Off the Record
Volume 41, Issue 4
April 28, 2004

Meeting: Wednesday, April 28, 2004, 11:00 to 1:00
Location: San Diego Natural History Musuem
1788 El Prado, Balboa Park
Reservations - Contact Linda Maczko @ (858) 534-3995
On-line RSVP: http://www.sandiegoarma.org/arma_registration.htm

BEHIND THE SCENES TOUR OF THE SAN DIEGO NATURAL HISTORY MUSEUM

Take this rare opportunity to get a "Behind the Scenes Tour" of the San Diego Natural History Museum. The San Diego Society of Natural History has engaged in scientific field work and research since 1874. The extensive scientific collections of the Biodiversity Research Center of the Californias represent a permanent record of our natural heritage. They contain materials that support the research of many scientific disciplines, including those working to define and preserve biodiversity and monitor global change.

The Museum maintains a complete natural history reference library, with greatest strengths in the historic research interests of the institution -- botany, entomology, geology, herpetology, ornithology, mammalogy, marine invertebrates, and paleontology.

The 98,000 volume collection includes both standard and obscure references, journals, and maps. They maintain many old and rare titles going back to 1700s and before, but still collect new books and continuing issues of journals.

At the Museum, they also work with the REAL THING--real plants, real butterflies, real mammal skeletons, real fossils, real minerals--and they have lots of them, more than 7.5 million in fact. These objects, or specimens, are the tools of the trade.

Balancing the needs of visitors and researchers who use the collections today with the need to preserve the specimens for future generations.

Your guide, **Dr. Paisley Cato**, Curator of Collections, is widely regarded as an established authority on the subject of organization and care of collections. With more than 20 years experience in the museum field, Paisley has worked with collections in a variety of disciplines and a variety of institutions. Most recently she was employed for six years as Head of Collections at the Virginia Museum of Natural History, including one year as Interim Director. Previously Paisley managed the mammal and frozen tissue collections at Texas A&M University (Wildlife & Fisheries Sciences Dept.), served as a Trustee for the Brazos Valley Museum (Bryan, Texas) and as Curator of Zoology at the Denver Museum of Natural History.

Paisley obtained a B.A. in Zoology from Smith College (Mass.), an M.A. in Museum Science from Texas Tech University, and a Ph.D. from Texas A&M University, specializing in Museum Studies. Active in the Society for the Preservation of Natural History Collections, Paisley has served as Managing Editor for its professional journal, Collection Forum.

Preventive Conservation

Preventive conservation is a program to prolong or extend the existence of objects by taking actions to lessen deterioration and damage. The emphasis is on prevention, that is, trying to prevent or slow that which causes deterioration and damage. Preventive conservation requires that we identify and evaluate current risks to specimens and collections, AND we must develop strategies to manage the risks. It's a type of risk management. Many of the Museum's techniques for preventive conservation are ones you can use with your own records collection. It is helpful to understand what kind of materials you have in your collection. This will affect what kind of damage you might expect to see, and the steps you should take to protect your collection.

A picnic lunch will be served in Balboa Park

Please register early, as seating is limited.

Inside

Off the Record

Association of Records Managers & Administrators
San Diego Chapter
Editor
Cynthia Lacy
Public Relations
Laura Avilez

Off the Record is a semi-monthly newsletter of the San Diego Chapter for the Association of Records Managers and Administrators.

This newsletter is published to inform the members of activities of the Chapter, and disseminate news and opinions of Board Members, or Chapter Members. Opinions are those of the author, and do not necessarily reflect official policy or opinion of ARMA, the San Diego Chapter of ARMA, or its members. Your statements and articles are solicited.

Email articles to clacy@sddpc.org. Articles submitted by 1st day of month are considered for that period's newsletter.

President's Message

IN CELEBRATION OF RECORDS INFORMATION MANGEMENT MONTH

The management of records and information is critical to every business, organization and government agency in facing the complexities of competition, customer service and globalization.

Technologies for storing information are expanding the amounts of information that can be acquired, with increasing longevity.

The need to use information to create value and plan strategically is a driving force in today's world.

The control of records and information is necessary for reduction of risk and liability as well as for compliance with global standards.

We all should recognize the important service performed by the records and information professionals.

April, 2004, is RECORDS AND INFORMATION MANGEMENT MONTH .

THANKS!! JOHN MONTANA

FOR A TERRIFIC FEBRUARY PROGRAM.

Mapping Information Flows: A Practical Guide

Information mapping based on an organization's goals and objectives can help shift the information professional's natural bottom-up point of view to a top-down, strategic perspective and increase his or her perceived value

Mapping information flows is a process for analyzing how information is transferred form one point to another within an organization. While the concept is simple, it is important to understand that mapping information flows can also support a ranking system to identify the most valuable potential clients for information resource center (IRC) services, create a picture of the competitive landscape, and help define the necessary actions for short– and long-term budgeting.

