

ARMAil

Central New York

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Learn to be a leader:

A resolution for the new millennium by Celia Rocks

Why not resolve to build your leadership skills as the new millennium begins on January 1, 2001? Marshall Loeb and Stephen Kindel, authors of the book Leadership for Dummies published by IDG Books Worldwide, Foster City, California (www.idgbooks.com), contend that improving these skills can help you achieve greater happiness and contentment in all areas of your life. Leadership is not just for military officers or business executives, they assert, but for parents, teachers, coaches, volunteers, church committee members, community activists – anyone who wants to be a positive force in his or her environment.

Recognize yourself in this list? You should. According to Loeb and Kindel, leaders are made, not born. All you have to do is follow this simple formula: First, identify a goal you want to achieve. Then, put three key abilities into action: (1) eliciting the cooperation of others; (2) listening well; and (3) putting the needs of others above your own.

Ten Ways to Build Your Leadership Skills

Note that, while many of the following examples are based on the business arena, the core values will translate easily to any leadership situation. These principles can help you advance in your career, but they are equally effective in leading a Boy Scout troop, organizing a food drive for the needy, or raising happy and responsible children.

1. *Eagerly embrace responsibility.*

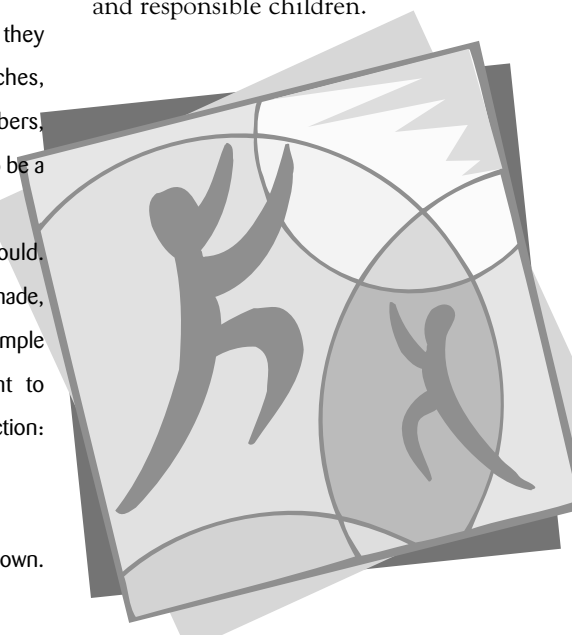
People who have the potential to be leaders do not shirk responsibility. They step forward to grab it, even when the responsibility is an unpleasant task. Anyone can do the glamorous things, but the real potential leader is the person who volunteers for the tasks that no one else wants to do and then does them in such a way that everybody wants to help out.

If your group is rebuilding a playground and no one wants the dirty work of clearing the site of garbage and debris, that's a key opportunity because, if the site doesn't get cleared, the playground doesn't get built. Turn the cleanup into a competition, awarding prizes for the most garbage, the most interesting piece of garbage, and anything else you can think of, and the work will go more quickly. Moreover, you will have shown people that you can take an unpleasant task and turn it into a joyful experience.

2. *Cultivate cheerfulness.*

A story about Sir Ernest Shackleton, who led an ill-fated expedition to the

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**2001-2002 OFFICERS & DIRECTORS
CENTRAL NEW YORK CHAPTER**

PRESIDENT

Dianne Liuzzi Hagan 315-432-3804 (v)
Carrier Corporation 315-432-6988 (f)
dianne.hagan@carrier.utc.com

VICE PRESIDENT

Jackie Lewis 315-866-2920 (v)
Herkimer Area Resource Center 315-866-8339 (f)
jlewis@herkimerarc.org

SECRETARY

Carol Compton 315-432-2842 (v)
Bristol-Myers Squibb 315-432-2172 (f)
carol.compton@bms.com

