Bringing the AMICO Library into Daily Use: A Plan for Increasing Value to AMICO Members and Users of the AMICO Library

AMICO Member and User Services

Two-Year Plan and Strategies 9.1.2002 through 8.31.04

(Expanded first quarter 9.1.2002 through 12.31.02)

I. Background

A. Introduction

After five years of development, refinement and steady growth, the Art Museum Image Consortium "AMICO" Library is now a financially viable educational resource of over 100,000, objects from 36 member museums with five major commercial distributors. The AMICO Library™ is now available for use by more than three million undergraduates, researchers, professors and staff at more than 280 colleges and universities of every size and type, in the USA, the Netherlands, and in the United Kingdom. In realizing its initial intellectual and financial goals, AMICO is poised to move into its next major phase, focusing on the strategic development of sustainable resources and services for both its museum members and subscribed users. In order to secure an ongoing commitment to The AMICO Library™ from AMICO Members, and to ensure its growth, Member and User Services are essential. The following two-year plan outlines new Member and User Services strategic initiatives designed to help AMICO staff guide and grow the AMICO Member and User communities into the future.

B. Audience

AMICO Member and User Services provides support and services to two primary audiences: 1) staff of AMICO member museums; and 2) subscribed users of

The AMICO Library™ through any one of the AMICO distributors. Since all museum member institutions are also subscriber/users, they are all eligible to receive both Member and User Services.

Member museum staff works in a wide range of capacities and therefore requires an equivalent range of services.   While some museum staff are involved in the production of the library and may benefit from special services to expedite these processes, these and other staff can also make use of the resulting library itself in a rich variety of ways. Member and User Services will work collaboratively with these staff to develop and deliver the special services and training they need to make the most effective use of the library as both a tool and a resource.

Beyond member museum users, User Services primary role is to serve the interests and needs of subscribers to The AMICO Library™. While subscribers access The AMICO Library™ through the interfaces of one of the five current distributors, AMICO is concerned with user satisfaction regarding the quality of the library as well as available tools and models for the application of the library. AMICO User Services works with representatives from the larger user community to develop model applications and best practices; the distributors to guide and encourage the development of useful tools and interfaces; and the member community to encourage quantitative and qualitative growth of the library itself.

C. Design

The design of activities over the next two years builds on knowledge already acquired by AMICO staff. From university and K-12 testbeds to member museum technology surveys, AMICO has laid important groundwork on which to build Member and User Services. There remains a wealth of work to be done to create services that address the complex sets of audiences that make up members and users of The AMICO Library™.

Three overarching goals have guided the design of this plan and all the activities it entails. First, AMICO Member and User Services seeks to create active and engaged communities of AMICO members and users. Second, the plan is designed to promote an overall increase in the use of The AMICO Library™. Finally,

AMICO Member and User Services seek to create opportunities for new members and subscribers, ensuring long-term growth of The AMICO Library™.

Members and users of The AMICO Library™ will be involved in the development of services at every level. Committees, focus groups, surveys and individual contacts are included in the design of activities to offer a broad base of support and buy-in. Designing a plan that requires participation from the member and user communities ensures that AMICO remains a member-driven organization, connected with the changing needs of the art museum profession and the varied educational constituents served by art museums.

Many activities of AMICO Member and User Services over the next two years include the development of models that exemplify best practices in contributing to and using The AMICO Library™. Models that can be easily replicated and widely disseminated show both existing and prospective AMICO members and subscribers the value of The AMICO Library™. Beyond communicating information, models exhibit information and its application, revealing potential and sparking new ideas for AMICO's member and user communities.

The processes and outcomes of this two-year plan are dependent upon feedback and buy-in from AMICO members and users. To ensure that feedback is incorporated into Member and User Services, activities are subject to a quarterly review. At the end of each quarter, accomplishments will be evaluated and analyzed, and plans for future quarters will be adjusted accordingly.

D. Assumptions

The two-year plan for AMICO Member and User Services is based upon a set of ten assumptions derived from AMICO's mission and the goals and benefits set forth by the AMICO board and working committees.

1. AMICO Members require perceived services and benefits in order to remain active and value contributing to The AMICO Library™.

2. Users require model programs and custom tools to become and remain engaged in use of The AMICO Library™.

3. Members and users of AMICO value digital image libraries

4. Members and users will benefit from example applications and defined best practices for using and contributing to The AMICO Library™.