In her book *Practical Information Policies,* Elizabeth Orna States, "Experience shows that people concerned with information management have no difficulty with the concept [of information mapping], or with deriving knowledge and information needs from the objectives of their own organizations. And it usually takes no more than a few hours to produce the answers."

At the Core

This article

- defines information mapping and
- explains shy it is important to map information flows
- presents the five steps of the information mapping process
- discusses how information mapping can help shift the information professional's natural bottom-up point of view to a top-down, strategic perspective
- examines how information mapping can help increase the information professional's visibility and perceived value

While many information professionals faced with the task would not doubt disagree with her assessment of the time involved, they consider mapping information flows important as a framework for analyzing how information within an organization and for understanding the services necessary to match the true needs of their clients.

Orna further notes, "…information flows are helpful in disentangling the reality from strings of words" and says she considers information mapping a method to "visualize[e] the immediate and wider organizational context and the 'outside world'…." In other words, the outcome of this process produces a deeper understanding of the organization that enables a more direct link to key stakeholders. This can be especially important if the IRC reports to non-information functions within the organization.

The benefits of mapping information flows are threefold:

- **It enables understanding of how information is used and by whom.** Bill Dietrick, in an arbicle about knowledge mapping, describes it as, "What information exists inside my organization, and where is it located?"
- **It pinpoints the ultimate client or key stake holder for various types of information services, as well as where information touches as it passes through the organization.**
- **It helps to focus information services on the highest potential opportunities.** This last benefit can make the value of the information center even more obvious. Orna tells us that libraries or information centers are undergoing an unexpected development. They are changing from, "…a store of information to a source of knowledge ad innovation … a business intelligence service converting information to intelligence by means of expert filtering, editing, archiving, and researching." In order to accomplish this transformation, the information professional uses skills and capabilities uniquely suited to the task. According to the *Information* Advisor, among these skills are the understanding of the organization as a whole and how the parts work together; the ability to comprehend and elaborate on information needs; the ability to idenfity inefficient or improper uses of information; and the ability to improve the value of the information by evaluating, filtering, abstracting, and providing a broader organizational and/or industry context.

A Five-Step Process

Mapping information flows is a five-step process involving certain tasks.

Step 1: Describe the Current Situation

The initial task is completion of an organization chart fo the company, identifying current clients as well as those who are not clients. Once this high-level chart is complete, drilling down into each department's information needs to see how to better serve them is vital. A simple way to begin this process is to identify current clients by drawing a circle around each one on the chart. Then ask

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This article appeared in *The Information Management Journal,* January/February 2004, Vol 38. No. 1 and was written by Betty Jo Hibberd and Allison Evatt.

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the following questions to determine how familiar you are with the clients' needs:

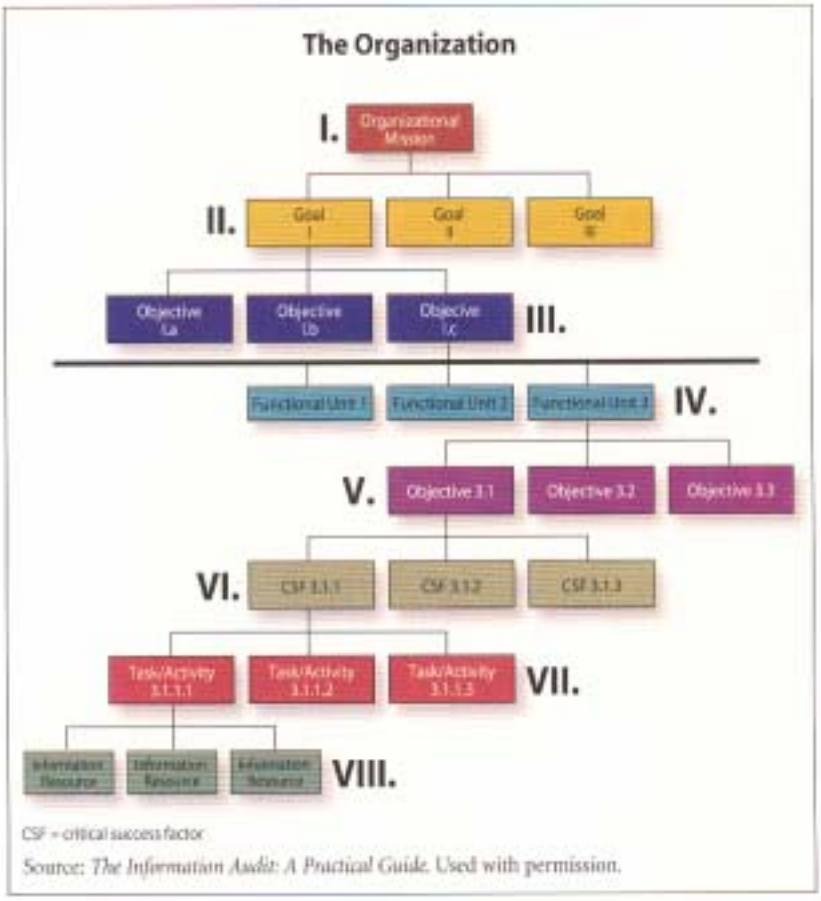
- Do you know the various departments' managers and their individual roles and spheres of influence? To identify those spheres of influence, look for a department manager who frequently not only controls his own department, but also has direct impact on other departments. An example could be strategic marketing, as it may drive the timing of releases of products within the product development department.
- Do you know your client's total information budget?
- Do you know your client's products, services and markets?
- Do you understand your client's environment or the business influences that determine how they operate?