TREASURER

Susan MacLeod, CRM 315-437-6100 x2420 (v)
O'Brien & Gere Resource Center 315-463-7554 (f)
macleosd@obg.com

BOARD OF DIRECTORS

JD Albro 315-463-6790 (v)
Iron Mountain 315-463-6919 (f)
Jeffrey_Albro@ironmountain.com

Suzanne Etherington 607-721-8428 (v)
NYS Archives 607-721-8431 (f)
setherin@mail.nysed.gov

Patricia Franks 607-778-5137 (v)
Broome Community College 607-778-5170 (f)
franks_p@mail.snyhbroome.edu

Steve Goodfellow 315-682-1188 (v)
Access Systems, Inc. 315-682-0865 (f)
SteveG@accesskm.com

Deanna Gugger 315-432-0591 (v)
Image Max 315-432-0593 (f)
dgugger@imagemax.com

Eileen Keating 607-255-3530 (v)
Cornell University, 607-255-9524 (f)
Rare & Manuscript Division Eek2@cornell.edu

Ed MacKenzie II 315-793-5083 (v)
Montgomery Watson Harza 315-797-8143 (f)
edward.g.mackenzie@ei.mwhglobal.com

Holly Murphy, CRM 315-428-5663 (v)
Niagara Mohawk Power Corp. 315-428-7468 (f)
Murphyh@niagamohawk.com

NORTHEAST REGION MANAGER

Cindi LeMay clemay@pepehazard.com

NORTHEAST REGION COORDINATOR

Andy Raymond araymond@mail.nysed.gov

CENTRAL NEW YORK WEB SITE

<http://sumweb.syr.edu/archives/cnyarma/>



Meeting in Review

Awards Presented at May meeting

Submitted by Jackie Lewis

We held our end-of-the year celebration in May at the Oneida Community Mansion House in Oneida, New York. We were joined by Mark Weimer, Director of the Belfer Audio Laboratory and Archives at the Syracuse University Library, and Bruce Moseley, Director of the Mansion House. After a terrific lunch in the Mansion House Dining Room, we toured the facilities with Mr. Moseley providing an overview of the history of the community. Mr. Weimer spoke about the records and archives created by the Oneida Community. Amazingly, many of the original records survived the breakup of the Community and Syracuse University is now the official repository of those records. Mr. Weimer organized the collection and in doing so worked closely with descendants of the Community. He shared many intriguing stories with us and helped us understand this piece of history that occurred in our local area.

Also at this meeting, we had the honor of providing special recognition to some of our members for their commitment and participation in CNY ARMA.

Each of our Board members was presented with a Certificate of Recognition by our President for their personal and professional commitment to serving on the CNY ARMA Board. As well, Dianne presented gifts to the Board Officers with her personal thanks.

Long-time board members Linda Humphries, Tom Metz, Jewell Bacon-Drake and Carla MacDonald were recognized for their commitment to our chapter with special awards. All three have stepped down from the Board. Unfortunately for us, Linda and Tom have moved on to jobs outside the

records management field and will no longer be participating as CNY ARMA members. We are happy to say that Jewell and Carla will continue their memberships in CNY ARMA and we hope to see them regularly at meetings.

An *Outstanding Leadership Award* was presented to our President, Dianne Hagan. Dianne's commitment to CNY ARMA has spanned over 12 years. She has served as President twice (so far!) and has continued to keep our chapter strong and to lead us in organizing outstanding educational sessions for our members. She continues to be a vocal supporter of our chapter member needs and to speak out on issues to ARMA International. We were proud to have this occasion to honor her leadership.

Our final award this year was *Chapter Member of the Year*. Ed Galvin (a.k.a. *Web Wizard*) was this year's recipient, breaking Dianne's six-time winning streak. Ed was especially recognized for his extra commitment of time and effort in setting up and maintaining the CNY ARMA website and for making our chapter visible to the outside world. Ed continues his service on the Board and is always willing to take a lead role in program committees. Congratulations, Ed!

