Andrew Ysasi - ARMA Board Candidate Questions

1. **What strategies can ARMA employ to enhance its value of membership and influence in the international information management profession?**

As a member of various associations, the most beneficial are discounts on training or continuing education credits. For example, I’m an ARMA member, so I could get a discount on a service or training elsewhere. In turn, that organization could market its services to our membership with members opting in. A specific example could be a discount on a certificate or tuition at a university.

Another benefit could be small social groups, like "houses" at a school or a mastermind group. If we include our friends at RIMPA, we could meet in small groups to network and build a community. Leaders assigned could discuss IG topics to further education and build a network. ARMA has mentors now, but taking a more intentional step to place new members into a specific group that has representation from various industries, career stages, etc., can help this idea be sustainable. Having houses could provide a way to network beyond chapters and conferences.

2. **In a post-COVID environment, how can ARMA position itself to be a champion of leadership development across chapters?**

ARMA could negotiate discounts for members with organizations that provide this training (i.e., universities, partner associations, LinkedIn Learning, or Coursera). There could also be access to pre-recorded webinars or conference content. The benefits of these ideas would have to be explored over existing offerings (i.e., conferences). A historical context of what has worked recently and hasn't will help with decision-making and validating ideas. How did the leadership training at the conference go this past year after the region reorganization? I'm excited to ask the questions.

3. **How can ARMA International creatively explore potential pathways for fields that may not be initially recognized as RM-IG?**

I suggested discounts on training in the previous question; however, ARMA could break out parts of the IG Reference Model and provide a micro-certificate overview of those domains. A member could earn a micro-certificate by taking an IG and privacy or IG and security course to help broaden their knowledge. It would take resources, but these micro-certificates could be updated annually or bi-annually. Further, an IG for MS Teams or Co-Pilot certificate could be explored. Providing these offerings as a membership benefit could bring in new members from these domains to get training. We should continue to own the RIM space, where our roots are, however, we can open ourselves up to discounts or micro-certificate courses for members as a benefit. These ideas take time to explore and implement, and I'm familiar with these concepts and can get them started. As a board member, I would likely be in a strategic position and not
part of the implementation team. Also, knowing I may no longer be on the board to see these ideas successful is a reality, but it’s all part of the volunteer experience!

4. If you had to prioritize one focus in your first 6 months on the board, what would it be and why?

I've been part of ARMA since the late 2000's. It is no secret ARMA has been a solid part of many of our professional lives. ARMA has gone through a significant amount of changes pre-COVID and since. ARMA has had a stable leadership group in place; they are trained in association management, and I look forward to continuing to align the voice of the students and practitioners with their brain trust. My priority for the first six months is to listen and understand the existing board, staff, and members so I can objectively guide them for the benefit of all.
Jay Jorgensen - 2024 ARMA Board Candidate Questions

1. What strategies can ARMA employ to enhance its value of membership and influence in the international information management profession?

ARMA’s vision is to be the driving force in the promotion and advocacy of information management professionals. Being true to this vision, and providing opportunities for professional development, networking and ongoing education as outlined in ARMA’s mission statement are entirely actionable and achievable.

An association is as valuable as its members. Showcasing members, their stories, their challenges and opportunities, as well as their reasons for being a member of ARMA is impactful and encourages other members to feel safe sharing their skills and stories. Talent development should be a focus, and could be measured through attendance of courses or seminars that have clear leadership learning outcomes, while always looking to create or develop new learning opportunities for further skill development.

Having a strong board of directors and leadership core that can leverage their relationships and connections outside of the pure information management profession can open doors and show how information management is a critical part of any business process (purchasing, personnel management, teaching, research, litigation and more), anywhere.

2. In what areas can ARMA enhance leadership development and growth opportunities, considering aspects such as early to mid-career members, technological advancements, higher education, and diversity, equity, and inclusion (DEI)?

ARMA must embrace innovation and uncertainty, while building a culture of trust to take chances, express opinions, and develop potential strategies and solutions that can grow and shape our profession. We need to stay focused on what’s ahead, to create or shape the future in a way we hope to.

Exploring training and networking partnerships with other professions or organizations may be a possibility. We don’t necessarily need “more” information management skills, but rather opportunities to apply our leadership skills in complementary or different situations. Soft skill development, decision making, and delegating are all skills that require opportunities, and ARMA is an organization that can create those opportunities for its members.

Subject specific areas such as technology and DEI already have successful training and development programs, though it might be difficult to choose from all the options. Partnered training programs (ie. “ARMA approved“) could point members into common learning pathways that are supported and open to building of relationships between members as cohorts or alumni. Finding the right program(s), and choosing for partnerships could be the next step.