Some clients are impacted more by external factors, while internal forces may drive others. In her article "Information Needs for Management Decision-Making", Susan Goodman describes the theory of information use environment (IUE) postulated by Robert S. Taylor:

...it is important to understand the nature of the work environment because its characteristics will affect the flow and use of information ... People in specific environments make conscious and sometimes unconscious assumptions about what constitutes problem resolution and what makes information useful and valuable in their contexts. The main function of the unit will often determine the real or perceived availability of information, patterns of dissemination, level of reliability, and access to information.

The departments not circled or without answers to these questions become possible new clients or a site where new services may be offered; in other words, these are opportunities to improve the IRC service and show additional value.

When identifying information flows within an organization, an often-overlooked aspect is the strategic significance of the information, or how the mission of the organization is supported by information and how it can flow through the organization. Susan Henczel's *The Information Audit: A Practical Guide* clarifies this point by using a hierarchical chart showing the mission, goals, and objectives of an organization and how various business units support these goals by creating objectives, critical success factors, and tasks that then require information resources to become successful.



For example:

I. An organization begins with a mission statement.
II. It then forms goals (1, 2, and 3) to support that mission statement
III. The goals are further broken down into objectives. In the chart there are three objectives for Goal I.

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The numbering system displayed in the chart—much like that used in project management—organizes the tasks, critical success factors, objectives, functional units, and goals. While not really necessary in this simplified version, using the numbering system in more complex charts will make them much clearer in their final form. For instance, for goals that are supported cross-organizationally, the numbering helps to determine which functional unit is assigned to which objectives supporting a single goal.

IV. In this sample, three functional units or departments are responsible for Objective 1,c.
V. Following Functional Unit 3, they have identified three objectives of their own to satisfy the organizational objective, numbered 3.1 (unit number and objective number), 3.2, and 3.3.
VI. For Objective 3.1, the department team has named three critical success factors (3.1.1, 3.1.2, and 3.1.3.
VII. For CSF 3.1.1, there are three tasks or activities, numbered 3.1.1.1, 3.1.1.2 and 3.1.1.3.
VIII. At the lowest level are the three information resources necessary to support the first task of the first critical success factor.

Careful examination of the functional unit is also necessary. Dietrick suggests identifying communities within the organization with common business objectives, whether they are functional, as in a single department, or cross-functional, such as a project team. Given that a common organizational objective (e.g. "entering one new drug market for the company") is supported by multiple departments, it is highly likely the information supplied should be shared with these other functional units/communities to optimize the use of that information. If, during this process, it becomes evident other units are acquiring the same information from another resource, a decision can be make as to which resource is most appropriate for the need. This can lead to recommendations that positively affect the organization's bottom line.

Mapping information flows in this way creates a structure based on objectives that are common across several departments. Demonstrating this strategic link to other department managers portrays an information professional who can view the organization's information needs from a top-down, or strategic, point of view, a skill highly sought by top management.

Step 2: Describe Potential Clients

After completing this map for the functional unites the IRC currently serves, the next step is to identify potential clients in other business units. Discussing information needs with each department encourages the discovery of new resources that help complete this flow for each unit. Even though some of this information may never emanate from the IRC, this process supports a better grasp of information flows, sources for information, and what information needs are—and are not—being met.

To aid in the quest to uncover potential clients, as well as locating new areas for development of services with existing clients, there are three additional questions to consider:

- Who are senior executives not in your direct chain of report?
- Who are individuals with broad influence?
- Who is someone you can work with to identify the needs of the target unit?

Answers to these questions will pinpoint potential targets for interviews. The first task is determining the organizational goals and objectives attached to each unit—the approach is a top-down rather than bottom-up movement through the chart. Initially, this means gathering base information to further refine with interview. Questions to the target interviewee that may help identify potential solutions that the IRC can provide might be:

- What are the organizational goals?
- What are the various objectives assigned to your department?
- What are the tasks and activities associated with the objective?
- What information is necessary to complete each task?
- What *current* resource/solution is meeting the requirement?
- Is this solution satisfactory?