In addition, we had planned to present longevity awards to members reaching milestone years in ARMA membership. Unfortunately, our longevity pins did not arrive from International in time for our meeting – but they were on my desk when I got back from the meeting! So, we look forward to presenting these awards at our September meeting to thank those members for their long-standing commitment to our chapter.





Message from the President

Acceptance

by Dianne Liuzzi Hagan

I keep trying to figure out life, but I keep finding out there is no figure to it. Charles Dickens said, "It was the best of times. It was the worst of times." Life is truly just such a paradox. When I think that Dickens wrote those words somewhere around 1860, it amazes me. I think figuring out life is the wrong approach and that acceptance is the better approach.

Now I'm not talking about lie-down-and-play-the-welcome-mat-because-there's-nothing-else-for-it acceptance. I'm talking about accepting what comes into your life and not wasting time asking why it came to you. Spend time figuring out what you are going to do about it. Life is a series of changes: good and bad, mediocre and fascinating, big and small.

A year ago my twin daughters expressed a desire to go to a performing arts school. We knew next to nothing about them. My husband and I made a decision to support the girls in their quest to do what they love – dance. We started out by talking to people, looking on the Internet and reading up on different schools. That was the easy part! Then came the travel, the auditions (in person and by video which required hours of taping for a 25 minute video), writing resumes, taking photographs, filling out the applications, and attending interviews. After all that, the financial questions came begging for answers. The year was full of excitement and disappointments.

As you read this, my daughters will be in Winston-Salem, NC attending the North Carolina School of the Arts for their senior year of high school as students in the Contemporary Dance Division. Their need to study dance at an intensity not offered locally stepped into our lives. We accepted this need and worked toward a solution we could all live with. Yes, it has changed our lives more than we could ever imagine. It isn't

easy to let go of our daughters and let them spread their wings a year earlier than we had originally planned, but I believe it was John Lennon that once said, "life is what happens while making other plans."

At the same time all this was happening, my husband, Ron, was contemplating retirement from the Syracuse City Fire Department after 20 years of service. At the last minute, he decided to take the Civil Service Exam for Lieutenant, "just to see how [he'd] do." Five years of talking about and planning for retirement ended abruptly when he placed fourth on the list and was called in just a couple of weeks later for an interview. Sometime before the end of the year, he will be promoted to Lieutenant.

These are both wonderful things to come into our lives, and we are grateful and excited about them. But I know friends and colleagues who are faced with layoffs and one who was recently diagnosed with terminal cancer. Those situations are harder to accept, and, in the case of my friend with cancer, unbearable. The thought of not seeing her young children grow up is probably more painful than the cancer itself and the aggressive treatments she is undergoing.

As sad as these circumstances are, I pray my friend will accept what has stepped into her life while still fighting with every ounce of strength and will to live. It's not an acceptance that causes the spirit to give up, it's an acceptance that life is unpredictable in a way that, even though some of us believe God has a plan, we aren't privy to until it unfolds before our eyes. We won't always like what we see unfolding and sometimes it will appear a blessed miracle, but it will always be a surprise.

Professionally, the same is true. I know of colleagues who worked hard for 30 plus years only to be laid off short of retirement. It must feel like a kick in the stomach or worse. All the best-laid plans go awry when a layoff steps into the picture. The first step on the road to recovery from a layoff is acceptance. I know because I experienced one just seven years ago and another 21 years ago in the teaching profession when teacher short-

ages were unimaginable and the baby bust generation actually caused schools to close down for lack of students. I learned to accept my layoff and the questions it caused us to ask (such as will we be able to keep the house?). One question I refused to ask was, why me. Why waste time and energy asking a question whose answer won't change a thing?

My acceptance allowed me to move forward to resolve and change the situation. It also allowed me to spend and enjoy precious time with my kids and my husband that I wouldn't have been able to otherwise if I were still working during that period. I will never regret that time, and it has remained special for all of us.

