

ARMAil

Central New York

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WHAT'S UP with E-Business

By Erin O'Briant



Despite the hype, the “hurricane” of e-business isn’t necessarily changing business-as-usual for industrial engineers.

It’s a slippery subject, e-business. Ask one industrial engineer how he’s using it, and he’ll tell you he saves time by sending e-mails to his counterpart in another state. Ask another, and she’ll say automated transactions have changed the way she manages the supply chain. Other questions pop up, too: How do you know if it’s e-business that’s changing the way you’re working, as opposed to other, unrelated factors that are shaping the environment? Is anything unrelated to the Internet in today’s economy? Does setting up a one-page company Web site count as conducting e-business? If not, what does? And if a computer can automate a huge company’s reordering and inventory, why doesn’t it make my coffee in the morning, too?

And then there are the predictions. To hear some e-business gurus tell it, the Internet will solve the world’s problems and make everyone rich; Orwellian types issue dire warnings about privacy invasion and online fraud. The truth may be somewhere in between—or something entirely different.

In any case, most people agree there’s been plenty of hype surrounding the effect the Internet is hav-

ing on business. Some with a flare for hyperbole are trumpeting it from the rooftops: “The Internet is a hurricane creating opportunities in all sectors of technology: software, hardware, semiconductors, computing systems—everything. It’s all about the Internet. Nothing else matters,” says Geoffrey Yang, general partner at Institutional Venture Partners, according to an article released June 9, 1999 by Scripps Howard News Service.

Others’ predictions are more subtle but still far-reaching. “Remaining viable means transforming the business—and the business model. And that requires robust, up-to-the-minute information sharing and management processes ...” writes supply chain expert Frank Jones in “E-Business Transformation in the Manufacturing Industry,” a position paper for the Manufacturing Institute. He continues: “Such new models ... [have] brought about a revolution that involves nothing less than the rise of a new economy—a digital economy—and a new global medium that will be the single most important driver of business, economic, and social change.”

Strong statements. And they may be true. But what does all this talk about hurricanes and new economies mean for industrial engineers? High-level IEs are often involved in making decisions about business strategies, and that may include Internet commerce, but is e-business really changing how industrial engineers work?

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Chapter Member of the Year

Our Own "Gold Medal" Winner

The 2000 Olympics in Sydney are now concluded and, as in other years, many new records were set. Central New York is certainly a long way from Sydney, but our Central New York Chapter of ARMA is nonetheless setting our own records and setting standards for others to strive for. Our chapter membership once again voted **Dianne Liuzzi Hagan** as Chapter Member of the Year. This makes a record six times this honor has been bestowed upon Dianne. It may be the sixth time she has received this award, but she is as deserving this year as any year past.

Dianne has always maintained a strong involvement in our chapter. In the past year she has served on program and nominations committees, contributed regularly to our newsletter, encouraged growth of our chapter, provided creative solutions to increase meeting attendance, answered historical ques-

tions with that filing-cabinet memory she has, and has been a mentor and friend to other chapter members providing advice to assist them in dealing with professional and personal situations. She's a strong leader and in addition to everything Dianne offers our membership on a regular basis, this year she has stepped up (again) to take on the role of President. These are just a few of the contributions that Dianne makes to our chapter that led our membership to again vote Dianne our Chapter Member of the Year. We are truly lucky to have Dianne on our team striving to be her best.

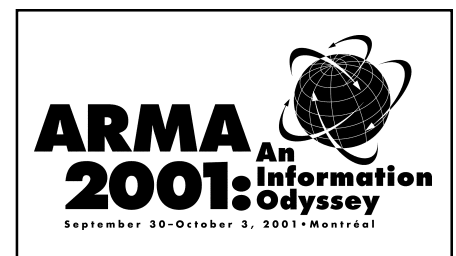
Congratulations to Dianne on this well-deserved accolade. ■

Member News

■ **Carla McDonald** has resigned from the Board of Directors for personal reasons. We would like to extend our deepest appreciation for her years of service to the CNY Chapter of ARMA as a Board member and past officer and as our very own 'disaster' queen. Her input has been invaluable, and we look forward to her continued attendance at regular meetings.

■ **Marilyn Leffers** has resigned from the Board of Directors due to a reassignment of responsibilities at the Savings Bank of Utica. Although her tenure on the Board was short, we deeply appreciate her contributions and the experience she brought to the table. One door may close, but another always opens, and we wish Marilyn the very best in her future endeavors.

