Practically Speaking
Learn how to sell and apply IG to your organization

Driving IG
Business users are key stakeholders

Signal and the Noise
Uncovering big data patterns

VIDEO

The Gears are Turning
This non-technical primer on machine learning provides insight on its broad based impact

IN WRITING

The Matrix
Learn how an IGI developed matrix can be used as an operational model for IG

Facebook at Work
Using Facebook as a productivity tool in the workplace

AUDIO
About exchange
Exchange is a publication of the ARMA Metropolitan New York City Chapter, Inc. (ARMA Metro NYC), P.O. Box 1462, Grand Central Station, New York, New York 10163. The publication provides a wide range of content. An annual digital subscription to exchange is included as a benefit of membership.

Opinions and suggestions of the authors do not necessarily reflect the opinion or policy of ARMA Metro NYC or ARMA International. Additionally, acceptance of advertising does not constitute official endorsement of the product or service.

For more information about exchange, please contact Editor-in-Chief Jennifer A Best at jenniferabest@yahoo.com.

About the ARMA Metro NYC Chapter
ARMA Metro NYC is a local Chapter of ARMA International, a not-for-profit Professional association and the authority on managing records and information. The Chapter supports its members through educational seminars, events, an annual educational conference, and its publication exchange. Its members are RIM Professionals, as well as individuals who work in related fields, such as technology and law.

ARMA Metro NYC Chapter Board Members
Bryn Bowen, CRM, President (Greenheart LLC) | Mary Sherwin, Executive Vice President (CBS) | David Smythe, Secretary (JP Morgan Chase) | Carol Trapano, Treasurer (Kelley Drye) | Gene Stakhov, Chief Information Officer (enchoice) | Maribel Rivera, Collaboration and Public Relations (Maribel Rivera Marketing) | Alex Campbell, Sponsorship (Cohen Gresser) | Rudy Moliere, Professional Development (Morgan Lewis) | Stephen Cohen, Webmaster (MetLife) | Derick Arthur, Special Events (Proskauer Rose) | Anita Castora, CRM, Membership (AECU) | Jennifer A. Best, Editor-in-Chief–Newsletter (New York Life), Jason Stearns, Immediate Past President (BlackRock)
Hello members and friends:

2014 was an absolute whirlwind for the ARMA Metro NYC Chapter with many initiatives launched and under development. 2015 will be the year to realize these initiatives, from the innovative mentor program shepherded by Anita Castora and Fred Grevin, to the ARMA Metro NYC App – yes, we will indeed have an app for that!

Plans for our signature March 10th All-Day Educational Event are coming together nicely under the guidance of our project team, including our new “speaker wrangler” Donna Severino and our logistics and “volunteer wrangler” Lucinda Donaldson. The educational lineup consists of many innovative developers, effective practitioners and recognized thought leaders in the information management industry, and the four tracks of content are our best yet! Registration for the event is already on a record breaking pace, so don’t delay!

I’m also excited to announce our first ever mini-Developmental/Training Track at the main event, aimed at entry level RIM line and supervisory personnel looking to better understand how they can contribute in an IG driven world. This program has been developed by Ann Gorr and Linda Pace, two members of the Metro NYC chapter, who have a wealth of presentation exposure with tremendous breadth and depth of experience.

Beyond the March event, we have a number of exciting collaborations in the pipeline for the first few months of the year, including our partnership with the AHRC to assist in placing well qualified job applicants with autism, cross promoting events with Corporate Knowledge Strategies, and upcoming IGP training with our friends at InfoGovCon.

Welcome back all from the beautiful holiday season, and we look forward to getting much done, learning quite a bit and getting to know each other and having fun in the process!

Best,

Bryn
Taking IG to the Next Level

2015 All-Day Educational Event
March 10, 2015
1601 Broadway, New York, NY 10019
February 11th  
Evening Meeting

February 24th  
ARMA@Noon

March 10th  
All-Day  
Educational Event

March 24th  
ARMA@Noon

April 16th  
Evening Meeting

April 28th  
ARMA@Noon

May 14th  
Evening Meeting

May 19th  
ARMA@Noon

June 10th  
End of Year Event
Introducing Social Media’s Newest Work Productivity Tool: Facebook (!?!)  
By: Gene Stakov, CDIA+

Yes, you heard right. Or … in case you haven’t heard, Facebook (the social media company everyone loves to hate for blurring the line between privacy and commoditization) has announced the release of its newest service: Facebook at Work.