"It was the best of times. It was the worst of times." Last year my theme was change, this year it will be acceptance. Acceptance brings the peace and foundation needed to move forward in life and to deal with all that life brings to us.

The CNY ARMA Chapter is on the move, too! Your Board and Officers have accepted the challenge to bring you the best educational programs right here to CNY to help you move forward in your career! We thought we would start by building a foundation for career development. Alan Andolsen, internationally renowned, will be presenting us with a seminar on "Leadership, Motivation and Career Planning." I hope you will accept the challenge of learning something new by attending the September meeting! See you there!



Member News

Bev Small Resigns

Bev Small of Proctor and Gamble has resigned from the Board of Directors. She will be busy for the next year planning for the transition from working records manager to retired records manager. She is also helping to position her department to continue without a break in service due to her departure. We wish Bev the absolute best in her retirement and thank her for her contributions to CNY ARMA.



Learn to be a Leader

Continued from page 1

Antarctic, tells how he kept his men alive through a very long, cruel winter by telling them jokes and droll stories. His men stayed alive in spite of having little to eat but blubber and the leather traces of their dogsleds.

Your role as a leader is to inspire the people you lead, and one of the best ways to do this is to help them face up to the realities of their situation — never lying to them — and to make light of these realities, no matter how harsh they may be.

3. *Always be honest.*

If you want to lead people, you have to communicate information directly and honestly. You cannot hem and haw or water down the truth. You have to keep your people, and the people to whom you report, grounded in the reality of your situation. Although most people believe that they are honest, few are direct. Many women, especially, respect the social value of an indirect approach to problems, and this places them at a disadvantage in leadership situations. If you have trouble with the direct approach, put your points in writing, structuring them so that when you go into a meeting, you can use your notes as an aid until you feel comfortable in delivering verbal reports without them.

4. *Be resourceful.*

A good leader makes use of the resources available, even if they are inadequate to the task. Your role as a leader is to get the resources that your team needs in order to attain its goals, but sometimes the money, the people, and the physical resources just aren't there. Do you give up? Of course you don't.

When resources aren't adequate, you, as a leader, should rework your plan in the context of what you can do with what you have. Maybe it means that everybody has to work longer hours.

Put this fact to the group. If you can see and describe a point at which the effort will pay off, people will probably go along with you. Maybe, it means that everybody has to take less money. Adjust

pay scales from the top down. You can live on a lot less money, but the salaries of your lowest paid people should be left untouched if possible.

5. *Practice the art of persuasion.*

You're not going to get people to follow you if you can't persuade them that doing so is in their best interest. Either by words or by deeds, you have to make people want to go where you want to go and where you think they need to go. Not only do you have to have a vision, but you have to be able to articulate it in such a way that, when people hear it, they say, "Oh yeah! Of course."

A few tips:

Carry yourself well. Walk straight and tall, with your shoulders rolled slightly forward, so that it looks as if you are leaning into people when you talk to them. There is a three-foot "social bubble" that Americans observe when they speak to one another face to face. If you lean into the bubble while maintaining your distance, you will "own" the physical space between yourself and the other person.

Use silence as a weapon. Do not immediately respond to what people say. If you think that they are giving you nonsense, don't argue back at them. Just cock your eyebrow and say, "Oh, really?" By making people defend themselves without asserting your own position, you cut the ground from under them.

When you do argue your position, don't be afraid to use statements like "Now I'm going to show you why you are wrong," or "Now we'll examine the truth." If you know your facts and can make a convincing case, don't be afraid to tell people this in advance. It will make what you have to say that much more effective in its presentation and will make you a more persuasive speaker.

6. *Be cooperative.*

Good leaders know that cooperation is actually easier than coercion. This is because a leader always holds more cards than anyone else; this is what power is all about, after all: giving away something is easy. The "something" may be trivial to the leader but have great meaning to someone else.

