From the President’s Desk

By: Tad Howington
ARMA Houston President

It is hard to believe the current ARMA year is rapidly coming to a close. And what a year it has been! It has been a year filled with outstanding educational opportunities, networking and community involvement. On the other hand, ARMA Houston was faced with unprecedented challenges outside of its control.

Mother Nature showed her wrath in conjuring up not one, but TWO, 500 year floods within the span of a year. The much anticipated ARMA Houston Spring Conference had to be rescheduled as a direct result of the April flood. Months of hard work in planning for the Conference seemed swept away in the raging storm. However, through the commitment and dedication of the Conference Committee, the flexibility of our vendors, speakers and attendees, the Conference took place exactly two weeks later. It may have looked a bit different at times, but from the feedback we have received, the 2016 ARMA Houston Conference was an unqualified success!

Our workshops and meetings brought top notch educational opportunities on a monthly basis. We held two seminars during the year, providing in-depth exploration of the CRM exam and the issues in planning for an extensive file share clean-up.

ARMA Houston members once again came together to support the Harris County Archives by volunteering a Saturday morning of their time to assist in processing important historical records. Contributions to the Ronald McDonald House and the Chapter’s long-standing association with Highlighting Literacy for Kids reached new levels of support. In addition, members and their families/friends came out to support the Alice L Halton Educational Fund (ALHEF) at the February Honky Tonk and Beck’s Prime fundraisers. In a word, our members rock!

Another challenge the Chapter faced is the downturn in the economy, particularly in the energy sector. Many of our colleagues have been laid off, reassigned or pursued opportunities outside of the records and information management field. Our membership has dropped as a result. As a
President’s Desk, cont’d from pg. 1...

Chapter, we must continue to provide education and networking opportunities to reach our colleagues, regardless of employment status.

On a personal note, this has been a challenging year for me personally and professionally. Yet through it all, I received such marvelous support and understanding from so many colleagues in the chapter. A word of encouragement, a hug, a random e-mail or note, or a simple smile made all the difference in the world as I trudged along the path trying to balance work, ARMA and family issues. To each of you, thank you from the bottom of my heart.

In addition, I want to also to take time to thank the Board of Directors for their hard work, dedication and commitment in continuing to make ARMA Houston the stalwart it is in the profession.

I leave my year as President and hand the gavel over to your new President, Todd Brown. His leadership, as well as that of the new Board, will continue to make ARMA Houston strong.

Have a great summer.

Tad Howington,
ARMA Houston President 2015-2016

2016 ARMA Houston Spring Conference Write-Up
By: Ed Slayden, ALHEF Sponsorship Recipient

Each April two great things happen in the Houston Records World; the Houston ARMA Chapter’s Spring Conference and ALHEF’s sponsorship of two individuals to a fully paid attendance at the conference. Requirements are simple. Write 2 relatively short essays about the Conference. One before about what attending the conference means to you and one after about what was learned. This year I was fortunate enough to be one of the recipients of the ALHEF sponsorship.

The conference began with Robert Smallwood’s excellent Keynote speech about Information Governance failures and lessons learned. Highlights included a chart visually displaying major public data breaches. It served to emphasize his point that the control of information is a myth. This is something we all need to be aware of and plan for starting today. He also provided an interesting perspective on the difference between Information Governance and Information Management. For Robert, Information Governance is the why and Information Management is the how of information. In other words, Governance is the big picture perspective and Management is the more focused applied perspective. Robert left us with much to think about in our professional lives.

Once the sessions began I decided to focus on the Fundamentals Track. I appreciated the opportunity to focus on subjects with a practical and immediate application. All of the sessions were well prepared and informative, from the “7 Habits of a RIM Program” to “The Principle of Protection” to “Records and Information Management 101.” Each speaker brought their own personality and experience to their presentations. One example was Sarah Emes session titled RIM Opportunities during an Office Move which was both practical and informative. Among the many practical takeaways; no matter how much time you have to prepare time will move faster than your files, we all have more records than we think we do and disposition works best with a strong driver (like moving into a smaller space) and of course, when you are done, more potential records will magically appear at the last minute. Overall, while illustrating the challenges, Sarah left us on a positive note that regardless of the difficulties, a focused, well-prepared Records Professional will prevail!