The company bills the new service, currently being tested at several pilot sites, as “a tool for co-workers to communicate and collaborate in a professional environment.” Companies can create an official “At Work” corporate account, and employees would then be able to associate an employee profile to the company and connect with co-workers. The account would be separate from existing or future personal accounts, and the corporate perimeter would serve as a mini-Facebook “universe” that is isolated from the outside world.

Public information posted on Facebook would still be available for consumption as expected. A work account could also be linked to a user’s personal account, and the user would be able to switch between the two using the same context (username/password combination).

Ostensibly, Facebook is betting on widespread adoption due to its already wide user base; the platform currently boasts over 1.3 billion users. The rationale is that so many of any given company’s employees already likely use it, so why not take advantage of a familiar interface that’s easy and even fun to use to solve the problem of stagnant collaboration and information-sharing?

The social media giant is hoping to make a dent in the growing market share of competing enterprise collaboration services from the likes of Microsoft (Yammer), Salesforce, Chatter and LinkedIn, among others. It may even serve to potentially raise an organization’s score on the “hip” spectrum, however gimmicky such a move might seem on the outset.

Many users and analysts are understandably skeptical. As one Lifehacker blogger noted, “Facebook is pretty notorious for being … sneaky with user data. It’s a real shame, I may have used it.” Tech writer Oliver Burkeman, writing for The Guardian, goes even further to say: “For businesses, by far the weightiest problem will concern the implications of handing over the stewardship of company data to a mega-corporation founded wholly on exploiting user data for commercial gain.”

Any way you slice it, clearly the implications of introducing the technology to an organization trying to get a grip around its Information Governance footprint are enormous. Some see the move as a strategic plan on the part of Facebook to embed the “facebook.com” domain within the perimeter of corporate firewalls enabling more widespread usage in hostile corporate climates where the domain is routinely blacklisted. Employees would be able to login to their work account, but then easily switch to their linked personal accounts to post as individual users thereby paying the price of exposing their activity to the platform’s notorious consumerization algorithms.

Enabling Facebook at Work may also serve to facilitate a potential power play for Facebook to try and build on their universal authentication base. You may have seen the Facebook Connect technology that allows users to “connect using Facebook” on a variety of third-party websites. If expanded, the same technology can potentially be used to pass...
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users’ credentials to corporate network infrastructure as well, thus enabling one’s Facebook user account and profile to get access to corporate network resources (printers, file shares, etc.) Once again, the implications are huge.

The questions raised by this proposition all center around the dynamics of social networking, collaboration, security, privacy and corporate data - and the rapidly shrinking boundaries that define and separate them.

Whatever side of the coin an organization lands on, it had better have a well thought out IG strategy. Lacking that, the information decision-making will be plagued by shortcomings.

What are your thoughts on this? Feel free to share in the comments sections below.
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Find out more: nuix.com/information-governance
The Board of the ARMA Metro NYC Chapter continues 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, 2014 and May 15, 2015.

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 2014-2015, please send all submission request to anita.c@aefcu.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.
Moving Forward – The Application of Information Governance
Presenter: James Merrifield, IGP, CIP

This webinar discusses how to sell IG to the C-Suite and gives practical tips on how to get started in applying IG to your organization. To view the webinar, click here.

How will you apply the guidance provided by Jim to your organization?
A Non-technical Primer on Machine Learning
Facilitator: Nat Byington

Whether we realize it or not, machine learning plays an increasingly important part in our lives. From filtering spam to recommending movies to assessing credit-worthiness, companies rely on machine learning to make decisions that directly impact their customers.

As businesses grapple with overflowing data, machine learning techniques allow insight into their data that wouldn't be possible without computer assistance.

This presentation, which is a non-technical overview of machine learning, was given at the Corporate Knowledge Strategies conference in New York City during October 2014.
When you're dealing with Big Data, finding key performance indicators is tougher because there's more information to consider, so it's easier to get off course. This podcast will cover:

- How to use social media monitoring tools to prove a positive ROI.
- Why you can't predict the future based on the past, despite the fact that so many organizations try.
- How Watson tells the difference between "write," "Mrs. Wright" and "right now."
- Overcoming challenges associated with visualizing Big Data patterns.
- Using the source of the data to disqualify erroneous speculation.
- Why listening to teenagers is particularly challenging in the age of Big Data.
- Why sentiment is particularly ill-suited to predicting outcomes.
- Using impact, influence, sentiment and intent to make more confident predictions.
To what extent does your organization use social media as a source for gathering “big data”?
Is IG Ignoring Your Business Users?
By: Debra Power and Emily Gusba

We say “YES!”

We presented our opinion at the 2014 ARMA International Annual conference held in San Diego. Our opinion was informed by the results from the AIIM Market Intelligence ‘Automating IG – Assuring Compliance May 2014’ survey.