Being cooperative rather than confrontational will allow you to operate from a position of strength without having to exert strength. If you're willing to negotiate with people and willing to find small ways to make them happy, people will come to believe that you're a generous leader. Because most people believe that generosity comes only from strength, they'll also believe that you're strong.

7. *Practice altruism.*

Altruism is the willingness to sacrifice for a higher cause and to put aside your own needs for the needs of the group. Altruism invests vision with a higher purpose, so that if your vision is strictly commercial, you can add something extra that is experiential by practicing altruism. When Walt Disney wrote his vision for Disneyland, for example, a major component of his vision was the emotional experience he wanted people to come away with after visiting his Magic Kingdom: a combination of wistful nostalgia for the America of yesterday and excitement about the possibilities of the world of tomorrow. Disney didn't mention making a profit. He assumed that by appealing to people's better nature, profits would follow. And they certainly did!

Leaders need to remind themselves that altruism is important because, often, altruism is what lifts the mundane execution of a mission onto a higher plane. Set as your goal an increase of 15 percent in division profits, for example, and everybody will nod. But tell people that you want to raise the figure to 17 percent and to use the extra two percentage points to fund a daycare center or to rebuild the playgrounds around your locality, and people will suddenly be willing to work a lot harder.

8. *Be courageous.*

Every leader knows that no matter how well you plan, you may at times be faced with a completely unknown situation or worse, a situation that makes you and your decisions unpopular. This is the point at which you're going to have to be brave. You'll come under fire, and, of course, you'll make certain that you're

not sticking to your guns out of stubbornness but rather out of a conviction that you're right, based on the information available to you. When this happens, you will have to explain calmly to your people why you're continuing on your chosen path and why it's necessary for them to keep the faith.

Leaders who are wishy-washy or who are uncertain cause their followers to hold back support. Their lack of confidence can translate into outright mutiny or rebellion if these leaders aren't strong enough or brave enough to make a decision stick. How can you become strong? By engaging in debate when it doesn't count. Use times when you're reviewing noncritical decisions to test your decision-making skills against those of your followers and your opponents. If you can prevail in these situations, then chances are good that in critical situations, people will be less likely to question your decisions.

9. *Be supportive.*

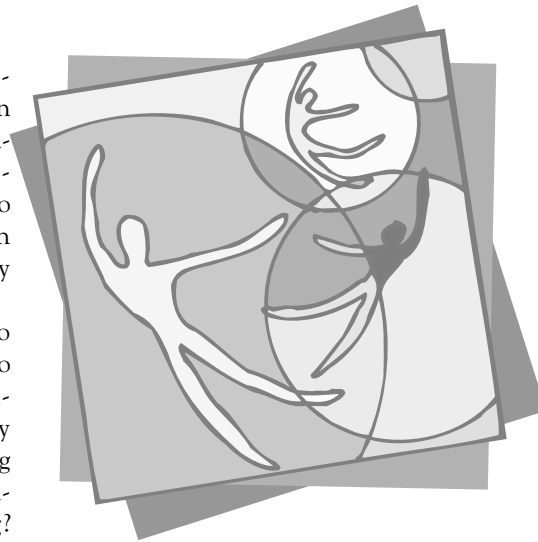
The motto of every good leader should be "He ain't heavy. He's my brother." As a leader, you're going to be expected to be a tower of strength and to lend support to people who are weaker than you. Good leaders know that their personal resources are finite, so they make their teams into support systems in which everyone lends a hand to everyone else and support responsibilities are delegated across the entire group.

Lending support also means stepping outside of the group to bolster good causes that the group may want to make their own. Lending support from outside the group is one of the best ways for you to extend your leadership skills and gain recognition as someone who can be counted on.

10. *Learn to be assertive.*

Perhaps, one of the most widespread criticisms of leadership in our era is that it is not sufficiently assertive to meet the challenges of a complex society. Leaders in democratic societies operate at a distinct disadvantage, compared with dictators.