Each conference I have been fortunate enough to attend has amazed me with the depth and breadth of knowledge that is brought in by the speakers, vendors and attendees. Most impressively, everyone is willing to share their knowledge and experience. It doesn't matter if you are an “Old Pro” or a total “Newbie” knowledge is shared willingly and freely by all. The individuals who attend, speak, organize and represent their companies on the Exhibit floor–each and every one is what makes the Houston ARMA Conference one of the best in our industry.

Thank you ALHEF and the Houston ARMA Chapter for making this event possible.
This year’s conference was excellent from start to finish. Approaching the familiar ARMA Houston registration booth with great expectations of the next few days I checked-in, picked-up the conference bag and schedule to begin my two day immersion in all things records. This conference did not disappoint.

The Keynote speaker was none other than Robert Smallwood the guru of Information Governance. He spoke to the information governance failures of the past yet focusing on how we can learn lessons from the unsuccessful attempts at managing data, information and records. Robert discussed the need to have a strong strategy, roadmap or framework to manage information or as he put it minimize the risk. He repeatedly stated the volume of data is becoming overwhelming and the goal should be to minimize risk and costs but maximize the value. Information Governance is optimization.

This was a superb lead into the session on Protecting Information. The emphasis was on the process of management not the technology. This proved a complement to the session that followed on Mitigating Business Critical Data. This was a case study on safeguarding accessibility, availability, and retention of records when upgrading, replacing or decommissioning an information system. We RIM professionals have so much legacy data that handling it along with the current data should not be a headache. Next up was a session that discussed moving into the Cloud. There was also a session on repository governance in the Cloud. Data or records management in the Cloud cannot be ignored. We will all be dealing with this sooner than later. Another session offering an invaluable educational experience was titled “Saving Pennies or Burning the Haystack”.

Defensible deletion based on defensible policies are the challenge for all of us. However, a positive return on investment in this process can be accomplished.

The final session of the conference was a panel discussion featuring Fellows of ARMA. The dialogue topic was risk. It was not only a great send off from the conference but also a gauntlet thrown at our feet. A challenge to RIM professionals that they must be courageous and manage records in any format no matter the volume or venue.

The networking opportunities abounded. There were plenty of seasoned CRM’s and vendors offering advice and support. Of course, one could always re-connect with colleagues and acquaintances. Whether at breakfast, lunch, breaks or the vendor sponsored ‘happy hour’ there was plenty of time to make connections.

The vendor exhibits were the same high caliber that you expect to visit at the national conference. Just to name a few I visited while on the exhibit floor, IBM, Access Sciences, Gimmal, File Trail, PacoTech, Insight, Reliance Information Consulting, Blackmon Mooring, Collabware, IHS, Iron Mountain, CSz, Vanish, TAB, Precision Products, ARMA Houston, ALHEF and Granite. My apologies if I missed identifying other exhibitors I visited.

The Houston Conference, though only two days, packs in an incredible amount of education and exhibits. What made it so special for me was that I benefited from ALHEF’s sponsorship. Without the contributions to this non-profit organization, I would have been unable to attend. It was truly an exceptional educational opportunity.
12th Annual Golf Tournament

By: Frank Lerma, VP: Community Outreach and Fundraising

On Friday, May 20, 2016, ARMA Houston held its annual golf tournament at Cypresswood Golf Club in Spring, TX. Fortunately, Mother Nature was kind to ARMA Houston this time as she presented a beautiful day to play golf.

There were 6 teams created from 24 players. After lunch, many fun gifts were given away as door prizes. In a separate drawing, the top prize given away was a set of 4 club-level Astros tickets thanks to our sponsor Access Sciences Corp for donating the tickets for our event.

Many thanks go to Co-Committee Managers Julie Prochnow and Gayle Page for taking the reins of the tournament in a year of challenges. Thanks also to the following committee members for their hard work in putting the tournament together: Skip Cain, George Ramirez, Shirley Birch, Jennifer Bolden and Kris Holzek.

In addition, volunteers Jim Dixon, Brenda Clements, and Victor Lamas helped to ensure that things went smoothly throughout the day. Thanks to them for their assistance.

Of course, we could not have done this without our sponsors: AdLib Software - Ben Crenshaw Sponsor; Alice L. Haltom Educational Fund (ALHEF) - Longest Drive Sponsor; Iron Mountain – Breakfast Sponsor; Pacotech – John Daly and Door Prize Sponsor; Access Sciences – Grand Prize and Lunch Sponsor, Information Network International (INI) - Phil Mickelson Sponsor, GRM – Ben Crenshaw Sponsor, and George and Nancy Ramirez – Golf Balls. Thanks for their continued support of ARMA Houston.

