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BUSINESS TRENDS

A Special Supplement to The Information Management Journal

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RIM and IT Professionals Disagree About Who Is Responsible for ERM

by Cynthia Launchbaugh

Just as electronic records management (ERM) has grown as a global issue for businesses and governments, so has the disparity between records and information management (RIM), business, and IT managers' perceptions of RIM's role in ERM.

A recent study commissioned by ARMA International and conducted by Forrester Consulting surveyed 75 businesses and 75 IT professionals to better understand

the market needs and the reality of electronic records management

In the study, several areas were identified where groups disagreed, including who has responsibility for developing ERM policies and determining business needs and user requirements. The study findings also revealed that neither business nor IT fully grasps the role of ERM in compliance regulations and legislation.

The finding confirmed what many

records managers already knew – or suspected: IT is driving ERM. ARMA attributes this largely to the shift of ERM away from a standalone technology to a component of enterprise content management (ECM) suites. Responsibility for selecting ERM vendors rests with IT.

IT may be driving ERM, but to be effective it needs to understand the RIM principles and compliance issues involved. RIM

(continued on page 3)

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Message from the President

Do Records Managers and IT Speak the Same Language?



I was excited to be able to attend my second ARMA international conference. I had never been to California before and I had never been on a plane for more than three hours, so as you can see this was a big adventure for me.

As most of you have heard, our chapter was recognized as having the best web site and the best newsletter in the small chapter category. I was very honored to accept the awards at the banquet. I was so conscious of not tripping when going up on stage, that I cannot remember all the compliments that were being said about our chapter. I am hoping something will be in the next Information Management Journal. It is nice to be recognized for the hard work being done in this chapter.

I found the majority of the educational programs at the conference to be very informative. I went to sessions on email technology and policy, the paperless office, managing the increase in electronic records, retaining web resources, etc. It was refreshing to listen to speakers who didn't just tell you about all the worries that surround electronic records, but instead talked from experience, about what worked for them in their particular circumstances. Most of the sessions were very specific and I left with some concrete ideas and strategies.

I thought one of the best sessions was "E-mail Technology and Policy: Opportunities for RIM/IT Collaboration". The records manager and the IT manager from the Law Firm of Bell, Boyd and Lloyd spoke and it was refreshing to hear their perspectives. They very clearly described the differences in the way they approached many of the issues surrounding e-mail. For instance, IT suggested enterprise email archiving as a solution. By "archiving" emails to a different storage area outside of the live email system, this solves many of IT's headaches. The advantages are less expensive disk space, restores efficiency, there is full text indexing and searching, easy browser-based searching, little change to user email interface and it honors email system security. Without a records manager being in the organization to raise concerns, most organizations would see no problems with such a system.

The records manager from the firm agreed that e-mail archiving had advantages, but her biggest concern was that it could not bring emails into existing classification schemes. The best solution is a combination of using a records management system as an archive and an enterprise email archive solution. Indexing is often the mantra for RM folks today.

It was apparent from this session that RM and IT do not always speak the same language and best practice from their different perspectives do not always match. In general IT tends to be most concerned with email system reliability and RM more concerned about content and classification. As records managers we need to communicate clearly with IT in order to work together to develop and implement policies. At this session I raised the question about how the word "archiving" was being used. The records manager who spoke had a library degree and I was surprised to learn that when she used the word, she did not mean to imply keeping it indefinitely. She said that the way I wanted to use the word was the "traditional" definition. This was proof that we have to define words when using them.

On December 7th, Steve Good fellow, with his many years of working with both IT and RM professionals, is going to share with us his perspective on this very relevant topic. This meeting is a great place to network and find support in the work that you do and I hope to see you in Syracuse.
Eileen Keating, President

RIM and IT Professionals Disagree *(continued from page 1)*

principles that are at the heart of the basic functions integral to managing electronic records include the following:

- managing the retention period, which ties in with the records retention schedule
- initiating and controlling holds or freezes (legal, audit)
- managing ultimate purging, including approvals
- managing migration (copy, transfer) to new media/systems

Despite this obvious link to RIM principles, business and IT said that IT has final responsibility for developing ERM policies. Only 21 percent of IT and 31 percent of business saw RIM as having final responsibility. By contrast, 73 percent of RIM professionals believe it is their responsibility.