■ **Shirley Flubacher**, one of the CNY ARMA founding members, suffered a stroke a few months ago. Flo Kelly, another retired member of CNY ARMA, assures me that Shirley is recovering well and intends to pick up her busy life just where she left off. If you'd like to send Shirley a card or message, she can be reached at the following address: 10123 Coombs Road, Holland Patent, NY 13354. ■





Message from the President

Life is an Adventure!

by Dianne Liuzzi Hagan

Life is an adventure! No matter how much you plan and organize and think you've got it all under control, the most amazing things happen! I think Shakespeare said it best in *Hamlet*: "There are more things in Heaven and Earth, Horatio, than are dreamt of in our philosophy." For good or bad, events that are completely out of our control and completely unexpected can shape our lives and who we are. Here are a couple of examples in my own life:

At a master dance class some weeks back, my teenaged twin daughters and one of their dance associates were noticed by the instructor and dance company members who then reported to the director of the dance company that there were some dancers he might be interested in. At the performance the next evening, he introduced himself to us and announced he had six shows running internationally and always needed dancers. I quickly jumped in to say they were only 16, so he compromised for mom and offered the opportunity of attending his classes. The girls were flattered and not a little embarrassed by all the attention. We were astounded. The director of the dance company was none other than Garth Fagan, the Tony Award winner and choreographer of *The Lion King*. At any rate, no matter what happens as a result of this event, it is obvious that the girls' focus on their goal of becoming professional dancers is strong and that this event has given them some confidence in that pursuit. In support of them, we have agreed to find a way to get them to the Garth Fagan School of Dance at least once a month to give them the experience and exposure they need.

Our twelve-year-old, de-clawed, chubby house cat walked out of our house the other night. There were only two other times that she attempted such a scary adventure, and both times

we found her crying at the door to be let back in. This time, however, we couldn't find her anywhere. My daughters were devastated; my husband held little hope of finding her alive. I felt she was still alive, but that she wouldn't know how to get home, and I began to think about how I would introduce the concept of loss to the girls.

For the next two days we left food out, put her bed on the porch, called the vet and the SPCA to file her as missing, and walked the neighborhood

Good things and bad things will come into our life—that's life—it's how we approach them that makes the difference!

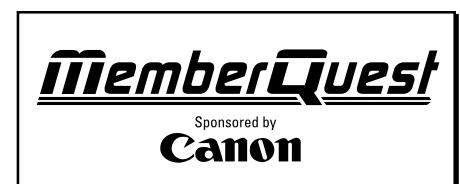
endlessly day and night calling her name and offering treats (her favorite food). The third night she was missing, amid the tears and fears, I was going to make a poster. The next day we were going to the SPCA to see if she had been turned in.

The girls walked the neighborhood one more time that night in the pouring rain to see if they could find her. At 10:00 p.m. they returned, defeated. At 10:30 we received a phone call from our twelve-year-old neighbor. His bedroom is a finished room in the basement of their house, and just as he was about to go to bed he sensed something watching him. He looked at the basement window and, sure enough, there

were mysterious yellow eyes staring at him. He tore upstairs to report this to his mother. Somewhere on the way, he realized it wasn't some alien life form; it was, in fact, our cat. She was trapped beneath their deck in the window well. She was scared enough to squeeze into the four inch clearance between the deck and the window, but too fat to get back out! Suffice it to say she was rescued and is happily back home hissing at my husband every time he walks by and playing rivalry games with the dog.

Work is an adventure, too. Some days the issues and the work so energize us that we can't believe the day is already over; other days we have to talk ourselves out of bed just to make it in to deal with the problems. I say, let's start looking at all those out-of-our-control and unexpected events in life as an adventure, an exploration or a lesson learned! Good things and bad things will come into our life—that's life—it's how we approach them that makes the difference! That's where we can exercise a little control! At work, in particular, how we handle a situation beyond our control can position us for the next layoff or the next promotion. The choice is ours!

Choose to be adventurous by attending our next meeting in Waterloo. E-business is here, and we need to be adventurous in exploring and defining our roles to help make it a success. The meeting will be a joint meeting of the Empire Chapter of AIIM and the CNY and Rochester Chapters of ARMA, so plan to network with our adventurous colleagues! See you there!