**Overall winners:**
- Richard Waters
- Frank Martinez
- Joe Cardenas
- Jason Holcombe

**Longest Drive & Putting:**
- Dora DeClue

**Closest to the Pin:**
- Jason Holcombe

**Chipping Contest:**
- Pete Ramos

Everyone appeared to have a great day.

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ALHEF SAYS THANK YOU!

By: Shirley Birch, ALHEF Financial Development, Auctions

Thank You!  Thanks!  Graz!  Danke!  Merci Beaucoup!  Muchas Gracias!  Mahalo Nui Loa!  No matter what language you speak...Thank You!  On behalf of the ALHEF Board of Trustees, gratitude and appreciation is extended to all loyal ALHEF contributors and participants.  You’re the Best!  Couldn’t Do It Without You!  Amazing!  Inspiring!  Awesome!

Let’s talk about auction items!  We had a 2-day auction with a total of 74 auction items.  Different items were auctioned each day.  Were you the lucky bidder?  Or did you come back and discover that someone had raised the bid price?  It was fun, wasn’t it?  Auction tables were overflowing with jewelry, various solar light yard items, a spa basket, a bar basket, a gardening basket, a chicken basket, a root beer basket, a Shiner Beer basket, and the list goes on.  We had something for the camper.  Something for the beach lover.  Something for the grandma.  Cookbooks for the cooks.  There were some very interesting items this year.  I vote the most interesting item to be the rock salt lamp.  According to my research, the rock salt lamp can remove harmful toxins in the air, create an atmosphere of relaxation, and produce positive energy.  With so many benefits, the rock salt lamp was plugged in and turned on.  This item went for $26 over the value price.  So what was the item that went for the most over the value price?  Positive energy did the trick.  It was positively gorgeous!  A very pretty necklace and earrings went for $27 over the bid price.

Drum roll, please.  ALHEF Silent Auction made a grand total of $2,200.50 from this event.  This is what we work toward all year long.  Money for scholarships.  All proceeds from events go to benefit The Alice L. Haltom Educational Fund.  Through your generous donations, ALHEF can continue to award scholarships to college students specializing in programs leading to careers in records and information management.

Don’t forget The Alice L. Haltom Educational Fund is a non-profit Texas Corporation and contributions are tax deductible (IRS approved 501c3).  You can make a one-time donation or a monthly automatic gift to support the Alice L. Haltom Educational Fund.  Visit our website www.alhef.org/contributions.htm and click on our Pay Pal Link to donate today.  Do you shop Amazon?  When customers shop on AmazonSmile (smile.amazon.com), the Amazon Foundation will donate 0.5% of the price of the eligible purchase to the charitable organization selected by customers.  ALHEF is also registered on Randall’s Good Neighbor Program for Charitable Giving.  Add ALHEF to your Randall’s card by going to the Service Desk and designate ALHEF #5388.  Your purchase will automatically be recorded for the organization.

Thank you for your continued support.  Your generous donations make ALHEF a success.

ARMA & the Archives

By: Michelle Manukonda, Manager, Regulatory and Legislative Affairs

On Saturday, May 7th, ARMA Houston members spent roughly four hours reviewing over 30 boxes of autopsy records.  Conversations ranged from...well, what happens in the Archives...stays in the Archives!

Attendees:
Sarah Jackson  Judy Sitton
Nancy Sparrow  Steve Dittrich
Tad Howington  Michelle Manukonda
Victor Lamas  Ann Clark
Alisha Pryor  Malcolm Pryor
ARMA Houston Spring Conference 2016
The Power to Change our Future Recap

By: D’Anderia Dunham, CRM, VP: Conference

This year’s ARMA Houston Spring Conference & Expo was a success despite Mother Nature. Torrential rain and record flooding did not stop over 200 Records and Information Management Professionals from taking part in this spectacular 2-day educational event. The conference offered four session tracks: RIM Fundamentals, RIM Applied, Information Technology and a Vendor Spotlight. The conference theme, “The POWER to Change our Future” was reflected in sessions presented throughout the event.

