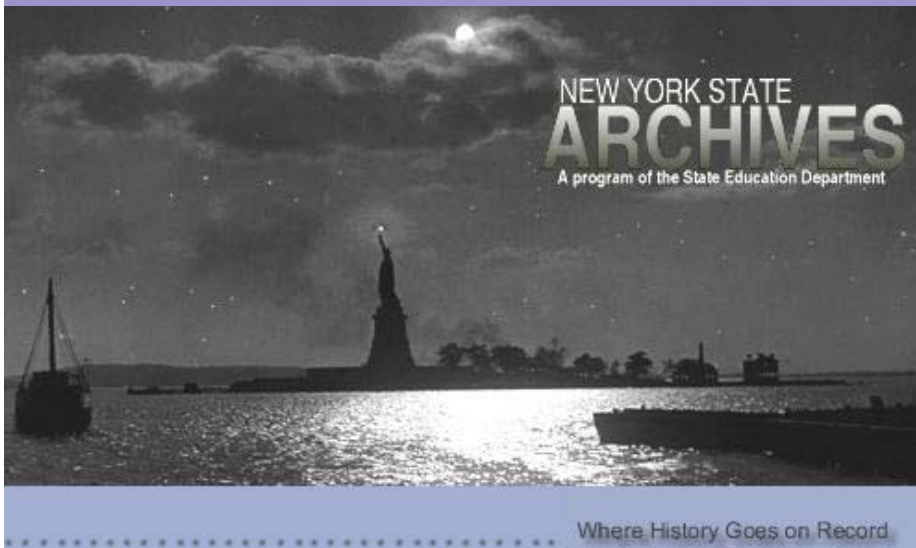
## Networking Opportunities in CNY ARMA

Have you ever wondered what kind of companies our CNY ARMA members represent? Well we've done some sorting and can share the following with you. Look at the list below and see that we "do it all!" Networking can be a wonderful benefit of membership in CNY ARMA.

- Health and Pharmaceuticals
- Manufacturing
- Colleges and Universities
- State Agencies
- Records Management Services
- Engineering Firms
- Banking, Finance, Tax
- Attorneys
- Insurance
- Technology
- Publishers
- Imaging Systems
- Information Management



## Upcoming CNYARMA Meeting... Digital Imaging, March 8, 2006



**Workshop:** Digital imaging is a powerful records management tool. However, it is not a panacea. Join your colleagues at a workshop on digital imaging at the Holiday Inn, Cortland, NY on Wednesday, March 8, 2006. Our presenter will help participants understand digital imaging technology and explore its optimal use. Participants will learn when imaging is an appropriate tool and when it is not. The session will also detail the often unforeseen costs and pitfalls involved in starting an imaging program and undertaking a large scanning project.

**Speaker:** David F. Lowry, CRM, is the presenter for this workshop. He is a Regional Advisory Officer with the New York State Archives. He represents Region 4, the North Country, which covers the counties of Clinton, Essex, Franklin, Fulton, Hamilton, Montgomery, Lawrence, Saratoga, Schenectady, Warren, and Washington.

The New York State Archives offers an extensive array of services related to archives and records management. If you haven't yet, be sure to explore the New York State Archives Web site at found at <http://www.archives.nysed.gov/aindex.shtml>.

**Sponsor:** Thanks in advance to DataBank IMX, our sponsor for this workshop. DataBank IMX is the premier national provider of digital services and imaging systems with eleven production and service facilities across the United States and business and technology partners worldwide. DataBank IMX specializes in providing end-to-end solutions and delivering on the most demanding assignments. If you want to learn more about the services offered by DataBank IMX, contact Susan Natale, fellow CNYARMA member and local representative for the company. Susan can be reached at 315-432-0591. The local branch of DataBank IMX is located at 7010 Fly Road, East Syracuse, NY 13057



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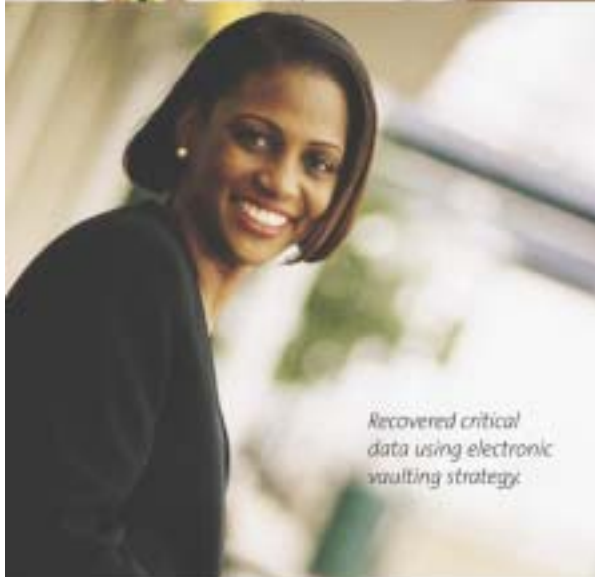
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