Instead of assuming that all the information needed is what happens to be in our libraries, records centers, or archives, asking interviewees what they really need is the order of the day. In an article on information audits, Mary Ellen Bates further cautions that

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all formats, not only digital, should be required when asking about information sources.

In the first step of identifying current clients and their objectives, using the information resources supplied by the IRC was a logical starting point. Now, however, the new information needs discovered will flow from the top down. Beginning with the organizational mission and using a goal and objective supporting that goal, look for possible clients by choosing a functional unit that has been assigned the selected organizational objective. Using the answers to the questions from the interview with the department head, complete the objectives, CSFs, and tasks/activities discovered. To this add the information resources the department currently uses.

The next task is to determine whether the IRC currently offers or can create a product to meet the identified information requirements. Is there an information resource available to support those tasks and activities? Is it a better solution that is perhaps more authoritative or less expensive? Can it save time?

Now examine other functional units supporting this same goal and objective. It is likely that because these units have a common objective they would need the same information, though perhaps in an different form. For example, a complete market report, including an analysis of how this information affects the organization, would be invaluable to market development, while human resources might prefer the information as a five-bullet summary with access to the entire report if necessary. This type of service demonstrates the value-added so often required of today's information professional.

Another point of analysis and possible opportunity is the refinement of a current information resource that supports the goals and objectives of a department. For instance, does current awareness for the department arrive in the form of batches of articles that much be filtered within the department? A time-saving solution might be a summary of the necessary information, filtered by IRC staff experts, and a backup of individual articles offered upon request.

To complete the chart, each goal and its attendant objectives must be linked to the supporting functional units, CSFs, and tasks to determine all the current and possible information solutions within the organization. Goodman notes that information professionals possess competencies to understand how information is used, how it should be organized and structured, and how it is best sourced 0 all key to mapping information flows. And by understanding information flows, even though the IRC may not provide the information directly, the knowledge of how to facilitate the best use of information coming into the organization will become a key service feature. This environment of facilitation can enhance the value of the information center, making it an indispensable link in the information chain.

The final task of this step is listing potential clients' needs, resources, number of users, and costs. One objective of mapping information flows is to be able to make suggestions to optimize budgets for information purchases; therefore, knowledge of costs and number of users is imperative.

Step 3: Map Potential Clients

Listing the units, needs and resources allows you to visualize the potential areas of overlap. Now add the data for the potential clients and their information needs to the map of current clients. Using colors and/or patterns (stripes, checks, etc.) for departments and numbers for each information need currently supplied by that department will help clarify the map. (An example can be found at http://quantum.dialog.com/workshops in the description of the information mapping presentation.)

When working through the various departments, overlap and redundancies in information resources become apparent. The goal is to consolidate as many resources as possible and bring them into the IRC for administration. The map should be completed with suggestions for reallocation of resources, products, and services the IRC can better supply, new solutions for optimum information flow, and identification of all cost savings. This will enhance the value of the IRC as a unit with the capability to view organizational information resources from a top-down rather than bottom-up view.

Step 4: Rank Solutions for Prioritization

Says Goodman, "Managers today must make decisions in highly competitive, and dynamic environments. This makes effective decision-making more difficult as well as more critical than in the past." Additionally, in identifying possible solutions for the IRC to offer, it is necessary to consider which solutions will have the highest impact and benefit, particularly when resources are strained. By considering the difficulty of decision-making and matching the various levels of risk activity within the organization, a method for prioritizing the provision of information services emerges.

Goodman says research has found that "decisions made using more relevant information positively impact the quality of the decision made." By dividing levels of

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risk activity within the organization into low, moderate and high and assigning various characteristics to each level, you can create a ranking system for IRC service definition.

The lowest risk level occurs where the organization is not making a mission-critical decision. An instance of this could be a user deciding to search the Web for preliminary product ideas. As the results of the searches are not critical at this stage of the development process, the organization would incur little risk. Technically, if the individual makes an error searching, only he or she loses both time and effort. From an information solutions perspective, having an end user search the Web for answers is probably safe enough. However, a better resource might be a desktop solution form a trusted online resource. Other than initial training, such a solution would require little product or search knowledge on the part of the user, as well as little use of the IRC staff resources.

From a moderate risk perspective, an organizational activity would involve a complete department and its budget. At this point, concern for the value of the information retrieved should be higher on the scale. From a solutions standpoint, relying only on an end user's own search skills could be much more detrimental. Therefore, the IRC should intervene with its expertise by offering current awareness products or competitive intelligence services, for example.