3. In a post-COVID environment, how can ARMA position itself to be a champion of leadership development across chapters?
It is important to recognize the “pipeline” of leaders that ARMA International cultivates and is proud of. Who is actively entering this leadership pipeline, what unique skill sets do they offer, what thought leadership do they bring with them to ARMA?

We must recognize that disruptions and uncertainty are also opportunities for change and improvement. We are all more than capable of responding to change, be it environmental, organizational or other. Board members are choosing to give their time and expertise to ARMA... what is it that drives individuals to participate? Looking inwards we may simply say it’s because we want to learn and grow as professionals, but there is also a need for individuals to help grow the profession, to continue the operations at the chapter level or above, to continue to provide resources and connections to the broader information management community.

Role strengthening, and role clarification help to ensure that chapter leaders can be successful. Formal orientation and onboarding programs are essential, and the components of these programs should be standardized across ARMA including metrics and checkpoints for capabilities (eg. by month 3, you should be able to...). Guidelines for implementation should be provided, with the opportunity for peer-based review and support at both individual (member) and chapter levels.

4. How can ARMA International creatively explore potential pathways for fields that may not be initially recognized as RM-IG?

There is more grey area between professions and roles now than there ever has been. We are all being asked to do more with less, or do differently in our changing work environment. It is important to recognize, and appreciate the other skill sets and professions that are out there that we cross paths with, particularly those that help organizations use information and records to effectively deliver business operations (such as data science, business analysis, information technology, programming, legal, audit). When called upon, we should be able to show how we can be of help and provide value.

5. If you had to prioritize one focus in your first 6 months on the board, what would it be and why?

My focus is to quickly and richly build connections with and within ARMA International, to know its operations, its people, its organizational process assets / procedures / knowledge base and be aware of the current situation that we need to navigate. What are some of the perceived strengths and weaknesses of the organization and its board (eg. attendance and representation at board meetings; strategic planning; financial performance; procedures and board governance; onboarding), and reputationally, what is the board’s relevance to current and future state for information management?

In order to do this, my goal is to build strong working relationships with every other board member in the first 3-6 months, to understand what skills or experience I can bring to help, and to identify those skills in others that can help me, to help the association and its members. We can’t do everything ourselves in isolation - the board needs to be strong and trust each other, and its membership.
1. **What strategies can ARMA employ to enhance its value of membership and influence in the international information management profession?**
   a. The last five years have been tough worldwide. Forging ahead with growth strategies in difficult times requires intentional and frequent engagement with members and desired target audiences. ARMA is a large association maintaining a long-tenured but expanding brand. 1) Turbocharge ARMA’s core to grow locally where we have home advantage; 2) build a sustainable pipeline for the future through relevant academic partnerships in higher education; 3) and continue to partner with like-minded associations and organizations that expand international reach and build capacity through consortiums where ARMA has transferrable advantage. These strategies will strengthen its position as the driving force in the promotion and advocacy of the RIM and IG professions.

2. **In what areas can ARMA enhance leadership development and growth opportunities, considering aspects such as early to mid-career members, technological advancements, higher education, and diversity, equity, and inclusion (DEI)?**
   a. Provide a comprehensive leadership development program for volunteer leadership (in-person, virtual or hybrid). In turn, this also provides opportunities for members that have experience and training in leadership development to contribute back to the association. Leadership development ensures ARMA leadership has current skills and competencies needed to move the association forward locally and globally; to ensure that DEI policies are supported and part of the ARMA culture; and that service opportunities, core services and products are assessable to all that seek them.
   b. A leadership development program (with a virtual option) would be especially helpful to early or mid-career individuals that are seeking opportunities to grow and advance! Graduates from relevant local and global degree programs who are anxious to build their networks and get involved are excellent candidates for volunteer leadership. We need more outreach and better onboarding processes for these professionals; they represent our future!

3. **If you had to prioritize one focus in your first 6 months on the board, what would it be and why?**
   a. My focus in the first 6 months of my term on the ARMA Board of Directors will be: understanding and relationship building. Integrating into the new Board of Directors, receiving written guidance from senior board members on duties and expectations, understanding and embracing the association’s current growth strategies, strategic plan, key policies and priorities. Connecting with other board members and developing my relationships. Review recent board meeting minutes to familiarize myself with recent actions of the board to understand where it’s been and where it’s headed; this helps me to understand how best I can contribute in order to add value to ARMA.
1. **What strategies can ARMA employ to enhance its value of membership and influence in the international information management profession?**

   I believe ARMA International has begun to build the foundation to enhance its value for its membership in the international information management profession. From the collaborations with RIMPA to the introduction of the Global Information Consortium, the association has begun to set itself up to work towards steering the conversation in the information management space. This coupled with the various conferences available from ARMA INFOCon, the Canada Information Conference and now INFONext (formerly MER) there is no greater time to be a member of the Association. It is steps such as these that will continue to show the support individuals in the profession can receive by becoming a member.

