

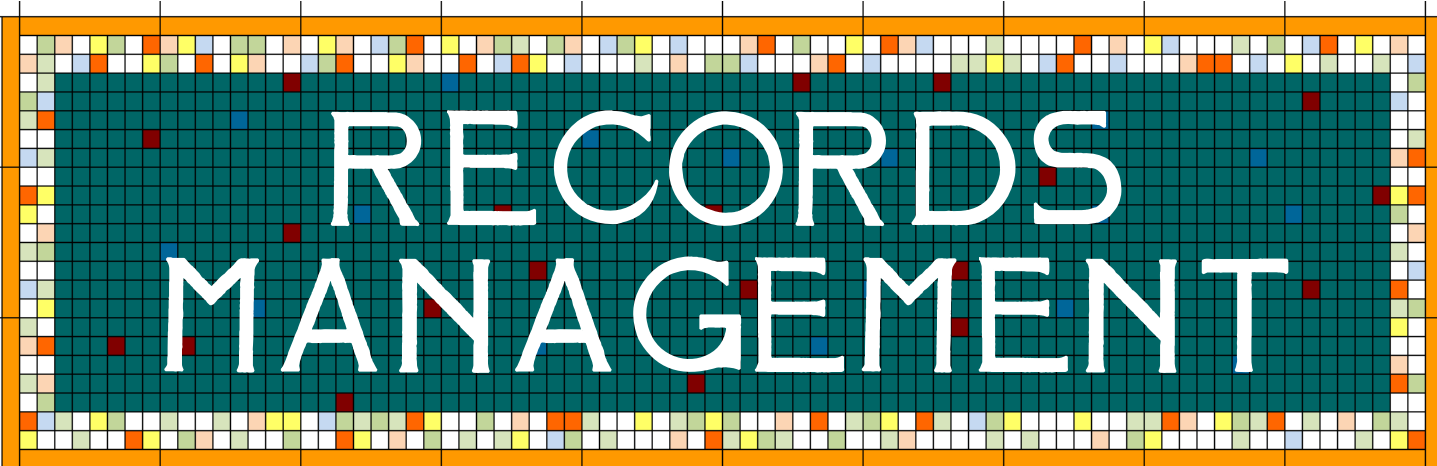


METRO NYC CHAPTER

Volume 41, Issue 6  
June, 2011

**eXchange**

Another "CLASSIC" issue...

A large graphic featuring the words 'RECORDS MANAGEMENT' in a bold, white, sans-serif font. The text is centered within a dark teal rectangular area. This teal area is surrounded by a border composed of a mosaic of small, multi-colored squares in shades of yellow, orange, red, and blue. The entire graphic is set against a background of a light gray grid.

# RECORDS MANAGEMENT

## In this issue:

- **President's Letter**
- **Essential Reading – *Managing Content in the Cloud***
- **Uniquely NY – Central Park**
- **Electronics as Toxic Waste**  
Feature Article by Anita Castora, CRM & Ron Hedges, JD
- **RIM 101 – GARP® and the Management of Electronic Records & Information**
- **Tech Tidbit – 'Spider' man vs. Penguin: Turn Off the 'Web'**
- **Records & Information Management: Education in High Schools**  
Feature Article by Valdimir G. Alfaro & Jose E. Rosado
- **Time for Change - Board of Directors Election Results**
- **Personal Health Records (PHRs): Empowering the Consumer**  
Feature Article by Sofia Empel, CRM, MLIS

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## About exchange

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ARMA Metro NYC is a local chapter of ARMA International, a not-for-profit professional association and the authority on managing records and information – paper and electronic.

An annual digital subscription to exchange is included as a benefit of membership in ARMA Metro NYC.

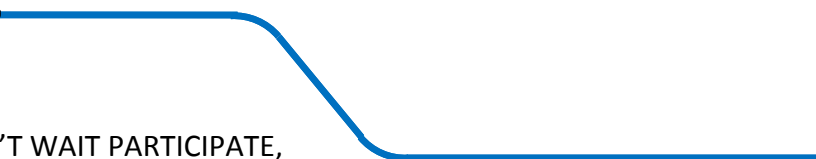
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June 2011 exchange 1

## President's Letter



Friends,

ARMA or ARMAGEDDON, HIT A RIM SHOT, DON'T WAIT PARTICIPATE, RIDE THE INFORMATION WAVE are all cool slogans that came out of an exercise at a recent ARMA Northeast Region meeting. Slogans, buzzwords and sound bites are what we use to give our RIM programs a bit of pizzazz. There are marketing programs being planned at the local level and at the International Conference in Maryland (note: near DC, not in DC) for the Fall on just this subject. But what concerns me is the recent use of Records Management (RM) and Project Management (PM) as buzzwords in and of themselves. I have seen these terms and/or the corresponding acronyms bandied about by just about every related industry from offsite storage, to litigation support and, indeed, even in facilities management. I believe it is our job to make sure there is some substance in these marketing claims. We must first make sure that we ourselves have the information and tools and then help educate all those gunslingers who love those RM and PM sounds.

As I have mentioned in all the prior issues of *exchange*, it has been and will continue to be ARMA Metro's objective to give you tools. We have worked hard to accomplish this and we need to hear from you in order to continue to provide what you need.

In the Fall, we will be presenting a comprehensive list of educational opportunities in the information sciences from certificate programs to degree programs both at local institutions and online. These will also be annotated, so that you can select what will be most appropriate for your needs. Of course, we will continue our evening meetings, ARMA @ Noon and our collaboration efforts as spearheaded by Eugene Stakhov and Donna Severino. Our first evening meeting will be on September 20, 2011 and feature Mark Barbee on the topic of Project Management. The lead off ARMA@Noon will be Casey McClellan "Working the Workflow". We also have one last ARMA@Noon on June 28<sup>th</sup>, which will feature Gene Stakhov on "Building an Enterprise Taxonomy."

Being that this is the last regular edition of *exchange* for this year, I want to take this opportunity to thank this year's Board of Directors, Committee Members, Task Force Members and the entire Chapter for all the wonderful contributions. It has also been great working with our friends from the Archivist Round Table, the Special Library Association, East Coast Litigation Support Managers, AHIMA, AIIM and ILTA.

I hope everyone has an enjoyable and relaxing summer. And just to end with my favorite slogan: **ROCK YOUR RECORDS!**

- Frank LaSorsa, CRM  
President, ARMA Metropolitan New York Chapter

## ○ From the Editor

It's hard to believe that the chapter year has come to an end. It's as if it were only yesterday that I took responsibility for the newsletter and we rebranded it *exchange* (full disclosure, the idea for the name was Ace Romar's, not mine... Thanks Ace).

Starting with a core group of regular contributors and regular features, over the past year our little newsletter has added feature articles and included contributions from our diverse membership and lead thinkers in the RIM and related professions. *exchange* has developed its own unique look and voice, one that I believe (and I hope you agree) represents the uniqueness, color and originality of our chapter and our great City. Keep your fingers crossed and hope that ARMA International agrees and we win the "Newsletter of the Year Award" to add to our growing collection of accolades for the chapter.

This issue features new contributions from Vladimir G. Alfaro, Jose E. Rosado and John Hong (another of Lauren Barnes' students) as well as the regular features and contributors that have formed the voice for *exchange*. It's another information packed edition!

With the chapter year coming to an end it's "time for change" (see page 26) and the responsibility for preparing each issue of *exchange* will pass to Bryn Bowen. But don't worry, I'll still be around to lend Bryn a hand to keep things "on track."

As always, if you have suggestions or feedback on *exchange*, please contact us at [ARMANYC.exchange@gmail.com](mailto:ARMANYC.exchange@gmail.com).

- **Jason C. Stearns, CRM**  
**VP, Communications**

## ○ CRM Corner ○

### **ICRM Website Upgrade June 15, 2011**

The ICRM has announced that Phase I of their much anticipated website revamp has gone live.

Phase I of the website re-launch focuses on bringing the site in line with the recent ICRM rebranding and marketing efforts. Additionally, page navigation has been simplified, the site content has been moved to a new content management platform and they will be introducing some new content (e.g. CRM Exam Preparation). Be sure to take a moment to visit the site at [www.icrm.org](http://www.icrm.org) and check out the new look and feel.

Phase II of the redesign will focus on backend navigation and continued improvement of the overall site.

The website redesign is being coordinated by Rae Lynn Haliday, CRM, MBA the ICRM Regent for PR and Professional Development.

If you have questions about the website redesign efforts or would like to share your comments and feedback, please contact Rae Lynn Haliday at [haliday@stlzoo.com](mailto:haliday@stlzoo.com)



## Kudos Column

In each issue of the “Kudos Column” we offer our congrats to fellow chapter members for recent accomplishments. Know someone that passed the CRM, finished a major project, got a great promotion, or some other praiseworthy accomplishment? Let us know at [ARMANYC.exchange@gmail.com](mailto:ARMANYC.exchange@gmail.com).

**Jason C. Stearns, CRM & Ace Romar** are just back from a trip to the ARMA Charlotte Piedmont chapter where they were the headliners at the annual meeting at Piedmont Natural Gas.