M 2 M

Let's get with the e-program! You've heard about B2B and B2C. Now there's M2M! M2M stands for member-to-member — it's just one more way you can keep in touch with your colleagues as you strive to attain and maintain professionalism in your career. What better way to find the answers to your questions than to turn to other colleagues who may have already been through the issues you are trying to tackle? Our membership includes professionals from industry, government, higher education and non-profit sectors. We have experts in imaging, disaster recovery, archives management, retention scheduling research, inactive storage management, etc.

So, bone up on your e-business skills and utilize the CNY ARMA LISTSERV to post your questions and issues to other CNY records professionals. You will also be privy to regional job postings, FYI postings

and board decisions delivered on a timely basis. If you are concerned about e-mail traffic, our LISTSERV is not very active since it is a small, focused membership, and we pride ourselves for 'staying on topic.' If you are not already a member of the CNY ARMA LISTSERV, contact Ed Galvin at <elgalvin@syr.edu>. He is the list manager and will be happy to sign you on.

You might also want to visit the CNY ARMA Website. It's chock full of information about our chapter and events and includes an electronic version of our newsletter and links to other websites that can offer you good information to do your job better! You can find the CNY ARMA Website at <<http://sumweb.syr.edu/archives/cnyarma/>>. A special thanks to Ed Galvin for also managing this informative site.

Keep in e-touch!
Dianne L. Hagan
(Your e-President)

What's Up With E-Business

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E-vocabulary

All sorts of new terms have popped up to define the processes of buying, selling, researching, and communicating via the Internet. Before any discussion of e-business can begin, a few clarifications of terminology are in order.

E-commerce refers to online buying and selling of goods and services. Most people have heard plenty about business-to-consumer e-commerce—for example, ordering a book from Amazon.com or stocking up on a fall wardrobe at JCrew.com. But that's just the tip of the e-commerce iceberg. Business-to-business e-commerce (that is, Internet-based business transactions) is more likely to affect IEs, who may for example, use the Net to place automatic re-orders for materials on a pre-set schedule.

E-business means using the Internet for business purposes such as strategic planning and modeling. That includes business-to-business e-commerce as well as research and communication on the Web. E-business and I-business are often the same thing, though I-business can also refer to non-electronic means of communications, such as optical media and wireless technologies.

Just a blip on the radar

To many of us, trying to participate in the Internet economy is like trying to figure out what this summer's tropical storm is going to do next week: Should we sell the trailer in Florida or just keep the TV on Channel 2? People are confused because the details haven't all been worked out yet. Which means that, while most companies today are planning for an exciting future of ebusiness, many firms are sticking to the old ways until e-business models are more functional and less risky.

"There is a lot of hype, but what it takes to hang together is more than we realize," comments Steven Meyerowitz, production scheduling manager at Cascade Steel Rolling Mills. "People are

Treasurer's Report

October 2, 2000

Submitted by Linda M. Humphries, Treasurer

Balance forward from 5/8/2000 \$2,003.51

INCOME

Bank Interest 1.51
Meeting Sponsor 300.00
Meeting revenue 505.00
Escrow 315.00
TOTAL INCOME \$1,121.51

EXPENSES

Newsletter/mailings 448.20
Bank Service Charge 6.54
Gift/Plaque 108.90
Meeting expense 272.97
TOTAL EXPENSES (\$836.61)

New Balance \$2,288.41



scared to get involved because they don't know where [e-business] is going to go. It's not always as practical as the theory makes it look."

Companies that are exploring e-business possibilities are not necessarily making sweeping changes—not changes that affect industrial engineers on the shop floor. "I think e-commerce has a lot of potential, but I can't say it's had a major impact [on IEs here]," notes Thomas O. Davis, vice president of manufacturing at American Greetings.

These IEs' experiences seem to be in line with those of workers at many American manufacturing companies. According to a survey of 2,500 companies conducted by the National Association of Manufacturers, 68 percent of U.S. manufacturers are not using Internet commerce for business transactions. "No one questions the importance of business-to-business e-commerce, yet relatively few manufacturers are participating in it," notes Jerry Jasinowski, president of NAM. "The new NAM survey shows a wide disparity between the recognition by business that the Internet is a vital new form of commerce and the actual application of that knowledge by American industry."

In other words, we're feeling some strong breezes, and we think more are coming, but for most industrial engineers that Internet hurricane hasn't touched down yet.

Although e-business isn't shifting IEs' work in the radical way it might in 2010, it does affect industrial engineering in some areas. "We do use the Internet for searching for new information, new products, setting up Web sites for people to order," notes Davis. Industrial engineers at American Greetings are using the Internet for research and communications, he notes, even though its not affecting their day-to-day jobs much.