5. Members and users need opportunities for AMICO library related dialog and the exchange of ideas within their areas of special interest.

6. Rich content in The AMICO Library™ adds value for current and potential members and users.

7. Consistent practices applied to The AMICO Library™ have the potential to serve as standards for the larger museum community.

8. The AMICO Library™ adds value by placing a museum's collection into the wider context of the world of art.

9. AMICO enables its members to do a number of things that they cannot do on their own, including obtaining collective funding negotiating rights and other business agreements and reaching targeted communities in a coordinated way.

10. Non-members and non-users are attracted to participation through the success of The AMICO Library.

II. The Plan

In the client oriented planning framework, outcomes are specified for each audience served by AMICO Member and User Services, and success measures are proposed that will serve as targets for each objective. A set of processes is defined for achieving each of the specified outcomes. The tasks identified in each of these processes will have identified milestones in the detailed quarterly plans and will be refined as the project proceeds and specific needs and opportunities are defined. The final column of the framework describes the potential secondary impacts associated with achieving each of the desired outcomes.

A. Member Services

1. All Members Program Elements

1a) Identify, create and distribute products (newsletter), programs and services for AMICO members and users.

Deliverable Result / Success Measures

1a1) Individuals at subscribing and member institutions directly receive news of AMICO activities on a regular basis (at least three newsletters per year and one higher ed. product per quarter).

1a2) Printed products and newsletters directly relate to issues raised by subscribers and members and have a corollary feature on the website (web features maintained up to date).

1a3) New subscriber and member names are regularly being added to/removed from lists as a result of contacts from end-users asking to receive the products. (End-user contacts responsible for at least 10% of list.)

1b) Develop listservs and Web pages to support specific membership groups.

Deliverable Result / Success Measures

1b1) Listservs for each special interest group are actively receiving more than three postings per week on average. No period of complete inactivity for beyond two weeks on any list.

1b2) Web pages for AMICO Member interests regularly migrated to public Website at the instigation of the committees working on them.

1b3) Web pages for the AMICO Members activities never more than three months out of date – new additions are made by staff and members both.

1c) Develop statistical reports by monitoring AMICO Library use

Deliverable Result / Success Measures

1c1) Monthly review of online statistics is carried out and reported on AMICO Members website.

1c2) Members and Users submit questions that need to be answered via Library use statistics.

Two Year Outcome(s)

Increased support for contributing to The AMICO Library™.

Expanded tools and information infrastructure to educate and support AMICO member and user groups on efficient and effective development and application of The AMICO Library™.

Potential Impact

New members are attracted by seeing/receiving AMICO newsletters and products

Existing members are inspired to make more, or more appropriate, contributions by reading about AMICO objectives and needs in these sources

As a consequence of information, products and newsletters, Members and users become actively engaged in AMICO activities

AMICO positioned as the leading museum membership organization for digital documentation and education and its printed/distributed products are pointed to by others as a source of information about how such a consortium could function

Increased use of AMICO listservs by AMICO Members seeking advice from colleagues in other museums results in threads that can be refined into proposed guidelines and models by AMICO staff

2. Curators Program Elements

May include research assistants, conservation, exhibition publications

2a) Identify interested parties.

Deliverable Result / Success Measures

2a1) Two or more areas of common curatorial interest are identified and discussions among interested curators are conducted to explore how best to pursue them.

2b) Conduct focus group.

Deliverable Result / Success Measures

2b1) Funding is explored and projects proposed when suitable.

2c) Develop models for promotion, training and use.

Deliverable Result / Success Measures

2c1) At least two projects involving museum curators from at least five member museums in an on-going collaboration are launched.

2d) Workshop or present models to existing and potential members.

Deliverable Result / Success Measures

2d1) Projects involving curators within AMICO institutions in creation and use of digital documentation serve as models that can be taught and are the subject of workshops either with existing or potential members.

Two Year Outcome(s)

Widespread understanding of the value and potential applications of The AMICO Library™ within the larger museum community.

Increased meaningful use of The AMICO Library™ as a tool for research and collaboration.