There are a few possible explanations for this gap. First, there may not be a shared understanding of what comprises “electronic records management.” For the purposes of this study, “electronic records management” was defined as electronic information in any format which is created, received, and managed and that has business, legal, compliance, financial, operational, or historical value that is intended to be kept as evidence and reference information by an organization or person. Message archiving is the hottest area in ERM, yet IT does not tend to view it in the context of ERM.

A second possible reason is that RIM may not be fully aware of all ERM related activity within the enterprise because RIM is often not an integral part of the process. The research also raises the question as to whether RIM professionals grasp just how much ERM may change their reporting relationships in the near future.

Most of the business and IT managers interviewed said records management

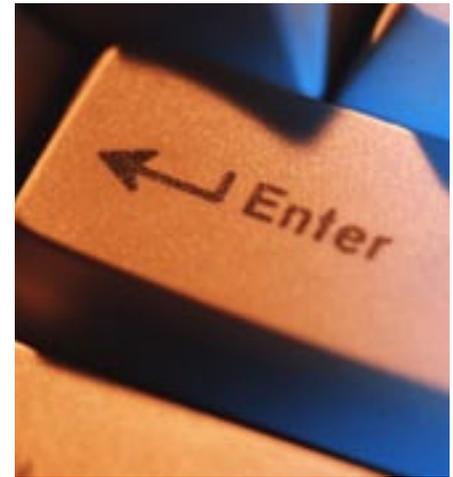
roles were merging with IT and/or compliance and legal.

RIM, on the other hand, reported that ERM has not significantly changed its reporting relationship; it continues to report predominantly to administration. This conflicting picture may be at least partly a reflection that RIM is not highly visible or understood by IT and business—records management is more than a records center, which may be outsourced. The RIM perspective also included a higher percentage of government, which typically reports to administration. Regardless of whether RIM agrees with business and IT’s perceptions, it must deal with them. In short, the study findings indicated that

- It is critical that RIM be proactive in demonstrating the value of RIM to IT or risk being relegated to managing only paper and microforms.
- There is a major need for RIM professionals to educate business and IT on the difference between archiving and ERM.
- There is a major opportunity for RIM professionals to educate business and IT on compliance regulations specific to their industries and the role of ERM in compliance.
- RIM must be part of a multidisciplinary team addressing ERM, including IT, legal, compliance, and others.

Being successful in these efforts will require significant changes for RIM professionals. First and foremost, it will require that RIM professionals recognize that career development opportunities lie in building IT skills and applying ERM to compliance.

Based on the study findings, ARMA recommends that RIM professionals take these steps in the following areas:



Skills

- Develop IT skills, focusing on ECM architecture and skills.
- Leverage subject matter expertise in establishing RIM policies within the IT organization.
- Develop skills in message archiving to communicate how it does and does not address ERM.
- Build IT awareness of RIM professionals’ skills in preserving records, identifying critical records, classifying records, and handling meta data.

Initiatives

- Proactively seek positions to understand and get involved with the enterprise’s ECM strategy and implementations.
- Proactively seek to be involved in message archiving projects.
- Seek to make IT aware of the challenges in ERM implementations.
- Communicate to IT the difference between archiving and ERM.
- Proactively seek to form and be on multidisciplinary teams addressing

(continued on page 4)

Electronic Records Survey Highlights Similar Issues

A recent survey on electronic records management conducted by Cohasset Associates Inc. and sponsored by ARMA International and AIIM International also showed that IT is driving ERM. Of the survey's 2,200 RIM respondents, 71 percent reported that IT is primarily responsible for the day today management of electronic records. That survey also revealed some disturbing trends with regard to how well managed electronic records are and the potential risk they present to their organizations.

With the increasing costs of electronic discovery and recent compliance regulations and legislation, now more than ever, it is critical that organizations at the very least establish - and consistently apply - records retention schedules for all records, including electronic ones. Yet 47 percent of the respondents in the ARMA/AIIM/Cohasset survey reported that their organizations do not have comprehensive records retention schedules that include electronic records. Furthermore, 38 percent of those that do said those schedules are not generally followed.

This may well indicate a "major disconnect between those responsible for overseeing the application of an organization's retention schedules (records managers) and those responsible for the day today management of electronic records (IT)," wrote Cohasset.

The concern lies in the fact that IT often does not have the skills necessary to manage electronic records beyond the technology. Only one third of the survey respondents said they believe that their IT department really understands the concept of "life cycle" regarding the management of the organization's electronic records.

Once again, the need for RIM to become more proactive in this area is clear.