2. **In what areas can ARMA enhance leadership development and growth opportunities, considering aspects such as early to mid-career members, technological advancements, higher education, and diversity, equity, and inclusion (DEI)?**

   While some work is being done to support the local chapters and local board members to enhance the respective leadership development, the Association should look to replicate some of this learning towards the membership overall. In addition to the typical industry related training, some of the programming could be geared more toward development and growth as a leader and not necessarily toward industry-specific subject matter content.

3. **In a post-COVID environment, how can ARMA position itself to be a champion of leadership development across chapters?**

   Like the question above, a more engaged approach to leadership training for all members to build upon their leadership and soft skills will go a long way towards this. While traditionally, there has been a leadership training at the start of INFOCon, like the monthly meetings that are provided with webinars, another stand-alone monthly meeting that only focuses on leadership would benefit those now starting out in the chapters as volunteers. This would also go a long way to ensuring the continuity of the local chapter leadership.

4. **How can ARMA International creatively explore potential pathways for fields that may not be initially recognized as RM-IG?**

   We should continue to make pathways to connecting with organizations and groups that we would not have traditionally done in the past. While I mentioned in other responses that some of that work has begun with the introduction of the Global Information Consortium, more can be done to build upon this effort with other organizations in the industry. By building on this we become a stronger voice with many other organizations standing together with us. I do not believe that this is a situation that any one organization can tackle. Rather it is through these connections we can come together collectively and identify other areas that were not originally automatically considered or rather recognized as RM-IG.
5. If you had to prioritize one focus in your first 6 months on the board, what would it be and why?

My first 6 months on the board would be one of observation. It is important to observe and understand why things are being done the way they are. Oftentimes, as a person on the outside looking in, we may find it can be easy to say things “are not working or things should be working better.” However, if you are given the ability to understand an organization both externally and internally, then and only then can we begin to affect change and push to look for ways to improve things if they are in fact needed.
1. **What strategies can ARMA employ to enhance its value of membership and influence in the international information management profession?**

   All giant buildings are built with a solid foundation. Growing a successful and growing organization is no different as one must fully understand the “foundation” upon how their business sits before being able to build upwards. ARMA is formed by a diverse population of RIM professionals located worldwide, with that being said, it is imperative to fully understand who our community is as well what their needs are. Currently, ARMA offers so many services that are not fully utilized as many of its current population do not know that they are there. In order to enhance the value and influence, this must be the top priority as having a strong base will allow ARMA to grow and expand. The current CAC set up of meeting monthly with chapter leaders has proven to be a great start on enhancing this concept. The CAC meets monthly as a group as well as with individual chapters to discuss and offer solutions to various pain points.

2. **In what areas can ARMA enhance leadership development and growth opportunities, considering aspects such as early to mid-career members, technological advancements, higher education, and diversity, equity, and inclusion (DEI)?**

   These are topics that should be relayed in the monthly CAC chapter meetings and then passed down thru individual chapter membership via local chapter boards. ARMA International already does a great job of providing the education and training tools, but the message does not reach all membership.

3. **In a post-COVID environment, how can ARMA position itself to be a champion of leadership development across chapters?**

   One word, COMMUNICATION! The wheels have been set in motion via the CAC monthly chapter board discussions. Providing that subjects such as leadership development are addressed, then ARMA will achieve champion status.

4. **How can ARMA International creatively explore potential pathways for fields that may not be initially recognized as RM-IG?**

   On the International (Higher) level, ARMA must continue to meet and network with other organizations in order to show the value ARMA offers to their membership. Here are the number of professional organizations in our territories: Canada – over 10,000, United States – over 14,000 and in Japan – over 15,000. For the UK, I find that there are “only” close to 450 organizations BUT there are over 14 million citizens belonging to them. Communication and Networking are critical if we are to tap into these markets.