Robert Smallwood delivered the keynote address entitled “Lessons Learned: Major Failures in IG”. Immediately following the keynote presentation, the Expo hall opened and conference attendees had the opportunity to visit with over 30 booths hosted by RIM product and service vendors. During lunch on Day One, attendees were given the opportunity to engage in roundtable discussions with their peers. At the end of Day One, attendees gathered in the Monnalisa lounge, located adjacent to the Norris Conference Center. This event, cosponsored by ARMA Houston and Iron Mountain, offered all conference attendees a much-deserved networking opportunity.

Day Two of the conference featured TAD talks facilitated by Glen Sanderson during lunch. The focus was on Technology, Access and Design. The three topics gave each attendee something to think about, how the RIM world may be changing, and how records managers may be affected. The ARMA Houston Chapter Monthly Meeting was also held during lunch. Day Two concluded with a panel discussion of ARMA fellows facilitated by Tad Howington, CRM, FAI. The panel discussed the “Risk of not Taking Risks”.

Coordinating this annual conference takes time, effort, and resources from many people. And to those who attended, we thank you for taking the time away from your busy schedules to attend. We hope you found the conference beneficial and enjoyable! From the entire conference committee, our sincerest thanks to everyone that played a role in making the ARMA Houston Spring Conference an enormous success!

Thank you to the following sponsors for their support of the ARMA Houston 2016 Conference!

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Special thanks to our 2016 ARMA Houston Spring Conference Committees

Arrangements: Kim Norwood, Andrea Courtin, Sabrina Nicholson, Sheryl Polk and Ciro Flores

Exhibitors: Courtney Stone

Programs: Ryan Zilm, Beverly Harris, Tad Howington, Beverly McMahan and Judy Sitton

Registration: Brenda Clements, Kanada Hardy, Charlotte Collins, Yolanda Francis, Lyndon So

Publicity: Pamela Miller

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**ASK A CRM:**

**Information Management Generational Differences**

By: Ryan Zilm, CRM, CIP, IGP

**Q.** How can I break Generational Barriers?

**A.** Here are 5 steps to success:

In the Information Management profession and all industries around the globe, one topic that never seems to leave the spotlight is Generational Differences. Generational Differences are the way in which groups of individuals, based on the year of birth, are divided into silos and given a set of characteristics common for each of those generations. For more information about the different generations, the web is a great resource.

Stop the madness now! I recently presented “Breaking Barriers: Cultural Trends & Generational Differences.” The topic was one that I saw posted on a social feed from a friend of mine during the 2016 AIIM Conference and it truly resonated with me. I promptly asked her what session she was attending and while I wasn’t able to make the session, I was able to connect with one of the presenters who gave me some insight into the overall layout of the presentation and content therein.

After reviewing the content and doing my own research, I started becoming slightly irritated. Not at the presenter for the content, but at each one of us, for the way we use the generational information. In my experience, feel free to disagree, I notice that many people try to segregate themselves from other generations based on a certain set of criteria. For example, I am a Generation X-er and according to the Overall Observations, it says my attitude towards authority is to “ignore” it. These generalities, while sometimes accurate are what really got me thinking about how we use the data provided to us. More times than not I hear people say, “Oh, they are just millennials who don’t know better” at something as simple as looking at text messages during a meeting or a presentation. Instead of complaining and blaming it on these generational differences, I feel it is our responsibility, no matter what generation we are, to help each other in understanding why we believe the way we do. In the situation I just mentioned, think about how you would approach them without creating more of a barrier. “Hey there, I noticed you were texting during my presentation, can you help me understand when I lost you? It would be really helpful for me to understand for future presentations.” That being said, be prepared for the response, “I’m so sorry, you said something that reminded me of something I wanted to do, so I emailed myself a note.” Now, I’m not foolish to think people are always doing something productive during meetings or presentations, but I think we as professionals have an obligation to help each other regardless of generational characteristics. Another example that gets my blood pumping is the infamous, “We have always done it this way,” mentality. Even after reading that last sentence I bet everyone, no matter where you fall in the generational list, just stereo-typed the person I possibly could have been referencing. Most of the time that phrase is used to single out Traditionalists and Baby Boomers. Let me tell you, I have experienced this cultural difference with EVERY single generation. Whether it was not adapting to the changing environment for system improvements to something as small as appropriate cell phone usage during working hours, it has surprisingly passed my way by multiple generations. Again I ask, when will the madness stop? When will we, all of us, reach a true paradigm shift and begin focusing on helping each other overcome boundaries?

Now that I have set the stage and hopefully no one is experiencing too many side effects, let’s quickly dive in to the 5 steps to success for “Breaking Barriers.”