To access an executive summary of the ARMA/AIIM/Cohasset survey, visit www.arma.org/pdf/2003ERMSurveyResults.pdf

ERM and including IT, legal, compliance, and others. RIM professionals can be the captain of their own destiny, but it clearly requires stepping outside the comfort zone for many. As one RIM professional stated, "Don't wait to be asked to the table, pull up the chair and sit down." It's time to take the initiative. Editors note: ARMA members can access the eRecords Advisory Team recommendations and view the entire Forrester presentation at www.arma.org/members/erecordsinitiative.cfm.

Acknowledgements

ARMA International thanks the following vendors for helping to underwrite this important research, which will be used to develop the programs necessary to prepare RIM professionals for the future:

- Accutrac
- FileNet
- Hummingbird
- IBM
- IMR
- Iron Mountain
- Open Text
- Oracle
- Smead
- Tower Software

Cynthia Launchbaugh is Editor in Chief of The Information Management Journal. She may be contacted at claunch@arma.org.



CONGRATULATIONS to the CNY CHAPTER of ARMA

The CNY Chapter of ARMA is proud to announce two national awards we have recently won. The first award was in recognition of the newsletter, ARMAil, named 2004 Chapter Newsletter of the Year in the Small Chapter Category. Special thanks to the Board of Directors who share responsibility for producing a quality newsletter and to last year's publisher, Anne Smith.

The second award the Chapter received was the 2004 Chapter Web Site of the Year in the Small Chapter Category. Special thanks to Ed Galvin our Webmaster, your dedication, hard work, and perseverance has paid off!

Congratulations CNY ARMA members!

Play Nice

Five ideas you can use to successfully complete projects across departments.

"Reprinted with the kind permission of the author."

Increasingly, key projects involve multiple departments. While the size and scope of these projects deliver greater payback, the challenges involved also seem to be greater as well. Granted, it's hard, sometimes, to play nice with those kids from the other parts of the playground. However, if you haven't yet mastered playing nice (and few of us have), you had better learn because this is a trend unlikely to fade. The continuing barrage of government regulations and guidelines means that the corporate nervous system needs to be rebuilt using knowledge from numerous internal players. The folks in IT will likely be responsible for putting in the new systems, but the right domain

experts need to be involved if it's going to be done right. Records management will be key for making sure that the corporate memory is programmed in the appropriate way, knowing what to remember and what to forget, and when that forgetting needs to take place (I wish my mind was so programmable!). Because of the newly created legal risks for executives, legal departments will probably be happy to be involved too. And, of course, there's a plethora of others that we need to work with depending on which systems and processes are affected. It's always a little different working with people from other disciplines and different areas because we exist in different cultures.



(continued on page 6)

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Play Nice *(continued from page 5)*

I've found the following five ideas to be helpful in working with people from different areas. I believe that taking these ideas to heart will help minimize your risks in a multiple-department project, whether you are the leader or one of the players. These ideas are just as helpful in smaller projects too.

1. Cultivate Relationships. You don't have to wait until you have to work with someone before you get to know them. Since you know there are people in certain departments that you will likely be working with, seek them out and make contact. You don't have to be sneaky - tell them what you're doing. "Hi, I'm Don and I work in the IT department. I know that there's a pretty good chance that we might be working together on some of these compliance issues and I'd like to get your take on some of this stuff." You may not work with that person specifically, but they are an "in" and you will get significant points for being up front and making contact. As networking guru Harvey Mackay points out in the title of one of his books, *Dig Your Well Before You're Thirsty*, those who have the most contacts tend to be the most successful. Learn to like people and develop relationships with them. Since you have a relationship with everyone you work with, you might as well make it a good one.

3. Be an Effective Communicator. In the same way that their knowledge is different, their language is different too. Jargon, interpretations, and assumptions vary as we move from group to group. Often we have communication mix-ups and misunderstandings with people we work with regularly. Obviously, it's likely you'll have even more difficulties with people that you are not used to working with. The best defense against problems in this area is to simply learn and use good communications techniques such as the use of clear and descriptive language, restating for clarity, and using additional drawings, descriptions, and whatever it takes to ensure understanding. Great leaders are great communicators so learning communication skills should be a key focus area for all of us. Remember, this key skill is important not only for working with those from other areas but for communicating up and down the chain of command from where we work everyday.