Ace’s session, *Can We Talk? The Importance of Networking, Discussion Groups, and Social Media to RIM professionals* focused on the importance of network building to today’s RIM professionals.

Jason’s session, *RIM Training for the Masses: Developing an Enterprise-wide Web-based Training Program* was part case study and part best practices on the development of Records Management e-learning programs. Look for more on Web-based training programs at the ARMA Intentional Conference & Expo this fall. Our own **Lauren Barnes** and **Mary Sherwin** will join Jason on a panel discussion on the development of web-based training programs.

**Rudy Moliere** recently accepted a new position at White & Case as the Director of Information Governance. Rudy is a longtime member of ARM Metro NYC and we congratulate him on this “trail blazing” new position.

**John Schaffer** is now working as a *Senior Application Administrator – EDM*, with Columbia University’s IT department. As part of an expansion, John joins a team of two other ECM evangelists. He is leveraging his 15 years of ECM experience to plan and integrate workflow and document management solutions into the schools and business side at Columbia. John is the current President of the AIIM Metro NY Chapter

**Melissa G. Dederer, CRM** and Terry Coan will present at ILTA (International Legal Technology Association) on data disposition. Their session, *Data Disposition – How to Deal with the Old, Legacy Data and What to Do to Manage New Data Going Forward*, seeks to define the problem of growing data repositories, discuss possible solutions and determine the benefits of those solutions.

**Jason C. Stearns, CRM** just completed recording a two part web seminar series for ARMA International focusing on applications of GARP®. The sessions *Employing GARP®: Requirements for Electronic Records and Information Management* and *Employing GARP®: Practices for Electronic Records and Information Management* are free to all ARMA members and can be accessed at [www.arma.org/eweb](http://www.arma.org/eweb)

Speaking of GARP®, **Jason** has also just joined the ARMA International GARP® Steering Task Force (thanks to a little arm twisting by Julie Colgan, CRM). The GSTF is responsible for planning the future of GARP®.

Congrats to ALL!



# SERVICE ADVISORY



## ARMA@Noon

**June 28, 2011 - *Building an Enterprise Taxonomy: The Nuts and Bolts***

Eugene Stakhov, CRM, CDIA+

Coming up with a semantic definition for all content in existence, now and in perpetuity...sounds more like a legal contract clause than an IT or RIM function. Yet more and more organizations are embarking on the daunting task of formally defining (or redefining) an enterprise taxonomy - for both their content and records - from the ground up. What exactly is an enterprise taxonomy, and how does one go about building one? The choices are many, and the cascading consequences of good or bad design can be profound.

Join ECM specialist and CRM Eugene Stakhov as he delves into the step-by-step techniques - gleaned from real-world experience - that are used to define content structure and metadata. Learn how to avoid common pitfalls and how to validate a sound design. Understand how a robust taxonomy incorporates every aspect of an ECM system, from security to records retention requirements, and why it must be an elementary component of any organization's content structure.

### **Eugene Stakhov, CRM, CDIA+**

Eugene Stakhov is a senior ECM/RIM consultant at Lighthouse Computer Services with a technical background in software development. During his career, Gene has provided customers with expert guidance on matters ranging from enterprise taxonomy development to technical system implementation solutions in the Banking/Finance, Insurance, Technology and Utilities sectors.

His work includes implementing a highly visible, complex email and electronic records management initiative to address the regulatory compliance challenges of a large utilities company. This solution won the IBM Innovation in Technology Award.

Gene is also a proud, "card-carrying" member of ARMA Metro NYC, and serves on the Board of Directors as Vice-President, Professional Development.

### **Session includes:**

- **Leading Practices and Information**
- **Top Notch Networking**
- **Great food!**



**For more information about these sessions, or to register, visit [www.armanyc.org](http://www.armanyc.org)**

ARMA@Noon Meetings are held at New York Life Insurance Company, 51 Madison Avenue, New York, NY 10010

\*Applies to registrations paid in advance only. Walk-in registration and registrations paid on the day of the event are \$15.

June 2011 exchange 5

## Essential Reading

Reviewed by Marcel Rodriguez, erm<sup>P</sup>

Lately, talk about cloud computing is everywhere. Whether it's cloud computing as a service for outsourcing data storage, applications, or infrastructure, the use of the cloud has become more prevalent. Many questions exist around cloud computing, its impact on the enterprise, the different types of software being offered as cloud solutions, and more.

If you are perplexed by cloud computing technologies and aren't exactly sure what "Cloud Computing" is, *Managing Content in the Cloud* by Tom Jenkins, Executive Chairman and Chief Strategy Officer for Open Text Corporation provides clear, structured definitions of this and other Enterprise Content Management (ECM) technologies that we, as Records Management professionals must understand.

Today's enterprise must manage a variety of content across multiple repositories, applications, devices and platforms. As society demands higher standards for the accuracy and availability of records and information, ECM delivers the platform required to securely manage all content types from user-generated content in social networks to data contained in various systems.

Jenkins demonstrates how organizations can manage the flow of content, improve productivity and mitigate risk. Mr. Jenkins tackles topics such as including email management, social media, and



mobile devices. He provides summaries on how numerous companies benefited from adoption of these technologies and what they learned along the way.

If you need to get up to speed on Cloud Computing and the potential implications for RIM, this book is a good place to start.

### About the Author

Tom Jenkins, Executive Chairman and Chief Strategy Officer, Open Text Corporation has been recognized as one of the 100 Most Influential People by *KMWorld* for five years in a row, Mr. Jenkins has been involved with the Internet since it emerged as a major public network in the early 1990s. As CEO of Open Text Corporation, he was instrumental in the creation of one of the first Internet search engines used by Netscape®, Yahoo!® and IBM®.

*Managing Content in the Cloud* by Tom Jenkins  
Published by Open Text Corporation  
ISBN 9780973066289

## Chapter Q&A

### From Andy Wells:

I really enjoyed last month's article on ECM, can I distribute copies at work?

### Answer:

Yes and no. Occasionally, we are able to get "special" articles for exchange that have been written exclusively for us or that we have obtained permission to reprint. In those cases you are welcome to distribute copies of exchange in its entirety so others can read the article. Features that have been written by board or chapter members can be reprinted as long as the reprint indicates that the article originally appeared in exchange. It's not as complicated as it sounds, just be sure to contact us at [ARMANYC.exchange@gmail.com](mailto:ARMANYC.exchange@gmail.com) and we'll work with you to figure out the details.

- Jason C. Stearns, CRM  
VP, Communications

Do you have a question about the ARMA Metro NYC Chapter, exchange, or for the leadership? ASK US! Send an email to [ARMANYC.exchange@gmail.com](mailto:ARMANYC.exchange@gmail.com)

## Uniquely NY

New York is a city known for its food, nightlife, theatre, art, diversity, and so much more. Each issue we will feature our take on something viewed as "Uniquely NY."

This month we feature a profile of a great summer time hangout – **CENTRAL PARK!**

New York's Central Park is the first urban landscaped park in the United States. Originally conceived in the salons of wealthy New Yorkers in the early 1850's, the park project spanned more than a decade and cost the city \$10 million. The purpose was to design a sweeping pastoral landscape, among which the wealthy could parade in their carriages, socialize, and "be seen," and in which the poor could benefit from clean air and uplifting recreation without lifting the bottle.

In the 1960's and 1970's the park's maintenance entered a decline; despite its growing use for concerts and rallies, clean-up, planting, and general maintenance fell by the wayside. During the early 1980s there was a massive attempt to involve New Yorkers in the upkeep of their beloved park, including the formation of a private fundraising body, the Central Park Conservancy to fund repair projects. Today, as the major site of many New Yorkers' recreation, the park hosts millions of visitors annually engaging in such activities as roller blading, watching free performances of Shakespeare in the Park, and relaxing and sunbathing in the Sheep's Meadow.

To learn more about Central Park, and to get details on upcoming summer events and concerts visit [www.centralpark.com](http://www.centralpark.com)



## Legs & Regs o

Here is the latest overview of some recent legal and regulatory issues involving RIM:

### Supreme Court to Decide if Data Mining Is Free Speech

The case *Sorrel v. IMS Health* could determine how far lawmakers can go in restricting data use. According to an article published in *InformationWeek*, the case challenges a Vermont law that lets doctors decide whether their names can be sold to pharmaceutical companies for marketing purposes. Pharmacists sell the information to data mining companies, which then sell data and analysis to pharmaceutical companies with patient names removed or encrypted.

Vermont's case argues that, "By letting doctors, rather than the state control the use of this information for marketing, the legislature avoided impinging on the 'protected interest' in communication between pharmaceutical manufacturers and willing doctors."

The article noted that IMS Health, SDI Health, and Source Healthcare Analytics have made the argument that these actions are protected by the First Amendment as free speech. They have stated that if pharmacists know prescriber data as part of fulfilling everyday transactions for patients, they have a constitutional right to share it, and pharma companies have the right to use it.

"The only restriction on the non-consensual use of prescriber data is that the information cannot be used for marketing by drug companies," the data miners argue. "The statute thus is not a genuine attempt to protect prescribers' privacy."

According to the article, an appeals court struck down the law as a violation of free speech, but a different appeals court upheld a similar law in New Hampshire, saying it regulated only the conduct, not the speech, of data miners. Now the Supreme Court must decide. A decision is expected in June.