**Step 1: Recognize**
Recognize there is a barrier in one of your relationships that needs to be addressed. (Example: Someone who doesn’t understand why I take a laptop to meetings to take notes.)

**Step 2: Research**
Research the barrier to determine the cause: generational, instructional, cultural, etc. (Example: research shows some people believe the clicking of a keyboard is distracting, while others believe you are not able to fully focus in meetings when multitasking.)

**Step 3: Discuss**
Discuss the barrier in an attentive listening manner being careful not to offend or be defensive (Example: Asking the person to lunch or for a few minutes of their time to ask questions and listen to the reasons the barrier exists. “I just don’t think you are giving 100% when you multitask in meetings.” “I can see how you would think that, but I actually learn better being able to multitask as that was my fostered learning environment.”)

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Ask a CRM, cont’d from pg. 7…

Step 4: Plan
Design an agreed plan of action after discussing, being sure to set appropriate boundaries (Example: “We agree to be sensitive to each other’s perspectives and if anything becomes bothersome or it appears the plan we discussed is not working, we will sit down and discuss again.)

Step 5: Execute
Execute on the plan put in place with accountability and conduct regular self-checks. (Example: Consciously act on the actions needed for success. After each meeting, month or quarter, I will ask how the plan appears to be working and use feedback for improvement.)

These steps seem pretty simple, and will not solve all the problems of the world, but I really wanted to raise awareness to how we should be supporting each other in making a difference for future success. Information Management professionals are constantly talking about how we have limited young talent to take the reigns as the aging workforce retires. Now is our opportunity to embrace the differences, technologies, and entire body of knowledge we have collectively to create something truly amazing. If we can all band together and help each other recognize differences and adapt or even embrace all of them, our profession will be unstoppable in the amount of change, success, and respect we can obtain across all industries.

ARMA Houston Chapter Awards

By: Julie Prochnow, Immediate Past President

Each year the ARMA Houston Chapter recognizes members who volunteer and really make a difference. We appreciate all our members and volunteers, but some stand out above the rest for their service. This year the following members were recognized for the special award categories:

**Chapter Member of the Year:** Todd Brown

**Chapter Leader of the Year:** Pam Miller

**New Member of the Year:** Sharon Ramsey

**President’s Award:** D’Anderia Dunham

**Award for Distinguished Service:** Kanada Hardy

**Award of Excellence:** Teresa Matlock

**Award for Appreciation for Outstanding Service:** Andrea Courtin and Beverly McMahan, CRM

**Spirit of Education Award:** Nancy Sparrow

**Francis Chartier Mentor Award:** Judy Vasek Sitton, CRM

Thank you very much for your hard work and dedication to the ARMA Houston Chapter!

New Member of the Year – Sharon Ramsey
Presenter: Courtney Stone
Since this member joined ARMA Houston she jumped right in to help as needed. At one of her first meetings I asked her to do a write-up of the workshop and luncheon for the ARMAdilla and she was happy to help out. She also stepped up as the Committee Manager for Community Outreach.

Spirit of Education – Nancy Sparrow
Presenter – Courtney Stone
This member has the heart of a teacher. Her enthusiasm about learning and teaching and professional development is inspiring and energizing. She definitely goes above and beyond in helping others in our chapter to learn and develop.

Award for Outstanding Service-Andrea Courtin
Presenter – Shirley Birch
This individual is the manager over 3 committees (Social & Hospitality, Web Master and Web Marketing). She was also a member of another committee (Conference Arrangements). These committees are the key to our success as a Chapter.

Award for Outstanding Service-Beverly McMahan
Presenter – Shirley Birch
During this past year she demonstrated her support of the Chapter by filling a position that suddenly became vacant on the ARMA Board. Although retired from the Corporate World, she remains active as an ARMA committee member, an ARMA Board member and a member of the ALHEF Board of Trustees.

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Awards, cont’d from pg. 8…

**Award of Excellence-Teresa Matlock**  
**Presenter – Shirley Birch**  
The recipient of this award is an example of leadership, dedication, integrity, honesty, professionalism and high standards. Our recipient is an active committee member, possesses excellent mentoring skills, has a talent for bringing out the best in our membership and strives to keep them involved. ARMAzilla Weekly gives us food for thought, provides members with reminders of what’s going on that week, important announcements and informs us of future events. It’s not just an email; it’s a way to keep our members involved.