4. Keep Your Eyes on the Prize. As in all projects, sometimes we lose our way, forgetting our primary objectives. It can seem worse in cross-department projects because the things that we automatically default to are often markedly different. That may seem worse but in reality, it's probably better. Whenever we get off track, it's time to refocus. On projects where most of us think somewhat similarly, it can take some time before we recognize that we are even off-course, much less make a course correction. When we get off track in cross-department projects, we see friction right away so we can correct it sooner. Sure, the friction may cause more heat, but if we recognize it as a positive warning light, correct it, and keep moving, we're to the finish line much faster. We often fall behind because we diffuse our efforts by working on less important tasks. Increase your success by regularly checking your direction to keep focused on your primary goal.

5. Sharing the Glory. Everybody seems to be afraid that someone else is going to get all the credit and everybody else will be flushed down the toilet to oblivion. People can do so much when they aren't concerned with who gets the credit. When all someone cares about is getting credit, that person's energy isn't directed at solving problems. Make sure no one has to worry about that when they are working with you. Pass the glory around. Praise everyone even slightly involved in the project. People on the inside typically know who the real workhorses are. It doesn't take long before people begin to recognize the drivers and the draggers. Put yourself above all that and you will be successful. Some people need to grab at all the credit they can get but it doesn't take long before most everyone else figures out who they are and what shortcomings they are trying to compensate for. Be a glory-giver, not a glory-hog.

As I often remind folks, leadership is not tied to a position but comes from what is inside you. Great leaders set the tone for a project and it is important to have people like that involved with critical cross-department projects. I believe that leaders put into practice the techniques I've described. I hope that these suggestions will help you get through and perhaps even thrive on your next big project.

Don Scott is a speaker and consultant in the areas of personal development and technology implementation. He can be reached through his website at <http://www.lead2succeed.net> or via email at donscott2win@msn.com.

CRM Corner

By Patricia C. Franks, CRM



Question: Why should you prepare for the CRM exam?

Answer: Because of employment opportunities like the one advertised below.

Posted 8/4/2004

Manager, Information Lifecycle Management, Worldwide Qualifications A minimum of a Bachelor's degree is required (Preferably in a Business related field). A CRM (Certified Records Manager) designation is strongly preferred.

Part I. Management Principles and the Records & Information Management Program

1. A diagram consisting of a set of symbols (such as rectangles or diamond shapes) and connecting lines that show step-by-step progression through a complicated procedure or system is called a(an) _____ chart.
 - a. flip
 - b. flow
 - c. Gantt
 - d. operation order
 - e. symbolic logic

Part II. Records Creation and Use

2. Directives management should be functionally located with:
 - a. the organization's general counsel.
 - b. the organization's controller.
 - c. other administrative and management support services.
 - d. mail operations and distribution services.
 - e. forms management and printing services.

Part III. Records Systems, Storage, and Retrieval

3. The most important factor to consider in filing systems design is:
 - a. space requirements.
 - b. budget.
 - c. user needs.
 - d. computer configuration.
 - e. none of the above.

Part IV. Records Appraisal, Retention, Protection and Disposition

4. The major purpose of a records retention and disposal schedule is to:
 - a. retain records having continuing business and historical value.
 - b. restrict the use of filing equipment and space to the housing of active records.
 - c. destroy records that have served their usefulness.
 - d. all of the above.
 - e. a and c above.

Part V. Facilities, Equipment, Supplies and Technology

5. Management of information resources is concerned with:
 - a. the quality and reliability of information products and services within the firm.
 - b. the effectiveness and efficiency with which information handling technologies are employed to help the organization achieve objectives.
 - c. introducing a sense of coordination of information systems and advanced technology that make modern communication systems possible.
 - d. all of the above.
 - e. a and b above.

To learn more about CRM certification, visit the following website: <http://www.icrm.org>. Applications are now being taken for the May 5 & 6, 2005 exams. The questions above were taken from the handbook, "Preparing for the CRM Examination: A Handbook" available at the ICRM website.

Answers on page 11

Central New York Chapter of ARMA, International Treasurer's Report

By Edward L. Galvin, Treasurer
October 25, 2004

Balance as of 8/25/04	\$ 3482.50
INCOME:	
Escrow (Membership)	\$ 35.00
Escrow (Membership)	\$ 35.00
September Meeting Revenue	\$ 265.00
	\$ 3817.50
EXPENSES:	
September Meeting Expenses	\$ 138.75
September Newsletter/Flyer	\$ 350.00
	\$ 488.75
Balance as of 10/27/04	\$ 3328.75