### Lawmakers Call for Extended Mobile Privacy Safeguards

Lawmakers in Washington, D.C., reviewed the practices of four U.S wireless carriers and reported that mobile privacy safeguards should also extend to third-party application developers. According to a [Montrealgazette.com](http://Montrealgazette.com) article, Representatives Edward Markey (D-MA) and Joe Barton (R-TX), co-chairs of the House Bi-Partisan Privacy Caucus, released letters they received from Verizon Wireless, AT&T Inc, Sprint Nextel, and T-Mobile in response to their inquiries about the collection, use, and storage of location data.

"After thoroughly reviewing the responses from the wireless carriers, I am left with a feeling of uneasiness and uncertainty," Barton said in a statement.

Barton stated that while receiving customer consent before accessing location data was common practice among the wireless carriers, there was a disconnect for third-party applications. "Third-party developers can access the location of customers any time they want," Barton said. "They shouldn't have free reign over your location data and personally identifiable information."

According to the article, Markey and Barton became concerned about location tracking after media reports found that Deutsche Telekom tracked the exact coordinates of a German politician using its service over a six-month period. The released letters revealed varying use across the wireless carriers of encryption and other security technologies to protect customers' personal data. The data was also stored for varying periods of time by the companies.

The article noted that the issue was brought to the spotlight after reports suggested Apple Inc's iPhone was monitoring the locations of its users. Apple has denied tracking its customers, but said it would release a software update to cut the size of the wireless hotspot location database stored on its iPhones and stop backing up that information.

"Consumer privacy protections must apply across the entire wireless ecosystem – from wireless carriers, to mobile handset makers, to application developers," stated Markey.

Markey also stated that to curb security breaches that can lead to identity theft, sensitive data on mobile phones should be readable only by those with a legitimate need to access it, and the data should be stored for the shortest periods necessary.

According to Yahoo News, Senate Judiciary Committee's Privacy, Technology and the Law Subcommittee ranking member Senator Tom Coburn (R-OK) questioned witnesses about privacy on mobile devices during a hearing on Capitol Hill May 10, 2011. This was the first hearing of the new subcommittee, and it decided to tackle mobile privacy on personal smartphones, tablets, and cell phones.



**I KNOW WHERE YOU'VE BEEN !**

### U.S. Secret Service Joins Twitter

The U.S. Secret Service has officially joined Twitter. According to a *CBS News* article, the Secret Service plans to use the micro-blogging site for recruiting, among other things. Top-secret information will not be revealed on the Twitter site, but the government organization is hoping to connect with citizens through the social media network.

According to the article, the Secret Service agency evaluated several different social media networks and found Twitter to be most in line for its purposes.

"By using social media sites, we hope to supplement our recruitment efforts, while providing an informative, helpful tool to businesses and individuals who are interested in information from our agency," said Mickey Nelson, the assistant director.

A welcome message was posted to the Secret Service's Twitter page on May 9 to let users know to start following them on Twitter.

A spokesperson for the Secret Service stated, "The @secretservice Twitter account will be used to highlight the Secret Service's investigative mission, share press releases from the Secret Service and the Department of Homeland Security, distribute information to local communities hosting National Special Security Events, explore Secret Service history and promote upcoming recruitment opportunities."

The spokesperson added that the Twitter effort will also supplement the ongoing efforts to educate the general public on the dual mission of the U.S. Secret Service.

More information about these, and other legal and regulatory RIM issues, is available at <http://www.arma.org>

## ○ Electronics as Toxic Waste

- ANITA CASTORA, CRM and RON HEDGES, JD

What do a decommissioned French aircraft carrier and a discarded corporate personal computer have in common? Both incorporate toxic substances. Proper disposition of these toxic substances requires foresight and planning to avoid environmental contamination and possible civil and, in appropriate circumstances, criminal liability.

Let's start with the odyssey of *Q790*, formerly known as the *Clemenceau*. For several years, the French Navy has been attempting to dispose of the carrier, which contains asbestos, a carcinogen.

Disposed attempts had been unsuccessful since the carrier was barred from entry into Greece, India, and Turkey, where it would have been dismantled. As of a short time ago, the carrier was scheduled to be dismantled in England

(See "French Toxic Ship Ends Global Odyssey," *CNN.COM/Europe*, <http://www.cnn.com/2009/WORLD/Europe/europe/02/08/britian.toxic.ship/index.html.html?iref=mpstor>.)

### THE PROBLEM OF DISPOSAL

What makes a discarded computer hazardous? Foremost, its contents may include lead, mercury, and cadmium, which are toxic. Carcinogens such as polychlorinated biphenyl's (PCB) may also be present. Several states, including California, Maryland, and Minnesota, have enacted laws to regulate "electronic waste management." However, no national standard exists. One commentator has called on the federal government to create one. As recommended by the Government Accountability Office, the EPA should expand the applicability of its e-waste rules and strengthen their enforcement. [M.B. Gerrard, *TRENDS* at 11 (ABA: March/April 2009)]. "There are really only three things you can do with waste:

bury it, burn it, or recycle it." "Down in the Dumps," *The Economist: A Special Report on Waste* at 5 (Feb. 28, 2009). Here are some possible solutions for the disposition of electronic waste. Bury the waste in a landfill. Recycle the waste. Export the waste overseas. Each carries its own benefits and risks. This article will introduce the reader to multiple solutions.

### DUMP IN A LANDFILL

Despite the consequences, many people still dispose of a lot of "stuff" without thinking about the environment or the impact on people. Americans have earned the dubious distinction of having the highest volume of trash per year. However, other countries are catching up. According to National Solid Wastes Management Association

(NSWMA), landfills in the United States will be full in 20 years. Local residents don't like landfills because the landfills may be unhealthy and, at the least, an eyesore.

Methane gas produced as organic matter can cause fires or even explode at landfills. Toxic wastes can leak into water sources. High levels of ammonia can poison fish and leave the water undrinkable. Although landfills are managed better than in the past there are still many problems associated with them. For example, household wastes may make their way into landfills and include for example, dangerous chemicals such as cleaning solvents, lead, paint, and pesticides.

In addition to households, medical, manufacturing, and mining companies annually dump large amounts of toxic wastes into landfills. It is estimated that about 150 million tons of toxic wastes have been dumped both legally and illegally.

E-waste is the fastest growing component of the municipal solid waste stream

Burning waste can be equally as dangerous. Chemicals released from burning can be carcinogens, enter the atmosphere as smoke can cause respiratory problems, and can damage the nervous and immune systems.

### **BURN THE WASTE**

Incineration produces ashes that are placed in landfills after a controlled burning process that results in one-tenth of the volume of the original waste. The incineration process not only reduces the volume but, when the waste is heated to a temperature of at least 1800 degrees Fahrenheit, dioxins are eliminated. Properly regulated smokestack filters can remove oxides of sulfur and nitrogen, acidic gases heavy metals, and soot.

In addition, incineration plants can generate energy using the waste. One of the world's largest waste-to-energy plants, located in Fairfax County, Virginia, generates up to 80-megawatts. This is sufficient power for 75,000 homes.

According to the EPA, America's incinerators have reduced their emissions of dioxins from 8,900 grams a year to 80 grams. Germany also uses incinerators to reduce air pollution by reducing the need for coal-fired power plants.

The ocean is still the most popular destination for most of the world's waste. Ships, coastal settlements, rivers, sewage pipes and drains all use the ocean to dump waste. The United Nations Environment Program ("UNEP") has estimated that approximately 6.4 million tons of waste is released into the ocean each year.

Unfortunately, as an obvious example of the causes of dumping, common plastic waste can harm marine life. Birds, fish, and other animals ingest the plastic which can kill them. Plastic also interferes with other ecosystems, fisheries, and attracting

tourists. Most countries have made little effort to limit and control ocean waste.

### **RECYCLE THE WASTE**

Recycling is the process by which discarded materials are collected and used as raw materials for new products. This prevents potentially useful materials from being put in landfills or incinerated. However, to be most effective, material "recapture" must be planned for in advance as part of the design of products and processes. Many changes in the ways that materials are managed need to occur.

Electronic waste ("e-waste") includes obsolete computers, monitors, cell phones, televisions, microwaves, digital cameras, portable electronic games, and calculators. According to an EPA estimate, only 10 percent of the e-waste in the United States is recycled. This e-waste can be processed for reuse, repair, and, under certain conditions, recycling. As a result, millions of e-waste fill landfills in the United States.



E-waste is the fastest growing component of the municipal solid waste stream, and currently makes up five percent of all municipal solid waste. Indeed, "e-waste" has become a popular, informal name for electronic products nearing the end of their useful life. Computers, televisions, VCRs, stereos, copiers, and fax machines are common electronic products which soon become e-waste. Many of these products could be reused, refurbished, or recycled.

Environmental issues are much more than recycling "stuff", they're about doing without "stuff", unless you're prepared to pay to keep it for many years.

### **EXPORT THE WASTE**

Much exported e-waste finds its way to China, which has become a recycling hub where peasants disassemble electronic items to access bits of gold

and other metals they can get cash for. A report from Shantou University states that the Chinese province of Guiyu has the highest rate of cancer-causing dioxins in the world. This is believed to have elevated the rates of miscarriages not to mention degradation.