"I use the Internet to place orders," adds David Geib, IE and plant layout manager at Bosch Braking Systems. "And I communicate with suppliers [via the Internet] on buying equipment. But

*For companies that
do implement
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soon, the future
may be 75 degrees
and sunny.*

I don't know how huge it is," he says doubtfully. Geib says he thinks Bosch is resistant to creating e-business models, and that that may be limiting the company's growth. Gloria Garcia, production manager at Hanes, says that the apparel company is integrating automated business practices, which is freeing up IEs to work on continuous improvement. "You move away from having to do guess estimates, etc., when you can just place the order and concentrate on different areas of opportunities," she says. "People here can do that now. Some of the orders we place here are done manually and some are done through the electronic system. We're definitely trying to work with vendors to place orders automatically because there's a lot of paperwork you can stop doing [then]."

Garcia says that e-commerce hasn't structurally changed what industrial engineers in manufacturing at Hanes are doing, but Internet capabilities have proven effective for benchmarking and communication. "It gives you an opportunity to get more information and to get to know other people or industries quicker than in the past," she notes. "Before, to benchmark you had to get all your trips approved, have a budget, then start trying to create that network, and you know of some companies but not others that might be out there and have good systems. On the Internet you can go look for information; there's a whole bunch of things you can learn there."

Scott Damiani, vice president of business process re-engineering at The Chase Manhattan Bank, agrees that the Net is a helpful benchmarking tool. "It's really helped us to find out what's going on outside of the bank," he says. Damiani notes that just a few years ago Chase staff had to make on-site visits to find out how other companies were managing their processes. But, he says, times have changed. "With the Internet we've got a lot of information out there," he notes.

Chase is finding proprietary and custom research garnered over the Net especially helpful. "We get quick access to information on what's going on outside even in a vendor market—looking at, say new types of electronic forms and work flow processing. Before, we'd have to go out and beat the pavement and talk to vendors, and now we can gather a lot of information right over the Internet, so it makes things a whole lot easier," says Damiani.

He added that the Institute of Industrial Engineers Web site is useful, too: "I've called in several times to ask questions, contacted authors of articles. It's really helped us a lot to be in touch with what's going on."

Gathering strength

Sensing the winds of change—or natural disaster—many companies are in the early stages of planning their e-business programs.

"We're just beginning to look at e-commerce," says Meyerowitz of Cascade Steel. "Right now I am drawing data off the Internet, but a support system needs to be in place [for other e-business functions]. I think we're early in the growth cycle of e-commerce."

"The prospects for robust business-to-business Internet-based communication, distribution, and service are extremely promising," observes the NAM's Jasinowski. "But ... most manufacturing companies are at a rather basic level when it comes to integrating the Web into their corporate business activities. While 80 percent claim they

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What's Up With E-Business

Continued from page 5

have a Web site, the vast majority offer only an information storefront. Furthermore, only 10 percent say that their current business process technology systems are fully automated."

Although e-business today hasn't yet fulfilled its potential, many people predict the next few years will bring more drastic changes to business. "We're right in the center of a significant shift in the way businesses operate," commented John Battelle, president of The Industry Standard magazine, during a PBS broadcast on July 7, 1999. "I think, within five years, if you're in a business environment, if you are not in some way leveraged over the Internet and capable of accepting contracts, suppliers, and so on through the Internet connections, you will really not be in business."

Many businesses are trying hard to catch up. According to a recent survey conducted by Purchasing magazine, big companies will be shifting their purchasing and supply chain activities to the Web, but most won't be able to do so for about three years. In the lightning-quick world of e-business, three years is an awfully long time to wait.

For companies that do implement e-business programs soon, the future may be 75 degrees and sunny. For example, a study by Giga Information Group predicts that corporations around the world will save up to \$1.25 trillion doing business over the Internet in 2002. (And, hey, even if it's only \$1 trillion or so, that's still a pretty good savings.)

So what? I'm nowhere near the coast

Many industrial engineers predict that the Internet hurricane will affect their work positively. Garcia believes e-business is going to mean industrial engineers work more effectively in the future. "I think that once we get into really using those types of tools, engineers are going to be a lot more prepared. [They're] going to be exposed to a lot of things that in other circum-

stances you couldn't get them exposed to; they're going to have access to much more information—just to place a purchase of equipment or to look for seminars. I think it's going to be a very effective tool for us, that much quicker, that much more dynamic." And the Purchasing survey indicates that lots of people think e-business is an IE's dream come true: "Most top purchasing pros believe that widespread use of e-procurement will enable manufacturing companies to move closer to true pull-type demand systems, thereby minimizing inventory and its costs, speeding up cycle times, and enabling products to be made that better suit end users' needs," the survey summary states. What more could an industrial engineer hope for?