The business users are the most important community we have within the IGRM stakeholders. However, information technology (IT), Records and Information Management (RIM) and legal disciplines dominated responses in all three areas of IG issues, risks and benefits.

Specifically, the survey showed that very traditional areas such as storage cost, litigation cost and risks are in the foreground and NOT the business community or strategic goals.

The survey also showed the top benefit for IG is reduction of storage and infrastructure costs. The results are not surprising considering that the bulk of survey responders came from the legal, RIM and IT areas. Not criticizing, just wanted to point out the obvious, but well intended bias.

On the positive side, the middle pack responses seemed to be more proactive in thinking in that they revolved around more business driven thought, such as analytics, big data and customer service.

If we continue to drive IG Programs based on the tried but not true approach of compliance, IT Cost, and fear of e-discovery costs, then we will continue to struggle for funding and success.

The business users are the most important community we have within the IGRM stakeholders. Gaining support and dollars for IG initiatives will only be achieved if we speak the right language to the C-Level. Senior level executives understand the doom and gloom you keep presenting at budget meetings, but they expect subject matter experts to fix the problem. Deliver to them a way to achieve strategic business goals, and oh by the way, we will also fix the doom and gloom IG issues along the way!

What to do? It is your language. What language does the C-level speak? Do they ask how compliance makes them profitable? No. They will want to know how IG makes them more competitive. They want to know how IG will gain profits, or provide a better customer experience. That is the language of business, not selling the doom and gloom of compliance and cost.

So to be successful in IG, speak the right language to all of the stakeholders. To gain support and funding for IG initiatives, speak in ‘business’ to Business!
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**Taking Action on Information Governance: The Time Is Now**

**Insights from the IGI Annual Report 2014 (Part Two)**

By: Barclay Blair

**Introduction**
This is the second article in a two-part series that summarizes insights from the 2014 IGI annual report. The first article discussed how practitioners view the future of IG and how it is defined, including the tools needed for implementation. This article will focus on an operational model for IG.

**An Operational Model for IG: The RACI Matrix**

A key part of IG’s value is coordinating the people involved in your information environment. IG must provide clarity about the roles in IG and their relationship to one another.

There are any number of models one might use. We asked practitioners to consider what a RACI matrix for IG at their organization might look like. A RACI matrix identifies who should be Responsible, Accountable, Informed, and Consulted in an IG project. The infographic on the next page shows the results.

A RACI Matrix is also a useful way for your organization to identify gaps that can lead to IG project or program failure. Perhaps the most common RACI “gap” we see is the lack of a person in the role of “Approver.” Indeed, this is a shortcoming of many IG steering committees.

There are often many people in the roles of Responsible, Informed, and Consulted, but the Approver role remains vacant. Having an identified person in charge of IG is critical. Unfortunately, according to practitioners, only 28% of their organizations delegate overall responsibility for IG to a specific individual.

The IGI proposes elevating this Approver role to the C-suite, with the role of Chief Information Governance Officer.

**The CIGO Role Explained**
The IGI supports elevating IG to the C-Suite with the creation of the Chief Information Governance Officer (CIGO) role. IG steering committees are a great way to start an IG program and integral to its continued
What practitioners told us a RACI matrix for information governance should look like. Answers listed in order of popularity.

**RESPONSIBLE (THE DOERS).**
- RIM
- INFORMATION SECURITY AND PROTECTION
- LEGAL
- COMPLIANCE
- BUSINESS OPERATIONS AND MANAGEMENT
- RISK MANAGEMENT
- DATA STORAGE AND ARCHIVING
- PRIVACY

**ACCOUNTABLE (THE BOSS).**
- SENIOR BUSINESS MANAGEMENT SUCH AS CEO, SVP, VP

(The second most popular answer was: Senior legal such as General Counsel, VP of Legal, Head of Litigation. The third most popular was: Senior IT such as CIO, VP of Technology, IT Lead)

**CONSULTED (THE ADVISORS).**
- LEGAL
- INFORMATION SECURITY AND PROTECTION
- RIM
- BUSINESS OPERATIONS AND MANAGEMENT
- COMPLIANCE
- RISK MANAGEMENT
- AUDIT
- PRIVACY

**INFORMED (THE DEPENDENTS).**
- BUSINESS OPERATIONS AND MANAGEMENT
- LEGAL
- INFORMATION SECURITY AND PROTECTION
- RIM
- AUDIT
- FINANCE
- RISK MANAGEMENT
- PRIVACY

By: Barclay Blair
effectiveness. However, to achieve the coordinating promise of IG, the buck needs to stop somewhere—with a single individual—and we believe this should be the CIGO. The CIGO’s role is not to replace or supplant other roles (e.g., CIOs, CDO’s). The CIGO serves a coordinating function with delegated authority for specific information activities at the organization. Within a RACI matrix, in many cases the CIGO might be the Approver. In other instances, the CIGO may only be consulted or informed with another, single person squarely in the Approver role. In all cases, however, it should be the CIGO who ties all of the aspects of IG together and balances the various stakeholder interests.