What to do with all the old cell phones, personal computers, personal data assistants, and other electronic equipment? Most of us simply toss these out in the trash, and this “e-waste” ends up in landfills, where lead, mercury and other toxic material sources can leak. Only a small percent of people recycle, and the e-waste that does not end up in a local landfill may be transported elsewhere.

There is a push for a ban on e-waste exports and environmentalists are hopeful that the new administration will take a stronger position on this. Then- Senator Obama co-sponsored a bill in 2008 that was enacted into a law barring the export of mercury.

### **DISPOSE WASTE RESPONSIBLY**

There is a lot of pressure from the green groups towards electronic manufacturers to be more responsible for the afterlife of their products. Some manufacturers (such as, Apple) now design laptops to be more easily recyclable. Dell had set up a free recycling program with Staples to receive and recycle discarded Dell computers. If your cell phone is in good shape and still working, you may be able to sell it at [Greenphone.com](http://Greenphone.com). Check with the manufacturer to see if they will recycle your unusable phone for free or go to BAN.org, an organization that lists “e-stewards” U.S. recyclers.

The state of California is a leader in the responsible disposition of e-Waste and has set up a website that allows you to choose the county and the type of e-Waste to search for the appropriate facility. They offer many

The USEPA has a website (<http://www.epa.gov/osw/conservation/materials/ecycling/donate.htm>) that lists manufacture and retail programs that include: AT&T, Best Buy, Dell and eBay, just to name a few. This website also lists government-supported donation and recycling programs. This program focuses on reuse of the items that you know longer need by passing them on to new users and is called reuse. If your donated items cannot be repaired or reused, information is provided where you can send them to be recycled. Each state government is different but most states do offer different level of e-Waste and disposal recycling services. Check with your local city, county or state government.

There continues to be large recyclers in the private industry that have embraced the growing industry of e-Waste and offer multiple services. There is a growing trend of businesses, colleges, and city governments usually health departments offering “free” eWaste disposal in an effort to protect the environment and promote awareness of managing eWaste responsibly.

The demand for special metals used in the manufacture of electronics continues to grow exponentially but a few countries control much of the world's supply. Some countries including Germany are looking to reduce its reliance on imports by exploiting the metal that is thrown away in trash. Urban mining could become big business.

### **CONCLUSION**

E-waste, unfortunately, will always be with us and will likely be increasing in volume. E-waste can be buried (with possible adverse environmental consequences), incinerated, dumped into the ocean, or exported. Alternately, e-waste can be recycled, reused and turned into useful components of new products through urban mining.

California is a leader in the responsible disposition of e-waste

## Resources & Additional Reading

*Time*, January 14, 2009, "E-Waste Not", Bryan Walsh

For a database on recycling, go to <http://earth911.com>

"New Laws Offer a Green Way to Dump Low-Tech Electronics," *New York Times* (June 30, 2009)

For information on electronic product recycling programs, go to:  
[www.epa.gov/epaoswer/hazwaste/recycle/ecyclinp/donate.htm](http://www.epa.gov/epaoswer/hazwaste/recycle/ecyclinp/donate.htm)

For a general discussion of waste, see "A Special Report on Waste", *The Economist* (Feb. 26, 2009)

Michael B Gerrard, "Seven Things the New EPA Administration Should Do," *E-TRENDS* (Mar/Apr.2009)  
(advocating expansion of EPA e-waste rules and streamlining enforcement)

For options to dispose of electronic waste in New Jersey, see "What Should I Do with My Old Electronics," *STAR LEDGER* (date unknown)

Bryan Walsh, "E-Waste Not", *TIME* (Jan. 19, 2009)

"Electronic Wastes, 'e-waste' or "Waste Electrical and Electrical Equipment (WEEE), Wikipedia

For a description of the economic woes of the recycling industry, see A. Ruggert, "Heap of Trouble of Recycling Industry", *U.S. News & World Report* 58 (Apr. 2009)

Electronic Discards, <http://www.calrecycle.ca.gov/Electronics/ewaste@calrecycle.ca.gov> (916) 322-1895 (June 2011)

<http://www.epa.gov/osw/conservation/materials/ecycling/donate.htm> Last updated on Friday, December 17, 2010





Join ARMA Metro NYC ○

### **WELCOME NEW MEMBERS Have We Got A Deal For You!**

In addition to all the great benefits you get from joining ARMA, the ARMA Metro NYC Board of Directors has agreed to introduce a program to welcome new members - *a free meeting with the first year of membership!* The program begins this chapter year and all new members are eligible to claim their certificate that will grant them a free meeting. How does this work? And what do you have to do to get your certificate?

- 1 - If you join the chapter from this point forward, your welcome letter will include the certificate.
- 2 - If you joined during the 2010/2011 chapter year email us at [ARMANYC.exchange@gmail.com](mailto:ARMANYC.exchange@gmail.com) Upon verification, we will send you the certificate.

It's that easy. But (always a 'but') there are limitations:

- The certificate is valid for all chapter evening educational meetings, CRM workshops (1 part) or ARMA@Noon
- It is not valid for the Membership Appreciation event, the All-Day Workshop and the Vendor Appreciation and Awards event

You will have until June 30<sup>th</sup>, 2011 to redeem your certificate.

We want to meet you and share the awesome educational programming we offer and the camaraderie of colleagues in the ever-changing field of records and information management.

We hope to see you at a meeting soon!

### ○ Write for Us

Have you written an article about RIM or a related topic? Would you like to? Do you have an idea for a regular column? exchange is looking for articles and columns to feature in upcoming issues, so WRITE FOR US!

The benefits of writing for exchange include:

- Access to 300+ ARMA Metro NYC members
- Six + issues each year
- Published both in print and online
- Articles announced in Chapter Twitter posts
- Adding your voice to the RIM discussion

If you would like to submit an article, write a regular column, or just have an idea, let us know at [ARMANYC.exchange@gmail.com](mailto:ARMANYC.exchange@gmail.com)

### ○ Volunteers

The ARMA Metro NYC Chapter is hard at work on special projects, developing new programs, recruiting new members, reaching out to related professions, coordinating workshops, reviewing scholarship applications, working to support our community, and lots more. To accomplish these tasks we commission various committees. Now is your chance to make an impact by volunteering. No experience is necessary and you can be new to the field, a seasoned expert, or just have an interest in advancing the goals of the RIM profession and the ARMA Metro NYC Chapter. The only requirement is that you must be a current member of the ARMA Metro NYC Chapter.

If you would like more information about committee work, or would like to volunteer, let us know by sending an email to [ARMANYC.exchange@gmail.com](mailto:ARMANYC.exchange@gmail.com)

## The Alan Andolsen CRM Scholarship Fund

This year, the Board of the ARMA Metro NYC Chapter will continue to honor the memory of our dear friend, colleague and mentor, Alan Andolsen by offering a scholarship to ARMA Metro NYC Chapter members who have completed the CRM exam (Parts 1-6) between July 1, 2010 and May 1, 2011:

Alan was a former President of the ICRM, and he championed the importance of attaining the CRM designation. In honor of his efforts, we encourage our chapter members to take the CRM exams. Upon successful completion of all six parts of the CRM exam and receipt of your CRM designation, you will receive a cash award.



Please review the rules below.

### **1. Description of the Scholarship Fund**

- a. Scholarship awards are available to ARMA Metro NYC Chapter members who successfully passed the six-part CRM Exam.
- b. The ARMA Metro NYC Board of Directors will allocate \$250 for each eligible recipient.

### **2. Guidelines**

- a. You must be a member in good standing of the ARMA Metro NYC Chapter.
- b. You must pass Part Six (written) of the CRM examinations between July 1 and May 1 of the current fiscal year.
- c. A letter requesting this scholarship must be submitted to the ARMA Metro NYC Board of Directors. For the fiscal year 2010-2011, please send all submission requests to [dseverino@credit-suisse.com](mailto:dseverino@credit-suisse.com).

### **3. Conditions of Being Granted a Scholarship Award**

- a. The ARMA Metro NYC Board of Directors will confirm all submission requests with the ICRM.
- b. The ARMA Metro NYC Board of Directors will confirm membership status with ARMA International.

### **4. Announcement of Scholarship Award Winners**

- a. Award winners will be announced and the scholarship funds will be awarded at the June Awards Meeting.
- b. ARMA Metro NYC retains the right to use your name and/or any photographs taken at the Awards meeting to promote and publicize this scholarship program and or Chapter activities

During the inaugural year of the scholarship 2009-2010, our chapter award winners were: Lauren Barnes, Sofia Empel and Matthew Mitchell. Congratulations!

**GARP® and the Management of Electronic Records & Information**  
- Jason C. Stearns, CRM

Records and recordkeeping are essential to the operation of organizations. With the growing need to manage information correctly, recordkeeping practices are no longer a skill set exclusive to Records and Information Management (RIM) professionals. All members of the organization involved with the information lifecycle need to understand key recordkeeping requirements, skills, and practices.

Unfortunately, IT professionals and RIM professionals rarely work together in pursuit of electronic RIM. Fewer than 15 percent of RIM and IT professionals share a

reporting relationship to the same senior executive. Further, many RIM professionals complain that IT staff are unwilling to give up control to records management.