**Award for Distinguished Service – Kanada Hardy**  
**Presenter – Julie Prochnow**  
This person has been very diligent in supporting the chapter by volunteering countless times for the ARMA Houston Conference. She’s been a part of this committee for several years and devoted many hours to aid in the success of the conference.

**Frances Chartier Mentor Award – Judy Sitton**  
**Presenter – Julie Prochnow**  
She is a natural mentor and does it without a second thought. She does it simply to give back to her fellow members. She’s mentored and encouraged many members to explore the CRM exam as well as counselled them on ways to reach their goal of obtaining their CRM certification. She’s been a mentor to me over the years.

**President’s Award – D’Anderia Dunham**  
**Presenter – Tad Howington**  
This individual wore many hats this year: Board Member: serving in their own position and temporarily taking on a second position when a Board member had to leave the Board unexpectedly; Sounding Board for me and others or to work through thorny issues facing the Chapter. But the one role that has elevated this person to the rank of ARMA Rock Star is related to the Annual Conference.

**Chapter Leader of the Year – Pam Miller**  
**Presenter – Tad Howington**  
The recipient this year is a role model to many in our Chapter. This individual is a person who leads by example….by action and not by words alone. If a task needs to be completed, it is done without fanfare. If a fellow Board member or Committee Manager needs assistance, it is offered quietly and without question.

**Chapter Member of the Year – Todd Brown**  
**Presenter – Tad Howington**  
This year’s recipient had demonstrated their dedication and commitment to the Chapter and to the profession in countless ways….not the least of which was filling in for me. He led the Board, he wrote President Messages in my absence, and supported not just me, but the entire Chapter with his insight, his vision and his enthusiasm.

Awards committee: Tad Howington, Shirley Birch, Courtney Stone, Ryan Zilm, and Julie Prochnow

For more information about these awards and a history of award winners, please visit our website award page:  
Information Governance

Answers can be found here

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Member Spotlight

25 things about
Kanada Hardy

1) I am the proud mom of 2 grown children, which I raised as a single mom
2) I have only 1 grandson
3) I love my job at Newfield (not too many can say they actually love their job)
4) I have attended the same church for over 20 years
5) I am an only child
6) My mother is my hero, who raised me as a single mom
7) I recently started taking 2 vacations a year once my children graduated high school
8) I do not know how to cook (there are a few things I can get by with)
9) I do not like seafood
10) If there is a Buc-ee’s on the way anywhere I go, I have to stop
11) My favorite color is black
12) I love different kinds of jewelry
13) I prefer reading a paper book than on an electronic device, I want to touch and turn the pages
14) I prefer to take handwritten notes rather than on an iPad
15) I sneeze when I eat too much
16) I love Mexican food
17) I am still very active in a local High School that my son graduated from in 2010
18) I teach a life class for women at my church
19) I want to learn to play the keyboard
20) I wish I could sing, I cannot carry a tune in a bucket with both hands
21) I love to do crafts, I can make diaper wreathes and diaper cakes (I am actually pretty good if I do say so myself)
22) I am not a fan of reality shows
23) I love to watch Criminal Minds and Law & Order
24) I have never been to the movies by myself
25) I don’t cry much but movies on Lifetime can change my mind

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The ARMAdilla is the official newsletter of the Houston Chapter of ARMA International.

ARMA Houston, P.O. Box 1391, Houston, Texas 77251

Editor: Courtney Stone, CRM, IGP - cstone@amocofcu.org

Special thanks to this edition’s contributing authors. We are looking for quality content to share with our members. If you would like to write for the ARMAdilla, please contact the editor.

Calendar of Other Upcoming Events:

7/27/16 – July Workshop and Luncheon
8/24/16 – August Workshop and Luncheon
9/21/16 – September Workshop and Luncheon

2015-2016 ARMA Houston Chapter Board of Directors:
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tad.howington@kindermorgan.com

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tbrown@accessssciences.com

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jprochnow@pacotech.com

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Pam Miller

pmiller@filetrail.com

Skai Shadow, erms, IOAP

skai.shadow@shell.com

D’Anderia Dunham, CRM

danderia_dunham@murphyoil.com

Vice President-Conference
Jason Bourg

jason.bourg@bhpbilliton.com

Richard Waters

rwaters@velaw.com

Frank Lerma

frank.lerma@shell.com

Beverly Harris, MBA

Beverly.a.harris@conocophillips.com