At the highest end of the scale and, therefore, correspondingly having the highest risk attached, are points at which the organization ha invested significant revenue and the decision is mission-critical. In the product-development process, this could be a new product launch. Another mission-critical decision would be a merger or acquisition. At this point, the IRC solution ha the highest value. The organization should only trust expert information seekers to analyze information and provide value-added synthesis, such as that found in an executive report.

Step 5: Create an Information Map

Mapping the final solutions to show each department and the suggestions for their information needs creates an understanding of each subset of the organization, highlights the ultimate client, and results in information solution recommendations for each. It becomes a focus of who has what information and uncovers gaps in information needed by the organization. Finally, it creates a shift in the information professional's point of view of information use within the organization from bottom-up to a top-down or strategic perspective.

It is important to note that this proactive approach to discovering new business has two additional outcomes: the first is that as departments change, the information map will require updating; the second is that this process will offer contact with those people who have the most influence in the organization. While the former may seem daunting, the perception of increased value of the information center due to the latter can only be considered an apt reward.

Betty Jo Hibberd is Manger, Information Professional Development, at Dialog in Cary N.C. She may be reached at betty.jo.hibberd@dialog.com.

Allison Evatt is MLIS Consultant, Eastern Region, in the Graduate Education Program at Dialog. She may be contacted at Allison.evatt@dialog.com.

This article was based on a presentation that is part of Dialog's leadership development program for information professionals, Quantum2. For more information, visit http://quantum.dialog.com.

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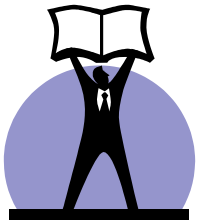


Archive-Friendly PDF in the Works

Two of the largest bankruptcy filings in U.S. history - Enron Corp. and Global Crossing - produced a record number of PDF documents, which federal courts must figure out how to archive and preserve.

The archival challenges those bankruptcies created explain why Stephen Levenson, judiciary records officer for the Administrative Office of the U.S. Courts, is spending much of his time these days working with colleagues on a new international standard for archiving PDF documents.

The open-standard PDF, created by Adobe Systems Inc., has become a widely used format for distributing documents on the Internet because it preserves their original look and makes copying and editing them difficult. Now, a modified version, called PDF-Archive (PDF-A), to which Levenson is committed, most likely will become an international standard early next year. Companies are expected to immediately offer archiving aids based on the new standard.

Sitting around the table at PDF-A Committee meetings are representatives from companies such as Eastman Kodak Co., Global Graphics Software Ltd., IBM Corp., PDF Sages Inc. and Xerox Corp., said Melonie Warfel, director of worldwide standards at Adobe. But equally involved are representatives from federal agencies such as the Internal Revenue Service, the Library of Congress, and the National Archives and Records Administration.

The PDF-A standard will be a slimmed-down version of PDF, Levenson said. It will be useful for formatting document files that contain multiple pages of text, raster images or vector graphics. However, it will not be suitable for archiving music and video files, he said.

Among federal archivists and records managers, PDF -A is viewed as one of two leading data format candidates for preserving future access to electronic records and documents. The other is Extensible Markup Language. The proposed PDF-A standard specifies what should be stored in an archived file by prohibiting, for example, proprietary encryption schemes and embedded files such as executable scripts. "We don't want embedded files that can do mischief inside our records collection," Levenson said.

PDF-A is based on PDF 1.4, a version of the published and freely available PDF specification that is only slightly outdated. Adobe is at PDF Version 1.6 in its development of the specification. "We'll catch up if we need to," Levenson said. "But in this business of archival preservation, we don't need to go too fast."

Unlike a PDF, a PDF-A will contain type fonts to ensure that electronic documents will look the same in the future as they did when they were created, said Charles Dollar, an electronic records consultant who is chairman of the Standards Board of the Association for Information and Image Management, a nonprofit trade group.

"Typically, the type fonts exist independently of the PDF document,"

Dollar said. But with PDF -A, they will be embedded in the document. "That's going to increase the storage requirements," he said. But it is a price that must be paid to ensure that type fonts are available when they are needed for reading scientific notation, for instance.

As with any new standard, there is always a risk that too few companies will use it to create new software, but Dollar said he doubts that will be the case with PDF-A.

The PDF standard is popular throughout the federal government for electronic documents, but it is not suitable for archiving permanent records For that purpose, officials at many federal agencies expect to use a new electronic document format called PDF-Archive (PDF-A). Here's how the two compare:

PDF

- Nonarchival format
- Text, raster images, vector graphics, music, video, etc.
- International Organization for Standardization (ISO) standard. . Encryption and executable scripts permitted.
- No type fonts included.

PDF -A

- Archival format.
- Text, raster images and vector graphics only.
- Future ISO standard.
- Encryption and executable scripts not permitted. .
- Type fonts included.

This article appeared in *Federal Computer Week (*www.fcw.com) and was written by Florence Olsen.