Meeting In Review

by Jackie Lewis

Our kickoff meeting for this year was held at the Herkimer Area Resource Center on September 21st. Suzanne Etherington, Regional Advisory Officer from the New York State Archives & Records Administration provided a thought-provoking presentation entitled, **RIM - Bringing Retention Policies into the 21st Century**. Her presentation included these points:

- There are many forms of electronic records, such as databases; inactive records like tax receipts and employee records; archival records such as maps and photos; and vital records. Their format can be word processing files, e-mails, images, databases, spreadsheets, web pages, or calendars.
- Retention Schedules must apply to all records of an organization, including the above—regardless of whether they are paper or electronic. Everyone in the organization must understand this and apply it.
- Retention and preservation policies may need to be developed. Your policies must also address disposing of all copies of electronic & paper records at the point specified in the retention schedule.
- Active records must be managed by developing filing systems, providing security, making backups, and planning for disasters.
- Possible security threats should be identified and addressed, such as computer crashes or tampering.
- Your electronic records must be reliable. Can you trust your electronic records and assure their accuracy? Can you protect them from corruption and testify to that in court?
- Electronic records are discoverable and can be entered as evidence in court.
- Methods of preserving electronic records were discussed at length. Suzanne addressed the many issues to consider, such as costs for reformatting, monitoring and refreshing media, media life expectancy, and obsolescence of equipment and software.
- Evaluate your preservation strategy. Consider its cost effectiveness (and the cost of not doing it), accessibility, necessary functionality, and newness of strategy.
- Understanding ITs perspective, developing a relationship, and communicating with them is absolutely essential.

Attending our next meeting on December 7th will assist you in the last item in this list. See our meeting announcements for details on time and location.

ARMA Events



From left to right: Guest speaker and past board member, Suzanne Etherington, poses with board member, Jackie Lewis following Suzanne's presentation in September.



Congratulations to Carol Compton, the September meeting raffle winner.



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Documentology: The Science of getting Record Managers and Technologists to understand each other (and work together)

Tuesday, December 7, 2004

RICO's Restaurant, 410 East 1st Street, East Syracuse, New York 13057

Speaker: Steve Goodfellow,
President & CEO, Access Systems Consulting

Have you ever had a conversation with someone using terms you are familiar with, but soon realize each of you have different meanings for those words? How about situations where you have **NO** idea what the other person is talking about?

Record Managers and Information Technology Managers are passionate about their professions and each is under pressure to meet the demands of their positions. Compliance issues such as Sarbanes-Oxley, HIPAA, and other mandates are forcing more and more meetings and project teams where both are sitting at the same table.

Description of Presentation

This presentation will walk through a real life example of an organization beginning to implement an Electronic Document Management System, which brought both sides together and discusses some of the bumps along the way.

As a part of this presentation there will be an open discussion of some of the terms (and their different meanings) and situations where confusion and friction can occur.

The audience is encouraged to share their own stories and ask questions to get a better understanding of the terminology commonly batted around when discussing technology projects.

"Special Thanks to Office Design Systems for sponsoring this meeting."

(Meeting directions are available on page 11.)



Agenda

- 10:30 A.M. Board Meeting
- 11:30 A.M. Meeting Registration
- 12:00 P.M. Lunch
- 1:00 P.M. Program Begins

Registration

By December 1, 2004

Call or email Jackie Lewis

Phone: 315-866-2920

Email: jlewis@herkimerarc.org

Cost

\$25 ARMA members

\$30 Nonmembers

Brief Biographical Profile

Steve Goodfellow

Steve Goodfellow is President & CEO of Access Systems Consulting, an independent consultancy and education organization focused on Electronic Document Management Solutions and organizational effectiveness.

Leveraging experience with over 200 hundred document management implementation spanning a 20-year career, Steve is able offer organizations an unbiased view of best practices, as well as specific items to avoid.

He has had more than 50 articles published and currently works with many Fortune 1000 clients, government agencies, as well as advising some of the largest consulting organizations in the world.

In addition to consulting, Steve is an adjunct professor at Syracuse University's School of Information Studies and a recipient of the AIIM Master and Laureate of Information Technology designation. Steve is also a frequent presenter at international events such as: The Disney Institute, AIIM International, the KM Leadership Summit, ARMA International, KM Expo, InfoToday, ASTD, and E-Commerce World.

Directions

From 81/690:

Merge onto 690 E from either 81N or 81S. Take Exit 17 Bridge Street. Turn left onto Bridge Street. You will see Rico's is on left across from Wal-Mart.