Anyone involved in IT or RIM is painfully aware of the need to manage electronic records and information. The types of electronic information created and managed at today's organizations are typically measured in terabytes and petabytes; the sheer volume of information is staggering. System administrators, application developers, information security professionals, network administrators, and other members of the IT organization must be

involved. As noted by ARMA International, when it comes to the management of electronic records and information, RIM and IT professionals need to collaborate proactively.

In an effort to aid organizations and professionals, ARMA International drafted the Generally

Accepted Recordkeeping Principles® (GARP®) in the spring of 2009. The intent of GARP® is to provide business leaders, legislators, the judiciary, and others with a framework necessary to implement information management programs.

Through the dissemination of the GARP® principles, the goals are to establish uniform RIM

practices, increase the general awareness and soundness of RIM practices, and to offer guidance to both RIM and non-RIM practitioners in their pursuit of RIM initiatives.

To learn more about the application of GARP® to electronic records, read *Employing the Generally Accepted Recordkeeping Principles® to Identify Practices for Efficient and Compliant Electronic Records and Information Management* Presented to the University of Oregon Interdisciplinary Studies Program in partial fulfillment of the requirements for the Applied Information Management Master of Science degree

To download the full text of this paper, please visit <http://aim.uoregon.edu/research/>

All members of the organization involved with the information lifecycle need to understand key record keeping requirements, skills and practices

### **Spider'man vs. Penguin: Turn Off the 'Web'**

In my prior articles (*"Blackberry"* and *"Apple" Sauce for the Holidays: A Story of Revelation and Revolution* and *Let Freedom Ring: RIM Revolution Revisited*) I explained how today's technology becomes the hero incarnate of our times and businesses. Technology is our superhero like Spiderman; technology weaves seamlessly through the air and worldwide 'web' and manages to save the day by being able to retain and use all that knowledge, data and information.

Whether business or culture, humankind desires to save itself from mortal inefficiency and intellectual slavery. We all thirst for efficiency and freedom in our personal and professional lives. As records and information managers, we wonder how quickly can we access information and how much information can we gather all at once. But even our 'hero' has arch enemies like the waddling and intelligent Penguin that exist because people have an insecurity or weakness, which is often disguised and even exploited; that we are not as quick as our superhero so we need the time and space to absorb and think about the information we just collected. There is always a coexistence of a hero and nemesis, and a protagonist and antagonist; the basic fact is that we all want to find a balance between polar opposites and opposing views in our businesses.

Last month, I attended IBM's UserNet Conference, and earlier this year I attended Gimmel Group's session at the Microsoft building, both held in New York City. It was very clear from all the presenters at both events that they understood the needs of records and information managers and already explored real solutions that would ease our 'insecurities.' They all can be our heroes. One presenter at the UserNet Conference said it best by saying that a relationship (or cooperative or coalition) must exist between MicroSoft and IBM to provide real solutions because both companies are major competitors with legacy business relationships that use tools from both of their platforms. They confront similar problems in the records and information landscape that cross each other's products. The presenter appropriately called it "Co-op-tition."

There is also a duality in records and information. From my own work experience and from attending these events, I feel that we do understand what the standard definition for a record is, but we often do not clearly provide a good balance between two important aspects of records in our lines of business: evidence and information. The ISO-15489 definition of a record is, "A *record* is information created, received, and maintained as evidence by an organization or person in the transaction of business, or in the pursuance of legal obligations, *regardless of media.*"

Our business models need to address records not just as an information resource but as evidence. Too many times do I see vendors shooting from the hip to meet records and information managers' needs because we do not clearly understand this duality and what balance is truly needed. All too often do I hear RIM professionals in global discussion groups complain that they feel they are not focused enough or are not using the right tools for 'evidence' management (i.e. hold orders, litigation, and/or regulatory inquiries). Companies have done well with the development of information technology and business operations departments, and with the creation of chief business operations and information officers on boards, but we often do not even have an open dialogue on records retrieval, preservation and proper destruction of records with an eye towards evidence because it gets too mixed up with people's/profession's own definitions of records and information and confused with long-term archiving of records. Thus we need a new hero for records and information management... you. Management regimes need to recognize that there are specific tools and requirements for managing evidence over time. Here's your chance, superhero, to bring 'justice' to this topic.

**-Ace Romar**

June 2011 exchange 17

# Committee Reports

## **Membership Committee**

### **VP – Lauren Barnes, CRM**

The importance of records and information management has grown over the years, and indeed so has our discipline. An excellent measure of this can be seen in the many new individuals and businesses joining the ARMA New York Metro Chapter. In the past two months 19 professionals have joined our chapter!

On behalf of the Board of Directors and the membership, we welcome the new members listed below:

- Michael Black, Robert Half Legal
- Anne Marie Bodnar, McGraw-Hill Companies
- Russell Bohner, SMBC
- Jonathan Burns, Burns Information and Research Services, LLC
- Colin E. Cahill, Retrievox
- Marilyn Chin, Queens College
- Mario Collazo, III, Time Warner Inc.
- Shawn Colvard, Catalyst Repository Systems, Inc.
- Nicole DeMent, Systematic Financial Management, L.P.
- Ronald C. Ellis, Boehringer Ingelheim Pharmaceuticals, Inc.
- Candra Gilgrest, AMNH
- Mary E. Hamm, Drinker Biddle & Reath
- Edward King, Williams Lea
- Daniel Monaco, Kasowitz, Benson, Torres and Friedman
- Michael Okrentowich, Boehringer Ingelheim Pharmaceuticals, Inc.
- Michael Jose Perlaza, Greenberg Traurig
- Matthew Pierce, Sidley Austin LLP
- Todd Simpson, Palmer School of Library and Information Science
- Frank Stewart Velasco, Harris Beach PLLC

For those of you just joining who have not used your coupon to come to a free meeting, please contact Mark Kamien or me, Lauren Barnes, to help you take advantage of the offer.

## **Treasure's Committee**

### **VP – Melissa G. Dederer, CRM**

The final numbers are in and the Educational Workshop 2011 was one of our most successful events to date. The income from this annual event allows us to provide educational sessions throughout the year, often at lower than actual costs so that they remain affordable to our members. In addition to the hard work and efforts of the planning committee, we would like to thank the members of the Northern New Jersey and Long Island ARMA Chapters.

## **Collaborative Partnerships**

### **VP – Donna Severino**

We are continuing to work with several professional organizations in an effort to plan events and educational sessions for next year that will benefit our membership and theirs. Look for announcements soon as we finalize the 2011 -2012 chapter year calendar of events.

## **Special Events**

### **VP – Darryl Harris**

We hope you enjoy the location for this year's Vendor Appreciation and Awards event. We are looking for new and different locations for future events. If you have any suggestions, please let us know at [vpspecialevents@armanyc.org](mailto:vpspecialevents@armanyc.org)

## **Advertising/Promotion Committee**

### **VP – Derick Arthur**

I would like to thank all of our sponsors for their support of the chapter over the last year. We could not deliver the quality sessions and events without their support. Look for new sponsorship opportunities and events soon as we finalize the 2011-2012 chapter year calendar of events.

## Communications Committee

VP – Jason C. Stearns, CRM

It has been a whirlwind of a year on the communications committee, and though we didn't get everything completed that we set out to do we've had some major accomplishments, mainly this newsletter! As Frank LaSorsa said in our "Newsletter of the Year" submission, it is a labor of love!

At the July planning meeting the board will be discussing some of the other items we've been working on including the redesign of the chapter website. If you have ideas for the new website, please share them with us by sending an email to [ARMANYC.exchange@gmail.com](mailto:ARMANYC.exchange@gmail.com). You don't need to know anything about web design, HTML, or any of the technical stuff... all you need is a fresh idea.

Finally, as this is my last committee report as the VP, communications I would like to thank all the contributors to exchange during the past year. I would also like to thank my two favorite copy editors: my friend and colleague Lucinda Donaldson and my partner George Hedges. They regularly review articles and entire issues to correct my bone-head typos and to fix my often mangled copy and pastes. Thank you for your help! exchange would be a "train wreck" without both of you.

## Professional Development Committee

VP – Gene Stakhov, CRM

Time flies when you're having fun! As ARMA Metro NYC rounds out the 2010-2011 year with our last ARMA@Noon lunch meeting of the season, the Professional Development Committee has already begun planning next season's kickoff sessions.

We will open up the 2011-2012 educational programs on September 20, 2011 by welcoming speaker Mark Barbee, PMP, who will discuss the topic of project management within the scope of RIM. Our first ARMA@Noon of next season (date TBD) will feature Casey McClellan's topic: "Working the Scanning Workflow: Questions and Answers from the Client's Viewpoint." We are also very excited to continue the second part of our four-part series on EMR/EHR, facilitated by Sofia Empel. Sofia kicked off the series at our last ARMA@Noon by covering all we needed to know about Personal Health Records (PHR). You won't want to miss the more in-depth discussions we have planned for next year!