They worry more about what their



followers will think, and they worry about retaining their hold on leadership. So they are neither brave nor assertive. They allow their visions to be diffused by endless committee reviews, and they substitute caring for courage.

It's easier to send humanitarian aid to the survivors of the slaughter in Rwanda

than it is to tell people that you need their support in preventing it. This is why we have the paradox of America and its Western allies' simultaneously being the strongest powers on the planet and practically powerless to prevent human misery anywhere on the globe. Good leaders need to work on their assertiveness skills. They need to work on their command voice and to nail down their convictions so that they are willing to stand up for them when the time comes.

Reprinted with permission from the January/February 2001 issue of Public Management magazine published by the International City/County Management Association, Washington, D.C.



This year the CRM Corner will continue to test your records and information knowledge by offering questions taken right out of the Certified Records Manager Sample Examination Handbook. This handbook is available for purchase from the ARMA Bookstore. I would like to thank Steve Whitaker, CRM and the ICRM Board for giving ARMAIL permission to publish these questions. The CRM Corner will provide you with CRM test questions every newsletter. So have some fun, test your knowledge, and think about sitting for the CRM examinations.

by Holly Murphy, CRM

Management Principles & The Records & Information Management Program (Part 1)

1. The Life Cycle concept of a records is best defined as:
 - a. controlling reproduction of records.
 - b. controlling the creation, usage, maintenance, retention, preservation, and disposition of records.
 - c. controlling creation.
 - d. controlling disposition.
 - e. none of the above.

2. Which of the following is not considered a technique for resolving conflict?
 - a. avoiding.
 - b. compromising.
 - c. accommodating.
 - d. collaborating.
 - e. competing.

Records Creation & Use (Part 2)

3. The specific results expected from a new system are defined in the:
 - a. acceptance criteria.
 - b. project schedule.
 - c. feasibility study.
 - d. resource requirements.
 - e. functional analysis.



Answers on page 8.

Board Profiles



**Dianne
Liuzzi
Hagan**

president

My name is Dianne Liuzzi Hagan, and I am the President of CNY ARMA. I first demonstrated my penchant for storing and organizing things at the age of four when I was caught storing my cat in my dresser drawer for safekeeping. Later as a teenager I kept extensive clippings files on many of my interests including cute high school athletes. I learned about disaster recovery when my then aging cat relieved herself on my clippings file. Today I am proud to say my kitchen doesn't

look very much different than the records center I manage since it is organized and labeled in neat Tupperware® containers that maximize space, afford food preservation and ensure easy retrieval.

I am the Corporate Records Manager at Carrier Corporation and have been there for six years. I have been in the information management field for about 20 years and have experience in all aspects of managing information including records and information management, archives administration, special library administration, database management, system administration, system development and design and end user documentation and training.

I've discovered client services and source document research are the most rewarding aspects of my work. It's incredibly satisfying to ensure the right information gets to the right people at the right time. Source document research

satiates my intense curiosity and brings a sense of reward for finding just the right tidbit of information to answer a query. I also enjoy the challenge of managing electronic records for access and preservation. Our role in managing electronic information is integral to the preservation and protection of an organization's information assets.

Over the years I have shared my experience and expertise through articles and workshops and through participation on the Board of the CNY Chapter of ARMA and as chair of several regional and national conferences. I have served in every position on the CNY ARMA Board except for Treasurer (which I can report with confidence was a good decision for all involved).

I am an active participant in ARMA because I believe what I give to the organization and its members I get back tenfold in knowledge, networking and friendships.



**Jackie
Lewis**

vice president

I have been in Records Management since about 1989. My former supervisor was charged with the job of developing a uniform filing system for the architectural/engineering firm where we worked. With the guidance of ARMA and a member from a neighboring organization that was willing to serve as a consultant, we developed a full-fledged records management program.