5. **If you had to prioritize one focus in your first 6 months on the board, what would it be and why?**

   My number one focus would be on identifying and understanding the make up and interests of membership plus making it a priority of each chapter to review their 099 forms and reach out to previous members who have gone “missing” plus reaching out to ARMA members who do not belong to a local chapter.
1. **What strategies can ARMA employ to enhance its value of membership and influence in the international information management profession?**

   Continuing to build alliances with other professional associations, industry bodies, and education institutions will help broaden ARMA’s reach and influence in the IM community. Partnerships, joint events, and participation in global conferences foster collaboration and enhance ARMA’s influence and value to our members. Information management and governance are very nuanced and require cross-disciplinary professional skills and expertise. ARMA is currently doing a great job developing partnerships as an organization; this should also be encouraged at the chapter and industry levels. MyARMA and the Chapter Advisory Committee have greatly helped enhance communication to ARMA members. Improving communication channels to keep members informed about ARMA activities, industry updates, and opportunities for engagement would be beneficial to our members. Ensuring ARMA research initiatives, publications, and educational opportunities are inclusive and diverse is essential. ARMA is the thought leader and go-to resource for industry insights; ensuring these publications include insights that are important to other countries, industries, organizations, cultures, etc., will provide value and influence internationally.

2. **In what areas can ARMA enhance leadership development and growth opportunities, considering aspects such as early to mid-career members, technological advancements, higher education, and diversity, equity, and inclusion (DEI)?**

   ARMA's mentorship program helps connect experienced professionals with early to mid-career members. This is a great opportunity for early to mid-career members to be connected with seasoned members happy to give back by providing professional guidance and support. This can be encouraged at the Chapter level as well, to help further match with mentors who live closer and face similar environmental and geographical challenges.

   Continuing and enhancing leadership training and providing networking events and career path guidance will help members with their professional development. ARMA should encourage continued training and workshops to raise awareness about DEI issues within the profession. I've attended very interesting and informative DEI sessions provided by ARMA chapters; it would be great to include diverse leadership panels at conferences. Programs to support and encourage underrepresented groups will help equip ARMA members with tools to foster inclusive workplaces and also enhance ARMA's global representation. Continuing with ARMA's educational webinars and resources helps members stay current with technological advancements in information management, including AI, blockchain, and data analytics. However, forging partnerships with universities and colleges to create joint programs, certifications, or courses that align with the evolving needs of information management professionals is another opportunity for ARMA to increase its influence in higher education.

3. **In a post-COVID environment, how can ARMA position itself to be a champion of leadership development across chapters?**

   I think ARMA is doing a lot of great things. Their recent partnerships and dedication to host three conferences provide RIM and Information governance professionals different opportunities to showcase their skills, share best practices, and network with other professionals from around the world. These strategies should be encouraged at the chapter level as well. Continued virtual and hybrid events accommodate those who prefer in-person and provide access to those who may not be able to attend physically. MyARMA provides collaboration forums, discussion boards, and a centralized online hub for leadership resources. This can be accessed by members from different chapters to support
their leadership development. Providing cross-chapter mentorship/leadership programs can foster a diverse exchange of perspectives, contributing to the overall development of ARMA leaders.

Leadership forums, not just at conferences but also virtually for chapter leaders to come together and discuss common issues and best practices. These strategies can help strengthen individual chapters but also contribute to the growth and influence of ARMA as a whole.

4. How can ARMA International creatively explore potential pathways for fields that may not be initially recognized as RM-IG?
Continuing to develop strategic partnerships with organizations, industries, and professionals outside of the traditional realm of RIM-IG, such as healthcare, project management, entertainment, or even environmental studies, can help to creatively explore new pathways for the integration of RIM-IG principles in fields that may not have initially been recognized. Attending and hosting interdisciplinary events and conferences from diverse sectors encourages cross-industry learning and exploring common challenges related to information management. Understanding these common challenges will allow ARMA to launch creative and targeted outreach campaigns, specialized training, advisory boards with industry experts, educational resources, and webinars to these unexpected sectors. Conducting industry-specific research and developing case studies showcasing how effective information management practices can positively impact various fields can demonstrate the relevance of RM-IG principles. Information Management is extremely nuanced, and there is an area of study and specialty for everyone. From tech giants to small municipalities, the challenge to manage information and data effectively remains the same. Reaching out and providing opportunities to join ARMA’s network, along with encouraging the exchange of ideas and experiences, provides an inclusive sense of belonging.

ARMA is the largest community of information professionals and the best positioned to lead across diverse industries.