Mock Trial

The turnout was great for our Mock Trial. The cast assembled just for about a half hour before the February 25th meeting. A GREAT time was had by all and I think we all were entertained as well as informed by the trial presented. Mr. John Montana did an outstanding job as both the prosecution and defense lawyers and we got to see first hand just how easy it is to be led astray by random comments! Thanks!! Especially to our sponsors—**DISC, Hershey Technologies and Corovan!**

Interview with a DOIT

Interview with Neil Packard, Director of Information Technology, at Seltzer Caplan McMahon Vitek in San Diego, California
By Tracee Hughs

How many years have you been the Director of Information Technology at Seltzer Caplan McMahon Vitek and how did you progress into your position?

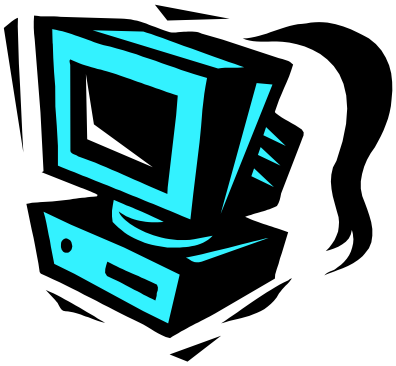
I have been Director of Information Technology for 5 years, responsible for developing and maintaining the firm's technology strategic initiatives. As DOIT, I work in conjunction with the Records Management Department developing and implementing solutions to meet the needs of record management. I have over 18 years of experience, 6 years with law, in Information Management and Technology mastering diverse roles, including, Director, Manager, Engineer, Analyst, and a Training Specialist.

What is your biggest success in your RIM program?

Creating an in-house records management database. The difficult challenge, migrating records information (files and indexes) from word-processing documents into a SQL database. We developed a program to retrieve relevant information from word-processing documents and import the data into a database. The database maintains a record of all hard copy files and records. We are currently exploring the expansion of the program to link to electronic versions of documents, eliminating the need to retain paper versions.

What do you see in the future for the records profession?

Moving in the direction of using technology, as a tool, for records management. Records managers will need to become knowledgeable in utilizing technology for acquisition, management and retention of records media, paper and electronic.



Please describe how ARMA helped you in your career?

ARMA gave me the capability to understand the issues and opportunities within RIM. I have expanded my realm of expertise in RIM, allowing me to become a well-rounded DOIT-with an understanding of RIM in the legal profession.

What database software does your firm use?

Microsoft SQL 7.0

Do you think that law offices will ever be "paperless"?

Law offices will never be paperless; paper is inherent to the legal industry. We will see the day when management of records will be electronic. "Originals" and other material will be managed in electronic or digital formats. Individuals will have the capability to obtain copies 24/7, disposing of the paper when the need is filled.

If you were given "carte blanche" on your budget this year, what would you do?

I have a better chance at a paperless office than carte blanche in a law firm, however, if given carte blanche the two areas I would devote to the opportunity would be migrating record and document retention to electronic formats.

What kind of file folder is your favorite?

My favorite file folder, digital.

If you could have the perfect job, what would it be?

I am a problem-solver, a position analyzing and providing answers to complex issues. My current position supplies me with these challenges however, I would enjoy devoting more time to the role. I wear a number of hats limiting the opportunities to finding answers. What I like in particular to working in the legal industry - acquiring knowledge and expertise in varying industries . . . everyone needs a lawyer.

Distance Learning

Education Corner

by Benay Berl

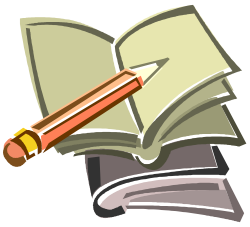
Do Records Managers graduate from the School of Hard Knocks?

In an article in the ARMA Information Management Journal March/April 2004 titled "Competitive Intelligence Education: Competencies, Sources and Trends, by Craig S. Fleischer , Mr. Fleischer states that "Acquiring an education is easier to do in some fields of study than others." For example, engineers, lawyers or nurses follow a prescribed course of study that is quantified, and upon graduation receive a degree that is recognized by the profession. It brought to mind that we in the Information Management profession do not have the opportunity to graduate from a program with the ideal set of prescribed courses that prepares us for success in our field.

For many of our most respected peers the journey is long and hard, and only after searching for RIM truths and putting them to the test by performance, that it translates to a respected and highly paid position within an organization. The best we can hope for is the CRM after our name.

How can you graduate with a degree in RIM? You can attend an out of state college and earn a four year degree, then go to graduate school for a MLS, or on the other end of the spectrum, you can earn a certificate in Records Management from a local community college. If you go to distance education you have a bigger choice, but most times you are not offered a bachelors degree in RIM.

In his article, Mr. Fleischer proposes a 14 week graduate level "Introduction to Competitive Intelligence" course. Is this all we deserve on the education forefront? I say, it is time that major universities offer an undergraduate degree in RIM. Certainly the profession has grown, and the salaries are high enough, to wake up the college communities to the need.