But before anyone gets too excited, a caveat: "Where its going to go, nobody knows—and its probably not where we think," cautions Meyerowitz. In that case, we'll just have to keep an eye on that hurricane. And an ear attuned to the weather radio.

The digital supply chain

Supply chain execs think the Internet will eventually revolutionize supply chain management, according to results of a survey conducted by the Economist Intelligence Unit and Meritus Consulting. The report, titled "Moving the Supply Chain into the Digital Age: Integrating Demand and Supply; forecasts that companies that are quick to take advantage of the advances in Internet technology to re-engineer their supply chains will have a marked competitive advantage. The report is based on responses to a survey of senior supply chain management executives in Fortune 500 companies. Key findings include:

- 82 percent of senior executives believe the Internet will have a major impact on or totally transform supply chain management over the next three years.
- Only 4 percent of the executives surveyed believe their customers are completely satisfied with their fulfillment performance.

- More than half of the respondents expect their suppliers to deliver as requested 96 percent of the time, yet only 22 percent of them achieve this for their own customers.
- Fewer than one-quarter of respondents were largely satisfied with any aspect of the implementation of enterprise resource planning systems. Respondents said the three main obstacles to an effective integrated supply chain are lack of functional expertise (51 percent), lack of management expertise (44 percent), and ineffective change management (42 percent).

The survey report is available free of charge at <<http://www.eiu.com/latest/meritus.asp>>.

The international Internet

E-business changes aren't limited to the United States. European and Asian markets are jumping on board fast. The international Data Corp. predicts that non-U.S. Internet commerce will climb from 26 percent of worldwide spending in 1998 to 46 percent in 2003.

Global users are already surfing the Net quite a bit. In 1999, StatMarket, an Internet data company, found that 44 percent of Web traffic is from users outside the United States. According to StatMarket, the top domains that surfers are using to connect to the Internet are:

- Japan, 23.6 percent
- Germany, 15.47 percent
- United Kingdom, 6.64 percent
- Canada, 4.96 percent
- Australia, 4.17 percent
- Italy, 4.09 percent
- Sweden, 3.81 percent
- France, 3.79 percent
- Netherlands, 3.29 percent
- Switzerland, 1.49 percent



Meeting in Review



Electronic Evidence & Computer Crimes

submitted by Carol Compton

Our first meeting of the 2000/2001 season was held on September 19, 2000 at Grimaldi's Chop House, located in East Syracuse. The first meeting got us off to a great start and was well attended with everyone enjoying an informative presentation! The CNY ARMA members in attendance welcomed several newcomers to the meeting. All in attendance listened to Special Investigator Shaun Thurston with the New York State Attorney General's Office, Special Crimes Division, and learned something about what's involved in computer crime investigations. The special crimes division is responsible for investigating crimes committed specifically in the areas of medical fraud, drug investigation, and computer/security investigations.

Easy access to current and new computer technology has benefited all of us in one way or another. Unfortunately, though computer technology has benefits for the average citizen or legitimate business owner, it also benefits criminals conducting illegal activities. Illegal activities, such as financial fraud, theft of services, or commercial or industrial espionage has been on the increase. In addition, with today's easy access to the Internet the amount of

illegal activity revolving around child pornography is also on the rise. Investigators find that these types of crimes are not just committed by external sources (the hackers, phreakers, or average run-of-the-mill criminals) but in the business arena these illegal activities can also be perpetrated internally by an employee.

A computer crime investigation starts with actual planning on how they will conduct the investigation, from the search and seizure of the computer equipment and other physical evidence, to preservation of computer evidence, and the forensic analysis. These are all aspects of computer crime investigations and have to be considered by the investigators when working on each specific case.

Many high tech crime units have been established at the local, state and federal levels. They are responsible for investigating computer crimes and collecting evidence to prosecute criminals for their illegal activities. In the event a corporation or business suspects illegal activities occurring on company computers, they should always contact a local law enforcement agency for assistance. ■

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CRM Examination Schedule

	SPRING 2001
Original Application Due	January 1, 2001
Supplemental Application Due	March 1, 2001
Examination Dates	May 3 & 4, 2001

For more information, visit <www.icrm.org>



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