This month's ARMA@Noon will be led by yours truly, as I expound on my all-time favorite topic: "Building an Enterprise Taxonomy: The Nuts and Bolts." I look forward to seeing you all at New York Life on June 28th for some fun and practical skill building - and of course, lunch :) ...Look for an invitation in your inbox shortly.

Lastly, we're planning another day of CRM prep sessions chaired by our esteemed local chapter CRMs this August. If you've taken one of our CRM exam preparatory classes at any time, or if you're an active CRM and want to volunteer by teaching a class, please drop me a line.

We're always looking for volunteers to assist in committee tasks. If you want to further your own RIM career by interacting with industry leaders and adding relevant insight to your chapter's professional development circuit, why not join us? Reach out to the Vice-President, Professional Development: [vpprofdevelopment@armanyc.org](mailto:vpprofdevelopment@armanyc.org)



# Records & Information Management: Education in High Schools

- **Vladimir G. Alfaro** – Director of Records and Information Management at Tishman Speyer

**Jose E. Rosado** – Senior Records Coordinator, Office of the Commissioner, Major League Baseball

*At what stage in our professional life do we begin to understand the importance of a record? Is it when we enter the business world where we have to deal with documents on a daily basis? Is it when we send records for storage that we are faced with retention policies and related state and federal laws? At this point it may be too late to begin to understand what a “record” is and its value.*

One potential creative solution is the integration of Records and Information Management (RIM) education as part of the academic curriculum, either as a course or as an administrative elective, in high schools. This would begin to instill, during the early stage of intellectual and educational development, a sense of value for RIM that would carry forward to an individual’s professional and personal life. It would structure the thinking process towards good organizational and analytical practices that will serve as a vital component in their future professional careers.

Educational training in RIM at an early age would have the significant future benefit of creating good corporate citizenship, promote good corporate governance, high business ethics and ethical behavior and serve as a positive influence on youth development.

The very positive benefit to organizations and society would be a young mind that recognizes the importance of information in all forms, the value that is placed on a record, its preservation or mistaken disposition of information prior to the end of its legal life cycle and an awareness of the possible legal consequences involved in purposeful destruction.

It would also serve as a solid foundation in addressing the problem identified by ARMA International that “Training issues continue to be a weak area for organizations.”<sup>1</sup> Early training on the legal implications of the purposeful destruction of records may have prevented the staffs at Enron and Arthur Andersen from destroying thousands of documents.<sup>2</sup> As we have seen from these and other high profile court cases, exposure to RIM only when a person first enters the business world is not enough. When I was working for a law firm as a paralegal I was called into the office of an attorney to “pick up some files.” When I arrived his office looked like a disaster area just hit by a tornado. There were piles of files, duplicates and loose original documents all over the office with coffee stains on the documents. And this person was an attorney!

Armed with this important background in RIM they would be an important trained asset to any potential employer, as well as assist RIM professionals with the ever growing management of information.

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<sup>1</sup> Executive Summary, ARMA International Records & Information Management Survey, 2009. Respondents were asked to analyze their organization’s total information management landscape as it relates to, among others, information management training and legal/compliance.

<sup>2</sup> In response, Congress enacted the Sarbanes-Oxley Act (“SOX”) of 2002 to restore public trust in corporate America. Under one of the many mandates of SOX, it is illegal to destroy or alter or tamper with business documents to prevent its use in a legal proceeding.

## Educational Curriculum

In order to create the broadest learning framework, and to peak the students' interest, standards and guidelines courses could be offered in Records Retention and Disposition, Scanning, Managing Physical & Electronic Records, Records Management and the Law and Automated Software systems that permit the classification and retrieval of records. These standards and guidelines continue to be an important driver to all of us in the RIM profession. In the past few years the numbers of technical reports and white papers on these standards and guidelines have continued to grow exponentially due to the evolvment and complexity of the RIM management field. Standards and guidelines have also significantly expanded resulting from changes in federal laws and court decisions.<sup>3</sup> As a result, the curriculum should be structured as broadly as possible to allow for a dynamic and rich exposure to the multifaceted components of the RIM field. I was once explaining to an administrative assistant, for a partner in a major law firm, that I had to meet with her to explain that a large group of files and documents needed to be carefully organized a certain way for storage purposes: she looked at me with a quizzed look and said "Ugh, do I really have to? Because I have more important work to do, can't we just send them the way they are?" Early instruction in RIM procedures would have provided her with the appropriate background that would have permitted her to have a more professional attitude in dealing with documents to be archived.

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<sup>3</sup> For example, the December 2006 landmark amendments to the Federal Rules of Civil Procedure (Rules 16, 26, 34, 37) included electronically stored information in the requirement to preserve and produce relevant information. See also the seminal cases of *Zubulake v. UBS Warburgh LLC*, (collectively known as the "Zubulake" litigations) illustrating the duty to preserve and produce electronically stored information and the retrieval of emails and other e-records.

## Funding

ARMA International could develop a course syllabus by building collaborations with other organizations that would supplement its staff of writers and developers to assist in the creation of an academic curriculum for high schools: this would capitalize on the expertise that other organizations can offer. To fund this collaboration, a 501 (c) (3) nonprofit agency could be created to marshal a range of resources to raise funds from foundations, the government and private organizations for the employment of support staff to develop a curriculum and to fund the "Multiple Pathways to Learning" programs as discussed below.

Today's youth seek experiential learning opportunities at early ages

## Multiple Pathways to Learning

The National 4-H Counsel in its final report entitled, "The National Conversation on Youth Development in the 21<sup>st</sup> Century," recommended that the nation's education community "recognize that whether it be work-based experiences or service learning opportunities, we ask America's educators to consider integrated curricula that respond to the different need of student's while building the values for tomorrow's citizens ...," and, among its recommendations, " ...encourage the public and private sectors to design programs that expand 21<sup>st</sup> century career opportunities for today's youth ...to design and promote...workforce preparation programs that empower youth to reach beyond their present horizons...support innovative ways to expose young people to new careers, including...internships, etc."<sup>4</sup> As the report recommended, complementing the academic curriculum with paid experiential summer apprenticeships or internships in the RIM

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<sup>4</sup> National 4-H Counsel Report, *The National Conversation on Youth Development in the 21<sup>st</sup> Century*, see generally pages 12, 17-18, spring 2002.

department of the government, or with law firms or corporations is a powerful professional skills development opportunity for high school students. The internships could be linked to existing government sponsored youth development programs.

Drawing on the talents of skilled practicing members of the profession, and also complimenting the academic curriculum, other possible Pathways to Learning could involve class visits to the local ARMA chapter for educational workshops involving presentations by records managers from corporations, law firms and universities. As an alternative to a formal high school curriculum, a series of weekly summer workshops could be presented with a certificate of completion issued on the completion of the program.

The academic curriculum, coupled with the various suggested experiential training opportunities, will empower a new generation of records professionals to make a positive future impact on the RIM profession and society. As important, it will contribute to the personal and professional skills development of youths.

### **Globalization of Records & Information Management**

The universal principles of RIM are portable across cultures and nations. We live in an integrated community of nations with expanding RIM requirements and symbiotic global economies. Corporations continue to expand its markets to other countries creating additional records management responsibilities. Since our futures and the way we conduct business and manage RIM are inextricably linked together and continues to expand in this global economy, the imperative to begin training in RIM at an early age should be evident. However, extensive research in records and archival organizations nationally and internationally, at the governmental and private levels, indicates that no such training programs in

RIM study exist at the high school level making the need for establishing such programs more urgent. The Records & Archives Management Program (“RAMP”) part of the Division of General Information Program of UNESCO (The United Nations Educational, Scientific & Cultural Organization) conducted numerous studies and issued RAMP reports on the need for records management education and archival training in developing countries and proposed solutions, including standards and curriculums, to solve those needs.<sup>5</sup> It is even more important to provide training at an early age in developed nations where standards and best practices exist and continue to grow exponentially along with the prolific growth in regulatory requirements and legal precedents.

The universal principles of RIM are portable across cultures and nations

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<sup>5</sup>See generally, F.R.J. Verhoeven, Dr., *Singapore – The National Archives and Records Management*, (Paris: UNESCO, 1967); Ian Maclean, *Records Management – Report prepared for the Government of Kenya* (Paris: UNESCO, 1978); Michael Cook, *Guidelines for Curriculum Development in Records Management and the Administration of Modern Archives : a RAMP Study*, PGI-82/WS/16 (Paris: UNESCO, 1982); James B. Rhoads, *The Role of Archives and Records Management in National Information Systems: a RAMP study*, PGI-83/WS/21 (Paris: UNESCO, 1983); Michael Cook, *Training in Archives & Records Management – Caribbean Region, Establishment & Development of National & Regional Training Programs in the Field of Information*, Report prepared for the Governments of Antigua, Barbuda, Barbados, Belize, British Virgin Islands, Cayman Islands, Dominica, Grenada, Guyana, Jamaica, Montserrat, Saint Christopher & Nevis, Saint Lucia, Saint Vincent & The Grenadines, Trinidad & Tobago, Turks & Caicos Islands (Paris: UNESCO, 1983) .