From NYS Thruway:

Take Exit 34A. Merge onto 481S, then merge on to 690W. Take Exit 17 Bridge Street. Turn left onto Bridge Street. You will see Rico's is on left across from Wal-Mart.

PROPOSED CNY ARMA MEETINGS FOR 2004/2005

September 21, 2004

Herkimer County Resource Center, Herkimer, NY
11:30 am

RIM: Bringing Retention Policies into the 21st Century

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

Organizing Committee: Jackie Lewis, Pat Franks,
editor

Articles to Editor: August 10, 2004
Articles to Publisher: August 24, 2004
Newsletter mailed: September 7, 2004

December 7, 2004

Rico's Ristorante, East Syracuse, NY
11:30 am

Talking IT's Language

Speaker: Steve Goodfellow,
President & CEO of Access Systems

Organizing Committee: Steve Goodfellow,
Dave Langevin, Carol Compton, editor
Articles to Editor: October 26, 2004
Articles to Publisher: November 9, 2004
Newsletter mailed: November 23, 2004

March 10, 2005

TBA, Cortland, NY
11:30 am

Email Management - Policy/Compliance Panel Discussion- TBD

*Call for nominations for officers and board positions
Organizing Committee: Guy Smith, Pat Markley, editor,
Ed Galvin

Articles to Editor: January 27, 2005
Articles to Publisher: February 10, 2005
Newsletter mailed: February 24, 2005

May 25, 2005

TBA, Syracuse, NY

Understanding Generational Differences in the Workplace

Speakers: Linda Bryan & Lyndsi Prignon
of Cornell University

Organizing Committee: Dave Langevin,
Eileen Keating, editor
Articles to Editor: April 13, 2005
Articles to Publisher: April 27, 2005
Newsletter mailed: May 11, 2005

Other meeting activities:

Installation of Officers; Award Presentations

Election Dates:

Open Nominations (at meeting): March 10, 2005
Ballots mailed (by Publisher): March 17, 2005
Ballots returned (to nominations committee):
March 31, 2005
Election results announced: April 13, 2005

Other Dates of Interest:

October 3-6, 2004

ARMA International Conference
Long Beach, CA

June 7-8, 2005

Northeast Region Leadership Meeting
Atlantic City, NJ

June 9-10, 2005

Northeast Region Conference
Atlantic City, NJ

NOTE: The above meeting topics and locations are subject to change. Please visit the CNY ARMA Chapter web site @ <http://archives.sy.edu/cnyarma/> for updated information.

Disclaimer Notice

ARMAil is published at least four 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:

Carol Compton
Bristol-Myers Squibb
P.O. Box 4755
Syracuse, NY 13221-4755
e-mail: carol.compton@bms.com

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By sponsoring one of our four meetings this year, your company will also receive advertising space in **ARMAil** and on the ARMA CNY website. You will reach practicing Records and Information Managers who are interested in your products and services. In addition, at the meeting you will be given five minutes to speak about your company. The following are the advertising rates for the 2004-2005 fiscal year:

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Answers to CRM questions on page 7:



1. B
2. C
3. C
4. D
5. D



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ARMA International's Membership Recruitment and Recognition Program

Make the connection. Empower a colleague with an ARMA membership!

Membership recruitment is an opportunity for you to promote your profession and your association by making the connection with a colleague. When you connect a records management professional with ARMA, you're offering them a support system, a link to resources, and a guide to professional development. What you receive in return is immeasurable – instant gratification! You've mentored a colleague, you've promoted the importance of records and information management to your employer, and you've created awareness for your association and the products and services it offers.

This year's Energize . . . Plug into the Source! recruitment and recognition program is new and different. It's not a campaign at all—no competition, no drawings, everyone can win! All the resources you need to participate are right here—**downloads** (<http://www.arma.org/energize/downloads.cfm>) such as recruitment letters, ARMA Fact sheets, and membership applications, **recruitment tips** (<http://www.arma.org/energize/tips.cfm>) from last year's Power of One winners, even access to your individual campaign statistics so you can see who you've recruited and contact them (coming soon).

Get started today!

It's easy to plug into the source. Here's how:

- Take a look at the **Participation** (<http://www.arma.org/energize/participation.cfm>) process and the **Energize! Rules** (<http://www.arma.org/energize/rules.cfm>)
- See what **fun stuff** (<http://www.arma.org/energize/incentives.cfm>) you can earn for participating
- Learn how to become a member of the **Core Club** (<http://www.arma.org/energize/coreclub.cfm>)
- Download ARMA forms and information to get you started
- Recruit away!

