

Caroline J. Walters, CRM



Candidate Responses to Questions:

- 1. What type of organizations have you partnered with in your current or previous jobs or association leadership roles in order to advance the mission of these organizations?**

I have been a Part 6 Writer for the ICRM on the Exam Development Committee since 2014, and recently asked to serve out the term of Regent for 2018. With ARMA International, I have served on the Richmond Chapter Board as Member at Large, President and Past President (2012-current), and am one of leaders of the College & University Roundtable which meets at the ARMA International Conference, but also provides communications and during 2018 short webinars to share information among college & university records managers. I also served with the Virginia Association of Government Archives & Records Administrators as a Member at Large and Secretary (2010-2014).

- 2. What is your leadership background in terms of managing organizational growth and related challenges and opportunities?**

I was hired in 2008 by the University of Virginia to develop and implement a records management plan and office. Since then, I have grown the records management office to 3.5 FTE employees, implemented records management software, taken on eDiscovery responsibility for the University, and changed the culture of the University from “keep it all forever” to manage our records (both paper and electronic) in accordance with state and federal laws in conjunction with business needs and other compliance issues. With a large research university with a medical research segment of over 300 departments, the challenges in communicating to a large and diverse group of faculty, students and staff have taught me to take advantage of the opportunities available, including taking risks when necessary, and to rethink “how we do things” to work through challenges or changes in the environment.

- 3. What experience do you have in building high-functioning work teams and stakeholder relationships at your workplace and/or with association boards?**

As stated in my answer to #2 above, I have created a very high functioning records management team at UVA over the last 10 years. In my work with professional associations, I have worked on the Board of the ARMA Richmond

Chapter, and was able to enlist people to join and take on more responsibilities with this board. My leadership style with volunteer organizations is to let volunteers indicate what they want to do and use those strengths and desires to fit the organization.

4. Board management requires a thorough understanding of the culture, trends and events related to our industry:

a. What successful strategies have you developed and implemented through your work or association leadership roles?

I have tried to focus my association work on what is best for the association, and not necessarily for individuals within the association. Volunteers give their time and they should be appreciated for what they provide an organization, but ultimately it's about what the association brings to the entire membership. I have worked with the ARMA Richmond Chapter Board to recognize service to our membership and the larger RIM community as a whole as the goal. This has brought more people into the meetings and new members and leaders. In my "paying job" coming into an organization 10 years ago without a RIM program, I have developed a positive image of RIM as being an office here to help manage our records better, which has opened up doors to leadership and offices which would be hesitant if the focus was all about compliance and not about helping.

b. What would you do differently for the ICRM?

I have already started on this as the interim EDC Chair, but get more people involved in the exam development process. For too long the EDC has been a small group of wonderful people who have taken on too much work for anyone in a volunteer position. I want to grow the number of people involved, while still maintaining the standards and strength of the exam process. I want to simplify the exam development process, opening up possible new sources to support questions and mine the collective knowledge of the ICRM for case study topics/stories.