## Embracing the Challenge

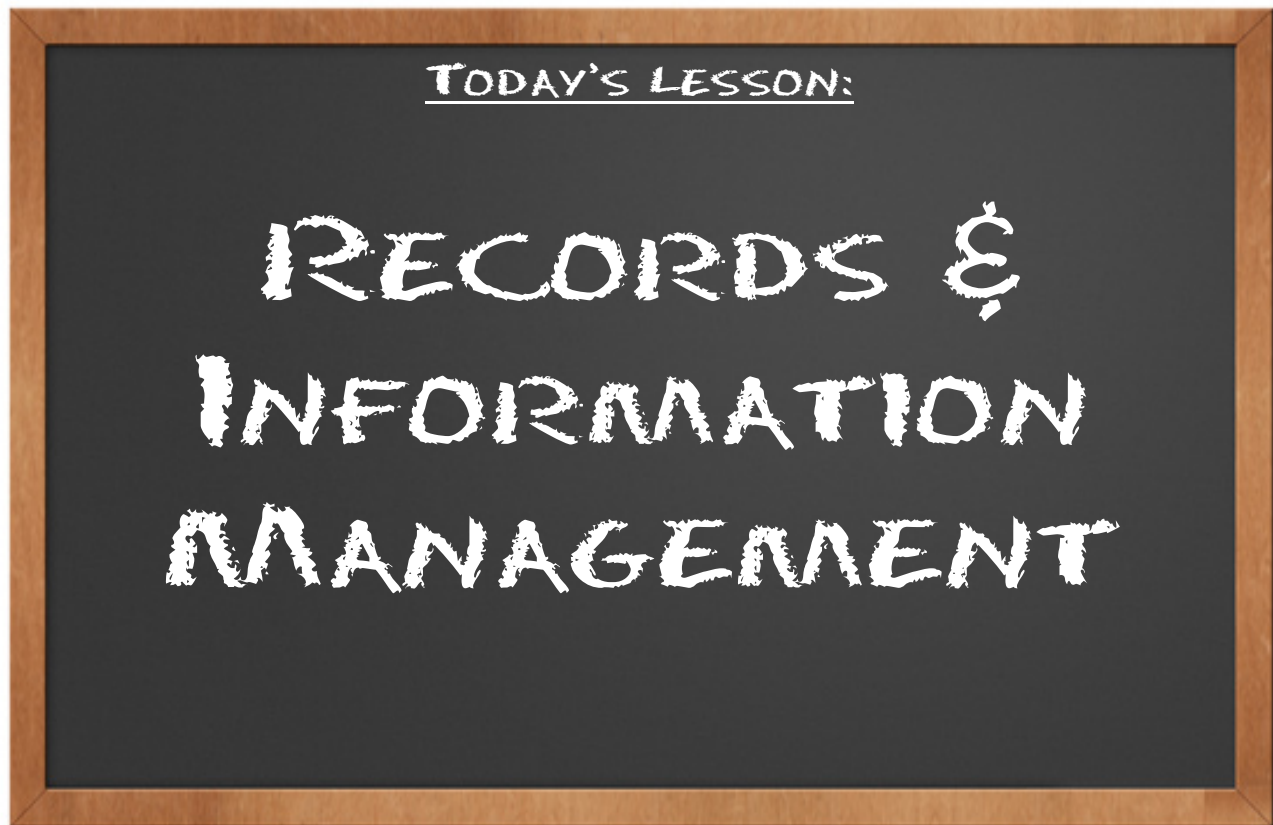
As a progressive society we should embrace innovative ideas that will benefit society, improve the RIM profession and support youth development. Do we choose the path of the status quo and introduce RIM concepts to employees only when they are first hired? As we have seen from recent high profile court cases and related company failures, this approach is not working and society has not adequately found a solution to address this issue.

As this article has explained, the complexity of RIM continues to evolve exponentially due to the explosive growth of the world economy, standards & guidelines, technology, regulations and legal

precedents. In order to completely understand and manage this explosive growth in information, RIM requirements and related regulations, there is an urgent need to establish RIM study at an early age at the high school level.

The benefits to the youth of America and to society at large are many. The suggested academic curriculum and innovative programs are meant to tactfully develop educational strategies that inspire a new generation of records professionals, create good corporate citizenship, enhance good governance and promote youth development. All that remains is a commitment to move forward on an educational program whose time has arrived.

Let's embrace the Challenge!



## ○ Claire Ledwith Chapter Library

If you are preparing to study for the CRM Exam, the Chapter Library is an excellent resource for finding books and other publications listed in the ICRM Bibliography. We have copies of *Information and Records Management* by Robek, Brown and Stephens; *Records Retention Procedures* by Donald S. Skupsky, *Managing Electronic Records* by William Saffady, and many others.

Visit the Chapter Library on the Chapter Website (<http://www.armanyc.org/resources/library>) to view our current collection.

### Checkout/Return Policies

- You may check out up to two items at a time.
- You must make arrangements to pick up your items.
- All items must be returned within 30 days.
- Items must be returned in the same condition as you received them.
- You will be charged the full replacement value for all damaged, lost or unreturned items.

We are also working on developing a system for our electronic catalog which contains presentations, e-pub documents and articles of interest. Stay tuned for more information.

The following ARMA International Titles have recently been added to the library:

- *Implications of Web-Based, Collaborative Technologies in Records Management*
- *Vital Records Programs: Identifying, Managing, and Recovering Business-Critical Records*
- *Metadata: A Basic Tutorial for Records Managers*
- *Guideline for Outsourcing Records to the Cloud*

Please send suggestions for improving the library collection or services to [Marcel.Rodriguez@nbcuni.com](mailto:Marcel.Rodriguez@nbcuni.com).

**-Marcel Rodriguez**  
**Executive VP & Chapter Librarian**



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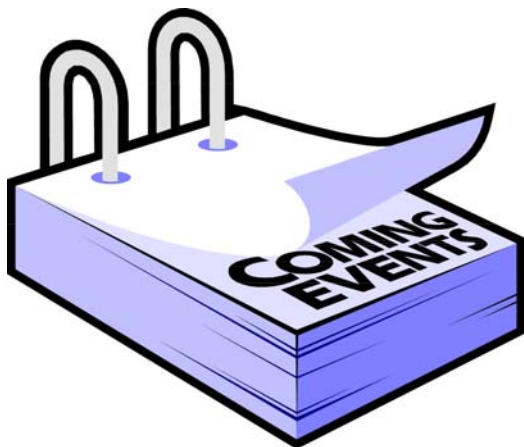


<b>Date</b>	<b>Event/Location/Topic</b>
June 16 <sup>th</sup> , 2011 Thursday	Vendor Appreciation & Awards Event, Café Metro, 200 Park Avenue
June 28 <sup>th</sup> , 2011 Tuesday	ARMA@ Noon New York Life, 51 Madison Avenue  <b>Building an Enterprise Taxonomy: The Nuts and Bolts</b> Presented by Eugene Stakhov, CRM, CDIA+

The ARMA Metro NYC Board of Directors is would like to thank you for supporting our 2011 Chapter Events.

We are hard at work on the 2011-2012 calendar so look for details soon. Or, for full details including event descriptions and speaker bios visit us on the web at [www.armanyc.org](http://www.armanyc.org) or follow us on twitter @ARMA\_MetroNYC.

If you have any suggestions for upcoming meetings, please email us at [ARMANYC.exchange@gmail.com](mailto:ARMANYC.exchange@gmail.com)



## Announcing the ARMA Metro NYC 2011-2012 Board of Directors

### Elected Positions:

*Frank LaSorsa, CRM*  
President

*Jason C. Stearns, CRM, FLMI, FFSI*  
Executive Vice President

*Melissa G. Dederer, CRM*  
Vice President – Secretary

*Michael Landau*  
Vice President – Treasurer

*Mark Kamien*  
Vice President – Membership

### Appointed Positions:

*Eugene Stakhov, CRM*  
Vice President – Professional Development

*Ace Romar*  
Vice President – Special Projects & Events

*Mary Sherwin*  
Vice President – Advertising & Promotions

*Bryn Bowen*  
Vice President – Communications

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# Personal Health Records (PHRs): Empowering the Consumer

- Sofia Empel, CRM, MLIS

Patients and their caregivers are taking a more active role in their healthcare by researching medical information, paying a greater portion for their care, and keeping track of their medical data in personal health records (PHRs). According to the e-HIM Personal Health Record Workgroup (2005), the PHR is an “an electronic, universally available, lifelong resource of health information needed by individuals to make health decisions.” PHRs empower consumers (patients and their caregivers) by allowing them to be gatekeepers of their own health information, particularly by integrating data from disparate sources and then granting access to stakeholders as needed.

Since most consumers need help developing and maintaining their PHRs, health information management (HIM) professionals are taking on an additional role serving as PHR facilitators. Specifically, they are acting not only as information managers for their organizations, but also as consumer advocates for individuals. Issues such as the development, maintenance, access, and retention of PHRs are concerns of the HIM professional. Both consumers and information professionals are beginning to recognize the overarching goal of PHRs: keep patients informed, so they have better outcomes, and consequently lower healthcare costs.