**Taking Action: Getting Started With IG Today**

Here are some practical actions you can take to get an IG program underway at your organization today.

- **Form an IG steering committee:** Forming an IG steering committee is a good first step. As a starting point, consider the various facets identified above as part of IG. Include key stakeholders for each of those areas on the committee. Also, consider the unique aspects of your organization’s structure to identify others who should be part of the discussion.

- **Develop a working definition of IG for your organization:** Use our definition above or develop your own. Clarity on what you are trying to achieve is critical.

- **Develop a clear operational model for IG:** The RACI Matrix above is a good starting place for developing an operational model for IG. Build on it or create your own.

- **Identify a leader:** Though identifying a clear leader (in the terms of the RACI model, an “Approver”) should be part of any operational model for IG, it bears repeating that someone—a single person—needs to own IG. We advocate a new Chief Information Governance Officer role, at least for large, complex organizations.
**Do you think that organizations are ready and willing to establish a Chief Information Governance Officer role?**
About the Contributors

Barclay T. Blair is an advisor to Fortune 500 companies, software and hardware vendors, and government institutions, and is an author, speaker, and internationally recognized authority on information governance. He is the president and founder of ViaLumina and the Executive Director and founder of the Information Governance Initiative.

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Committee Reports

Advertising and Promotion Committee, VP Alex Campbell
The ARMA Metro NYC Chapter Sponsorship Committee has been hard at work over the past couple of months! We have sixteen committed sponsors for the March All-Day event and will likely more than double that total before everything is said and done. Our committee would like to recognize and thank Chapter EVP Mary Sherwin for her efforts in securing sponsorship commitments.

We would like to thank RedWallet and 2-20 Records for sponsoring our January 2015 Networking event at Slate.

We still have open sponsor opportunities for our January networking event (rapidly approaching!), February meetings, April meeting and June networking event. If you have any ideas for potential sponsors please contact any of the Sponsorship Committee members. Together we will make 2015 the best year on record for ARMA NYC.

Membership Committee – The committee now includes: Rebecca Gallei, Carolyn Mariani, Fred Grevin, Lauren Barnes, Anita Castora, Linda Clark, and Pat Hulsey.

Membership Recruitment Drive – Our theme was “Recharge Your Career”. All new members who joined before December 31 received a $65 savings. We waived the chapter fee and will reimburse in the form of a gift card. Our goal for the year was 5% or 15 new members.

There were a total of 11 NEW members so we were very close. Thanks to everyone who supported this initiative. We are planning to do this again this spring- more details later.

Student Education Grants - We have created criteria and were delighted to award our first $500 grant in June. We will be giving out grants again this year to members. A fund raiser in the form of an annual golf outing on September 29 and was titled “PUTT a Student Thru School”. Over $3,000 was raised and will be used to support local student educational initiatives. More to come…
Student Sponsorship – A student sponsorship fund was created to encourage students to attend meetings and have more opportunities to network with RIM professionals. Funds were budgeted to invite one student a month to attend the Metro New York educational meetings. Lauren and Fred will make recommendations. 

Chief Information Officer, VP Gene Stakhov
The Technology Committee is busy working with our task force partners preparing for the ever-growing Spring Education Event (March 10, 2015). As the event grows each year, so too do demands on technology to support it. We are in the planning stages right now and look forward to equipping the venue, supporting the speakers and doing all the other background stuff that helps us put on the best possible show for our membership.

There’s lots more work to do, so if you think you’d like to contribute your energy and technical creativity to this committee, please do not hesitate to contact me at ciovp@armanyc.org.

Communications Committee, VP Jennifer A. Best
The next issue will distributed at the All-Day Educational Event and feature content from the presenters. As always, please send your feedback to jenniferabest@yahoo.com.

Professional Development Committee, VP Rudy Moliere
The Committee has been working on the All-Day Educational Event.

Finance Committee, VP Carol Trapano
No new activities to report.

Webmaster, VP Stephen Cohen
I have been working with the Chapter’s CIO and the VP of Collaboration and Public Relations to update the Chapter’s website and beta testing on another platform.

Collaboration and Public Relations, VP Maribel Rivera
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Do the challenges of today have you searching for a SMART way to increase services and decrease costs?

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