ISG

ISG

by Tracee Hughs

San Diego ARMA is proud to announce it's first Industry Specific Group—LEGAL

What is ISG?

ISG stands for Industry Specific Group. Each ISG addresses the needs of a specific industry.

Who is ISG for?

Anyone who is interested in establishing a network of professionals working in similar industries facing similar needs.

Why would you want to participate in an ISG?

An ISG is a group formed to focus on the specific needs of a particular industry (i.e., Legal Services, Government, Utilities, Pharmaceutical, to name a few). The ISG program provides a forum to exchange the information for the benefit of all.

How do you find out more about ISG?

Contact the ISG coordinator, Tracee Hughs, thughs@rdblaw.com or visit the Education and ISG table at the next ARMA meeting.

When does the ISG—Legal meet?

ISG Legal will meet at 11AM on normal meeting dates at the Education / ISG table outside the meeting room.

As a records management professional, I have the vision to see what is ahead, the patience to work in a demanding environment and the ability to achieve my organization's strategic initiatives.

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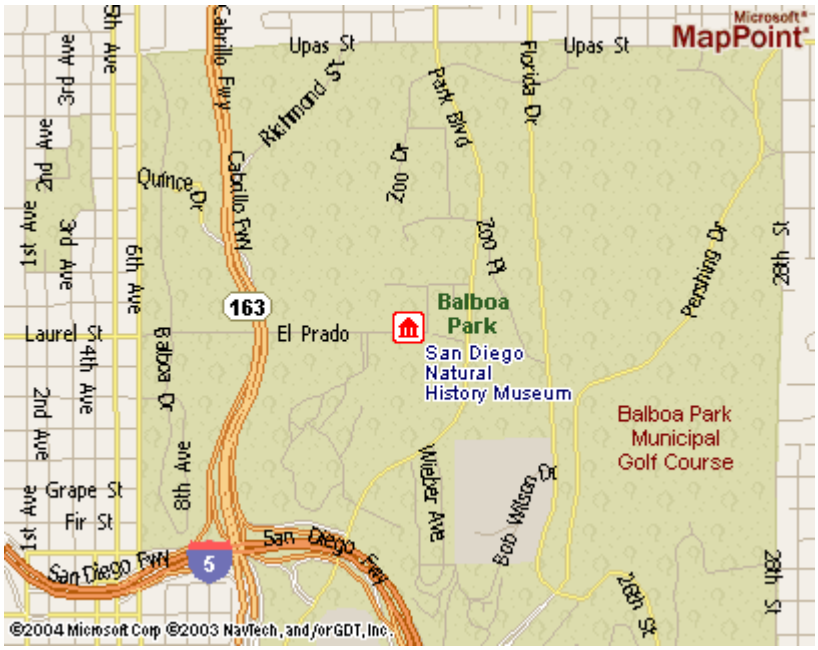
1-800-899-IRON www.ironmountain.com

February Registration Form

San Diego Natural History Museum
1788 El Prado, Balboa Park
San Diego, CA 92112-1390



The San Diego Natural History Museum is located in Balboa Park near the intersection of Park Boulevard and Village Place, just south of the San Diego Zoo. Enter the grand new entrance on the north side, facing the large Moreton Bay fig tree.

All parking is free in Balboa Park. The lot nearest the museum is to the left as you enter Village Place.

Bring Gently used books for a chance to Win a PRIZE. We are collecting books for victims of the San Diego fires.

To Register: FAX this form to **Linda Maczko at (858) 534-6523**, or **Call Linda @ (858) 534-3395**, or **Email** : lmaczko@ucsd.edu **NO LATER than 3:30 p.m., Friday, April 23, 2004.** ***Cancellations later than 48 hours prior to the event will be billed to the person registered. If not sending advanced payment, cash or check payment required at registration.***

	Member	Non-Member
Lunch (please circle)	**$25.00**	**$30.00**

Name: _____

Organization: _____

Phone: _____ **FAX :** _____ **EMAIL :** _____

FYI

Here's the URL to a very important site—the Chapter Connection on the ARMA International Website!!