5. If you had to prioritize one focus in your first 6 months on the board, what would it be and why?
Expand ARMA’s accessibility. In order for ARMA to be a global leader, we need to be able to provide resources and education that are relevant to all. I would focus on implementing the strategies and initiatives that promote diversity and inclusion and position ARMA as the inclusive organization that leads information management across diverse industries and workplaces.
1. **What strategies can ARMA employ to enhance its value of membership and influence in the international information management profession?**

   There are several different strategies that ARMA can employ to enhance the value of membership to the community. First, it is important to actively engage the members by offering a variety of opportunities that meet the needs of the various membership, whether at the start of their career or after several years in the field. One such strategy would be to hold smaller regional events that offer educational opportunities outside of the International Conferences. As many of us know, it can be challenging to convince employers to pay for attendance at events, especially when the registration fees and travel costs are significant. I believe that ARMA should partner with the existing chapters to plan smaller events in various locations throughout the year (like how the Region Leadership conferences were held) that are available at a much lower cost and may be more enticing for an employer to support, or for an individual to self-fund. Offering and promoting other benefits of ARMA, such as the existing mentorship program, or developing a career path tool for members, will increase interest in those seeking to advance in their career. I think that all who have volunteered or gotten involved within the association, whether at the international or local level, understand the benefit. The challenge that faces ARMA is to develop the engagement amongst members who have not yet engaged.

   Second, I believe ARMA needs to become initiative-taking in ensuring that the voice of the IG community is raised in current legislation, whether through networking with other associations, or providing feedback to proposals.

   Third, we need to ensure we are attracting and engaging members in other parts of the world, and providing offerings that suit their schedule, as well as opportunity for their involvement. I work for an international firm, and a big challenge in my day to day is scheduling meetings at a time that is convenient for everyone. I believe that to be a leading international organization, ARMA needs to ensure that opportunities for engagement exist across all time zones.

2. **In what areas can ARMA enhance leadership development and growth opportunities, considering aspects such as early to mid-career members, technological advancements, higher education, and diversity, equity, and inclusion (DEI)?**

   I recently read an article on "8 Steps for Creating a High Performing Team" by John Timperley. He starts of the article by saying to "Fix the Compass". This resonated to me as I read this question. All too often, the vision statements of leadership are blurry. They sound good, but often are abstract and aspirational instead of clear. In his article, he referenced Dr. Martin Luther King’s dream "that one day, on the red hills of Georgia, the sons of former slaves and former slave owners would be able to sit down together at the table of brotherhood". The statement is clear and has a defined success criterion, it connects individuals emotionally, and sets a tangible goal. I think that ARMA has continually undergone transformation, but we are at a point where we need to "Fix the compass". Our profession is changing faster than ever before with the advancements in technology and law, and as an association we need to clearly define goals that provide a tangible result. It’s no longer enough to have a generic DEI statement, we need an action plan that will achieve a set goal. As an Association, we need to ensure that we have a
seat at the table in all areas that impact our profession and have established a strong enough network and plan to hold onto that seat.

3. **In a post-COVID environment, how can ARMA position itself to be a champion of leadership development across chapters?**

   I genuinely believe that ARMA should re-institute regional leadership conferences, or something similar. I have attended the last two leadership conferences that were at InfoCon, and it was discouraging to see a lack of representation from all chapters. However, this is tied to the economy, and not everyone is able financially to fund attendance at International. However, holding smaller conferences in various locations, or virtually, could be more attainable and encourage more to attend. There needs to be better promotion of Chapter Central, and what resources are available for Chapter leaders. On Chapter Central, I read information about the Professional Leadership Certificate, and it states that "we will be helping new chapter officers register for the course after InfoCon in October". In January, this is the first I heard that, and only because of surfing through the website. That is information that should be pushed to the forefront. I am a big proponent of if I say I will do something, I will do it, and believe as an Association that we need to uphold that for our members.

4. **How can ARMA International creatively explore potential pathways for fields that may not be initially recognized as RM-IG?**

   It is important to build relationships with other organizations outside of RIM and IG. My path to an IG career was not through a traditional records management or tech background. My first career in the legal field was as a trial and appellate paralegal. In that field, I dealt with many of the same issues that we encounter in IG (massive data, ROT, etc...), so it was a natural transition to IG. I think that ARMA should explore collaboration with other associations, such as the NFPA (National Federation of Paralegal Associations), ACEDs, and others. Cross collaboration with like-minded associations can only strengthen our own industry.

5. **If you had to prioritize one focus in your first 6 months on the board, what would it be and why?**

   If I had to choose one focus, it would be to reorganize and clean up the ARMA International website. The website is full of so many valuable resources, but I do not believe that navigation is always easy. I think significant improvements have already been made with the improvements to MyARMA, but there is still more work to be done.