When the administrative services department that I worked in was eliminated and I sought a new job, I brought my commitment to records management with me. As I was touring the building after my interview for Office Operations Manager at the Herkimer Area Resource Center, we walked by a room heaped with boxes, loose papers, old equipment,

religious statues, and miscellaneous junk – some covered with plastic due to the overflowing toilet right above this room. I stopped and pointed to the room and said "that is why you need me in this position." I got the job – and have once again been developing a records program literally from the ground up, in addition to my other varied duties.

I began attending ARMA meetings in 1990 and began serving on the Board in 1993. I served as Treasurer and am currently Vice President. ARMA has been an invaluable asset to me. The networking opportunities are key and the friendships I've developed are wonderful. You can pick the phone up at any time and reach members who are more than willing to share their expertise and experience with you. The educational sessions are exceptional and the meetings always serve as a morale booster to me.

I am proud to serve on the Board of Directors and of the excellent teamwork at which our Board excels to bring our membership the outstanding programs we offer. At a recent ARMA Region Leadership meeting in Connecticut, I

was extremely proud of our chapter and of our leadership. I confirmed what I had long suspected — we are a very strong, successful chapter especially in comparison to many other chapters in our region — and that is due to the commitment of our Board and our chapter members.

In my life away from ARMA, I am a member of the Herkimer Lions Club and a founding member and secretary of the Herkimer County Hunger Coalition. We have developed a 10-step plan for negating hunger in rural areas of upstate New York that has proven a success in our county and has become a model for other neighboring counties. Last year we were fortunate to meet with the chair of the New York State Food, Farm, & Nutrition Task Force and to be introduced on the New York State Assembly floor. As a result of that day, public hearings were scheduled at which our organization provided testimony.

I look forward to another exciting, educational year of CNY ARMA programs and meetings.



Carol Compton

secretary

I joined ARMA in 1995, becoming a member of CNY ARMA and first serving on the Board of Directors in 1999. The next year, I decided to serve as Chapter Secretary, a position I currently hold today. The path I followed to get to my current position in Records Management is a unique one, since my passion was Science.

I attended Canton College in 1977 and graduated with an Associate's Degree in Biology. I was very fortunate to be offered a laboratory technician position with Bristol-Myers Squibb immediately after graduation. During my first few

years with BMS, I managed to pick up a few additional science courses at LeMoyne College in the evening with the intention of achieving my Bachelor's degree. As it turns out, I have put my BS degree on hold, since my attention and priorities shifted to marriage and family. I now have 3 beautiful children, two boys and a girl, ages 14, 10 and 8. Throughout that time I continued to work full-time and managed to advance my career and eventually was promoted to Study Director for the department of genetic toxicology. In that position, I had responsibility for coordination, conduct, and analysis of several genetic toxicology assays assessing the mutagenic potential of new drug candidates prior to proceeding into clinical trials in human subjects.

I became involved with Records Management at BMS when I first joined the company and noticed our department records accumulating but not in a very organized fashion, making retrieval very

difficult. Quick and efficient retrieval of documentation was critical, since we work in a heavily regulated environment subject to regular FDA Inspections. The need to manage our department records became very apparent. I stepped in and took on the challenge and the rest is history. Over the next several years, my contribution to the department was recognized and through the years, I gained more responsibility and my role in the organization expanded to a much larger audience. Currently I manage the Drug Safety Evaluation Archive and participate on several corporate committees providing RIM perspective to new company initiatives.

As I reflect on my tenure with BMS, I never envisioned myself in any career other than my first passion, Science. I'm very fortunate, since, as it turns out, I realize I have a second passion, Records and Information Management.