Go to *http://*www.arma.org/intranet

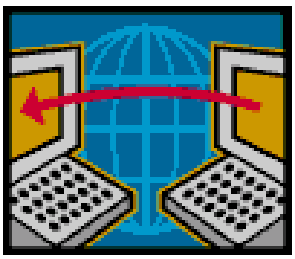
Click on Chapter Connection
Check out this URL to find out about

ARMA Webinars / Calendar of Events

http://www.arma.org/resources/calendar.cfm

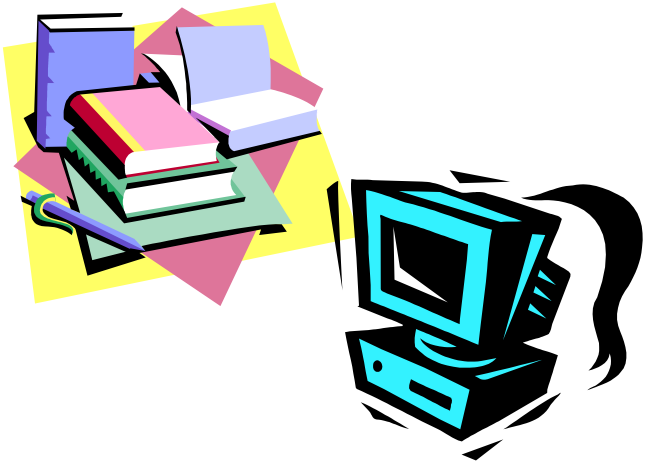
FREE TRAINING CLASSES!!

Centers for Education and Technology (CET), a part of the San Diego Community College District, is offering free training classes in a wide range of topics. Their Business Information Technology courses include offerings in HTML, XML, Java programming, JavaScript, UNIX, Linux, Visio, Cisco, Oracle, MS Office A+ Training, TCP/IP, These courses are offered at several campuses throughout the city.



Please take a look at their web site,
http://www.sandiegocet.net/index.php, for class and registration information.

Check out vital information you might have missed!
http://www.arma.org/learning/seminar_archives.cfm
This is a link to ARMA Audio and Web Seminars that you might have missed.



The ARMA Conference for 2004 is in Long Beach, CA.

CHECK IT OUT!!

Make your plans now!!

Happy Reading!!

RIM and Privacy: The New Business Imperative

HIPAA Privacy Essentials

Sarbanes-Oxley Act 2002 Materials

Tech Tuesdays: Learn About the Technical Side of Records Management. During March and April, Tech Tuesdays will feature several 90-minute Web seminars on topics touching the technical side of Records Management. Presentation topics include: electronic records management software implementation and instant messaging. More. . .

New Online Courses: Issues and Approaches in Archiving Electronic Records. ARMA's new online course will introduce you to the unique issues inherent to archiving electronic records. Learn about the strengths and weaknesses of various approaches to electronic records archiving, as well as recommendations for electronic archival processes and systems. Now available in the ARMA Learning Center.

San Diego ARMA
Board Meetings
May 18

Membership

Membership Corner

By Linda Maczko

Hello, this is my first year as the Membership Chair. I'm still getting my feet wet with trying to devise new and better ways to reach out to our current membership as well as bring in new members.

ARMA luncheons are a wonderful way to meet interesting people working in different area of the business world such as law, pharmaceutical research, computer technology and government, all sharing information. And our February seminar promises to be a captivating one.

You can help our chapter grow by the power of one. So if you bring a friend to our next luncheon, and maybe they'll tell two friends, and so on, and so on.

See you there,

Linda Maczko
Membership Co-Chair

2003-2004 Meeting Programs
April 28
June 10 Final Meeting

Off the Record

San Diego ARMA Chapter—2003/2004 Officers/Directors

Office	Person	Company	Phone	Fax
President	Susan Roberts	Corovan sroberts@corovan.com	858 748-1100 x263	858 679-7341
Vice President	Patsy Bell	City of Santee pbell@ci.santee.ca.us	619 258-4100 x112	619 258-0876
Secretary	Candace Sanchez	Iron Mountain candace.sanchez@ironmountain.com	858-404-1612	858-455-7125
Treasurer	Bob Zornado	City of Escondido rzornado@ci.escondido.ca.us	760-839-4561	760-7735-5782
Programs	Richard Berlin	Document Imaging Service Corp rberlin@nomorepaper.com	619-296-3472 X100	619-296-3479
Public Relations	Laura Avilez	Symitar Systems lavilez@symitar.com	619-542-6842	619-542-6707
Newsletter	Cynthia Lacy	San Diego Data Processing Corp clacy@sddpc.org	858 581-9763	858 581-9606
Education	Benay Berl	Olivenhain Water District bberl@olivenhain.com	760 753-2459 x127	760 753-5640
ISG/Membership Co-Chair	Tracee Hughs	Ross, Dixon & Bell, LLP thughs@rdblaw.com	619-557-4351	619-231-2561
Membership Co-Chair	Linda Maczko	UCSD lmaczko@ucsd.edu	858-534-3395	858-534-6523
Hospitality	Hazel Viagedor	Iron Mountain hazel.viagedor@ironmountain.com	858-404-1611	858 455-7125
Hospitality	Jennifer Ota	Iron Mountain jennifer.ota@ironmountain.com	858-404-1607	858 455-7125

ARMA San Diego Chapter
12375 Kerran Street
Poway, CA 92064