PHRs can be integrated, either manually by the consumer or automatically by the provider, from multiple sources such as physicians, hospitals, labs, pharmacies, and other healthcare entities, as well as the consumer himself; however, the PHR is managed, shared and controlled by the consumer, not the provider. PHRs allow consumers to track

health data; access lab results; compile immunization records; educate themselves about health conditions; log lifestyle information, and maintain their family medical history. PHRs may be located on a personal computer, portable storage device, or a web-based application which is accessed from a patient portal.

Several different models of PHRs exist including stand-alone, tethered, and untethered which are PC-based with manual data entry by the individual; institution specific with data populated by the provider; or web-based with manual entry by the individual respectively. Another PHR model gaining popularity is the health record bank. This model is “based on the assumption that every consumer has a right to control a permanent, tamper-proof copy of their aggregated medical record” (McCallie, D.

**A PHR is a cradle-to-grave repository of health information owned and managed by the consumer and is used to guide health decisions.**

2007. [www.hhnmostwired.com](http://www.hhnmostwired.com)). A health record bank is analogous to a financial bank. Instead of consumers electronically depositing or withdrawing money, they grant access to providers to deposit or withdraw their electronic health data.

Each model has its pros and cons. Although stand-alone PHRs provide maximum flexibility for the patient, the data must be entered manually, so providers may question the accuracy, currency, and completeness of the self-reported data. Tethered PHRs which are connected to an organization’s information system are usually populated automatically; however, they are rarely complete and comprehensive, not portable or lifelong, and patients do not have control over most of the content. Untethered, third-party PHRs are web-based applications maintained by the consumer

manually at costs ranging from free to a monthly service charge. Finally, PHRs in health record banks are automatically populated by potentially many providers, controlled by the patient, transferable from one bank to another, but they are not widely available yet.

The American Health Information Management Association (AHIMA) supports the adoption of PHRs by consumers as a means to improve patient care through self-managed health information. Some PHR benefits include lowering costs and saving time by reducing the number of duplicate tests and procedures; encouraging better provider-patient communication; facilitating care in emergencies; self-monitoring of chronic conditions by consumers; and enhancing health-related educational opportunities. Before choosing a PHR product, AHIMA's Personal Health Record Practice Council (2006) advises consumers to ask suppliers questions about content; ownership and use; access and security; portability; and cost. Additional PHR information from AHIMA can be found at [www.myphr.com](http://www.myphr.com).

As consumers become more active gatekeepers of their own health information, they will be looking to HIM professionals for help in developing and maintaining their PHRs. Consumers will need guidance about what information to include in the PHR, sources of information, how to request health information from providers, and how to maintain the PHR as a lifelong resource. Two major recordkeeping concerns for the HIM professional are PHR retention and the release of information. A copy of the PHR may need to be retained with the medical record when it is used to make medical decisions. Additionally, institutional policies and procedures for the release of information to aid

PHR compilation must be followed or if they do not exist, they must be developed.

As more electronic health records (EHR) become available from providers such as hospitals, the more widely available PHRs will become to consumers. Ideally, the PHR should be automatically populated by many providers, controlled by the consumer, available from a web-based application, and allow portability between PHR suppliers. It is important to note that a PHR must allow the patient to enter data. If it does not, then the resource is simply health information being supplied to the consumer and does not qualify as a PHR. Another important point is that the PHR does not replace the patient medical record of any provider.

Approximately 70 million consumers have access to a PHR... 60% of patients would use a PHR to track medication and look up test results if it was available.

Baby Boomers are demanding to be decision-making partners with their providers. Patients are living longer with chronic conditions such as diabetes, hypertension, and cancer. Schools are requiring students to track their immunizations from pre-school through graduate school. Elderly and other

needy or disadvantaged patients are requiring complicated and lengthy care. Disasters are reducing the accessibility of provider information sometimes for long periods of time. Patients are moving from one part of the country to another. For all these reasons, more consumers will become gatekeepers of their own health information and they will be looking to HIM professionals for guidance.

In today's consumer-driven healthcare environment, the PHR keeps the consumer better informed about his health. When the consumer compiles and maintains PHR information, it forces him to review his health information in detail. This type of involvement encourages him to take a more active role in the medical decision-making

process. An informed patient is more likely to choose less-invasive and therefore, less expensive treatments. And he is less likely to agree to duplicate tests or treatments. Consumer-driven healthcare encourages better outcomes and helps reduce costs. Yes, a PHR is an integrated, lifelong information resource: it also serves as a tool to empower the consumer to take control of his health!

## Some Frequently Asked Questions about PHRs

### Why do I need a PHR?

A PHR will help you integrate your health information from many sources in one place in order to compile a complete medical history. The more you know about your health, the more control you will have over it and the healthier you will be.

### Who owns my PHR?

The patient owns and manages PHR information, determines rights of access, and adds information.

### How does my health information get into my PHR?

When available your PHR will be directly populated by the provider and you will not be able to change or edit this information. If your PHR is not automatically populated, you will have to add your health information manually. You will be able to edit any of the information you enter. You will also add information not readily available to providers such as family history, health and exercise logs, and compliance with treatment plans between provider visits.

### Does the PHR replace my provider's medical records?

No, the provider maintains his own medical records for each patient as evidence of care and to facilitate treatment. The PHR supplements the provider's record by making health information available from other sources including the patient and other providers such as labs, pharmacies, hospitals, and specialists.

### How does the provider know that the information I manually add into my PHR is correct?

Before a provider conducts an exam, he conducts an oral interview by asking about your history, symptoms, and concerns. He must judge whether or not he thinks the information you provide is complete, accurate, and current. He will make the same type of judgment with your PHR.



### What type of information is included in my PHR?

Some examples of health information your PHR might contain are personal information (name, address, emergency contacts, etc.), medical history (surgeries, illnesses, etc.), family history (grandparents, parents), provider contact information (dentist, pharmacy, specialists, etc.), immunizations and dates (childhood, tetanus, flu, etc.), lifestyle information (exercise, diet, etc.), and legal information (advance directives, organ donation, home health agency agreements, etc.).

### What are sources of PHR data?

Some examples of where you can obtain health information are from your memory, your records, family members' records and memories, providers, and healthcare facilities such as hospitals or nursing homes.

### What are some examples of PHRs?

There are many PHRs that are well-established such as MyHealtheVet.gov (Department of Veterans Affairs); Dossia.org (Wal-mart, Intel, AT&T, etc); and GoogleHealth.com (Google). You can visit AHIMA's [www.myphr.com](http://www.myphr.com) and use their search feature to find links to other examples.

### How can I find a PHR for myself or a family member?

You should start by asking your provider, employer or insurance company if they offer PHRs. If not, you can research third-party providers online at AHIMA's [www.myphr.com](http://www.myphr.com).

### I am healthy and I don't see the need for a PHR, so why should I bother?

Even if you enjoy good health now, your circumstances may change. People are living longer with chronic conditions such as diabetes, high blood pressure, and cancer for example. Additionally, PHRs are useful in medical emergencies, disasters, and even while traveling. Your PHR might even help someone else. In the future, genetic medicine may use PHR information to promote the well-being of your ancestors!

## o Last Stop

**May 17, 2011 – Chapter Meeting**

- John Hong

The May 17<sup>th</sup> ARMA Metro New York City evening meeting was held at the Muse Hotel on 130 West 46<sup>th</sup> St. near Times Square. The event featured great food, tenure recognition awards and a raffle. The event was sponsored by GRM. The highlight of the evening was a presentation entitled *Manager in "Records Manager": You Mean I Have To Manage People, Too?* by Stuart Brooks.

Mr. Brooks is the Principal of the RC Taylor Group. With 20 years in management, Stuart works with leaders to commit to the purpose in their organizations, and then to build confident, engaged, purpose-driven teams. He holds a degree in English from the University of Vermont, and an MBA from Case Western Reserve University.

The presentation discussed setting goals for employees, communication skills and motivation. Successfully managing staff is a key component to a productive records department. The question is how do we teach and motivate workers? The speaker listed five common qualities among record managers such as being highly organized and project-oriented. However, Mr. Brooks also listed common reactions from managers tasked with being in charge of workers; ranging from "oh yeah" to "are you nuts?" Nevertheless, the Leadership Reality according to Mr. Brooks is the following, "if you're being watched, you're a leader." He stated that "50% to 70% of employee attitudes are dependent on the leader."

To better understand the concerns of staff, Mr. Brooks conducted a reversal of roles. Common questions amongst workers were; what's my connection to the company? How do I fit in? Do I really matter? In order to resolve these questions, Mr. Brooks was adamant that leaders be in tune with an organization's purpose and place in the world. He said a worker's lack of clarity about their role in the company was the most common reason for not being successful. Mr. Brooks challenged record managers to become coaches by training, setting clear expectations and providing an "intellectual window" for employees. He was confident that a successful records management department could be built without firing anybody. This is achieved through the process of self-selection, whereupon workers must make a decision of accepting the tasks expected of them or finding employment elsewhere.

The purpose of the presentation was to provide practical steps for a productive workplace. Throughout the presentation Mr. Brooks engaged the audience with thought provoking questions about their profession. He was consistent in his views that record managers act as leaders and coaches. Mr. Brooks was thorough in outlining various processes such as performance management and setting goals. In the pressure driven profession of records management, everyone has a critical role in the successful completion of a project. Today's record managers need to possess the leadership skills necessary to manage hard working staff.

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