Susan MacLeod, CRM

treasurer

I decided to become a CRM in 1989, after finishing a Bachelor of Science in Business Administration and seven years in the field of Records and Information Management (RIM). I was at a point in my career when I was deciding what should be next, including whether to change careers. I had worked in every area of RIM, including a document processing department in which I was responsible for preparation, microfilming, film verification, electronic record indexing and final disposition. I had been a consultant in the field and was marketing commercial records storage when I took the first five parts of the exam. I transferred out of state to perform further con-

sulting work when I found out I passed the first five parts and took part six in Connecticut. It was a very gratifying feeling to not only finish my Master of Science in Management through class work in New York and in California at UCLA, but to also receive professional certification in my field. I was raised to not "ring my own bell", but in this age of Corporate America, it is truly a must - I heard through the grapevine that I was the first CRM to pass all 6 parts of the test the first time through. By the way - it didn't come easy - I studied like crazy!

I have now been in the field of RIM for nearly 20 years (how time flies!). For the past 10 years, I have been the Corporate Librarian and Records Manager at O'Brien & Gere. In that time, I completed another degree - my Masters in Business Administration. I guess you could say I am a heavy-duty advocate of education. I don't get degrees to get ahead or to please others - I get them for myself. I feel a great sense of accomplishment and love to learn. Besides, "smart is sexy," right? I've been attending the

meetings of the CNY Chapter of ARMA International for many years, but I think I officially joined and became involved on the Board and in the Officer ranks about 10 years ago. Our chapter has been instrumental in my professional growth in the field and my ability to stay on top of the constantly changing technology. That's all great, but the best part of having a great career and being involved in such a great organization has been the friendships I have made and the wonderful professional relationships I have been able to develop. No matter what problem I encounter, I know who to call to get the answer.

What's next? I have already learned so much at O'Brien & Gere, and I have recently received all new challenges. Along with my current, overwhelming duties in this day of "do more with less" (most with least, usually!), my staff and I will now report to new management and I will be developing a new division responsible for digital imaging of selected client records. Never a dull moment!

Set and Achieve Reachable Goals

1. Reachable goals are **SPECIFIC**.
2. Reachable goals are **SIMPLE**.
3. Reachable goals are **SIGNIFICANT**.
4. Reachable goals are **STRATEGIC**.
5. Reachable goals are **MEASURABLE**.
6. Reachable goals are **RATIONAL**.
7. Reachable goals are **TANGIBLE**.
8. Reachable goals are **WRITTEN**.
9. Reachable goals are **SHARED**.
10. Reachable goals are **CONSISTENT WITH YOUR VALUES**.

Written by Dr Philip E. Humbert, author, speaker and personal success coach. Dr Humbert has hundreds of tips, tools and articles on his website that you can use for YOUR success! It's a great resource! And, be sure to sign up for his FREE newsletter! Visit him on the web at <<http://www.philiphumbert.com>>.



Answers
to CRM exam questions on page 5.

1. b.

2. e.

3. a.

Treasurer's Report	
<i>Submitted by Susan MacLeod, CRM, Treasurer</i>	
INCOME	
Sue MacLeod personal	
check to open account	\$20.00
Balance of SBU account	706.03
Sept. 2001 Meeting Sponsor	300.00
Membership Renewals (5)	175.00
Membership Renewals (4)	<u>140.00</u>
Total Income:	\$1341.03
EXPENSES	
Monthly checking maintenance fee	\$5.00
New checks fee	16.00
Sue MacLeod personal check reimbursement	<u>20.00</u>
Total Expenses:	(\$ 41.00)
BALANCE as of 7/31/01:	\$1,300.03
Due to Treasurer transition, this statement reflects ONLY day forward from the opening of the new Chapter account	

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ARMAil is published at least five times during the fiscal year. Readership includes members of the Central New York Chapter of ARMA International, as well as interested records and information management professionals in the central New York area. The information contained in this newsletter does not necessarily reflect the views of the membership or the editor, nor is there any endorsement of advertisements or published seminar information. This newsletter is offered only as a source of information.

Newsletter Editor:

Dianne Liuzzi Hagan
Carrier Corporation
Records Center TR-8
PO Box 4808
Syracuse, NY 13221

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