Potential Impact

Curators begin to positively influence the scope and depth of contributions to The AMICO Library™

Museum Directors see benefits in curatorial collaboration within the AMICO context

Some collaborative curatorial products that could otherwise have not been created are made available to non-AMICO member museums

Participation in AMICO for its benefits to curators is the reason for at least one new museum to join AMICO

Some university disciplinary scholars not previously involved with AMICO become engaged in AMICO as a consequence of curators in their discipline collaborating in an AMICO project

Museum educators are able to build out of the projects initiated by curators to create education materials for use with their own collections and with The AMICO Library™

3. Educators Program Elements

May include public programs, docent training, K-12 programs, gallery interpretation, online interpretation, interns

3a) In partnership with User Services identify and contact Educators within AMICO member institutions.

Deliverable Result / Success Measures

3a1) An information collection instrument for determining AMICO related concerns and issues of museum educators is developed.

3a2) Museum educators in AMICO member museums are contacted and the information collection instrument is applied.

3a3) Database records updated and/or created for each museum educator contacted.

3a4) Results of information collection are summarized in a printed report and distributed to AMICO staff, Users and Uses Committee.

3b) Create an energized agenda for the Users and Uses Committee.

Deliverable Result / Success Measures

3b1) Results from user data including contact information from AMICO member educators, university surveys and K-12 testbed are collected and presented to Users and Uses Committee to determine future agendas.

3b2) Priorities are set with Users and Uses Committee based on user data and two year plan.

3b3) Schedules and agendas that reflect priorities for museum educators and Users and Uses Committee over two years are created.

3b4) New additions are made to the AMICO public and member Websites that reflect the increased activity of museum educators and the Users and Uses Committee.

3c) Survey Educators.

Deliverable Result / Success Measures

3c1) Users and Uses Committee evaluate the necessity of a survey to collect further information regarding needs and concerns of AMICO member museum educators.

3d) Create models for AMICO use in museum education programs.

Deliverable Result / Success Measures

3d1) Potential projects that would model AMICO use in member museums are explored in educator survey (or other means) and shared with the Users and Uses Committee, Member Services, and other invested user groups.

3d2) Funding is explored and model projects proposed when suitable.

3d3) At least four projects involving museum educators from four different member museums that demonstrate AMICO use are launched. At least one of these projects involve partnering with K-12 teachers and institutions.

3d4) Projects involving educators within AMICO institutions in using The AMICO Library™ serve as models that can be taught and are the subject of workshops and presentations at professional conferences for existing or potential members.

3e) Workshop or present models to existing and potential members.

Deliverable Result / Success Measures

Two Year Outcome(s)

Increased meaningful use of The AMICO Library™ as an educational resource and presentation **tool with constituents inside and outside the museum.**

AMICO Users and Uses Committee is actively engaged.

Increased application of The AMICO Library™ in placing a museums collection in into the wider context of the world of art.

Teachers and lecturers teaching with and advocating for the development and use of The AMICO Library™.

Potential Impact

New AMICO members are attracted by model educational programs created by participating AMICO Members

Partnerships with K-12 education are targeted toward communities where AMICO member museums reside and where potential AMICO member museums reside

At least one new AMICO member joins as a result of partnerships with K-12 educators in their community made available by AMICO

Museum Educators begin to positively influence the scope and depth of contributions to The AMICO Library™

Museum Directors see benefits in educational programming within the AMICO context

At least four museum educators innovate uses for The AMICO Library™ within their institutions, and share that innovation with other members through communication channels provided by AMICO as well as other professional museum education organizations

4. Information Technologists Program Elements

May include database administrators, network administrators, programmers, support staff, Webmasters, telecommunications

4a) Identify and contact Information Technologists with AMICO member institutions.

Deliverable Result / Success Measures

4a1) IT professionals in AMICO member museums are identified and contacted and information collection instrument is applied.

4a2) Database records updated and/or created for each museum educator contacted.

4b) Publish and distribute results of technology survey.

Deliverable Result / Success Measures

4b1) Technology survey is summarized and distributed to all identified IT professionals as well as posted on members site.

4c) Create an energized agenda for the Technology Committee.

Deliverable Result / Success Measures

4c1) Technology survey is reviewed by Technology committee and key issues, opportunities and future agenda identified and published.

4d) Contact CMS vendors, CIMI and other related organizations to assess improving solutions that facilitate the export of AMICO submissions.

Deliverable Result / Success Measures

4d1) Work with CIMI to develop formal proposal for standardized AMICO XML export.

4d2) Work with 3 leading CMS vendors and AMICO members identified in Tech survey to develop short-term best practice solutions for exporting AMICO data.

4d3) Short term best practice solutions for exporting AMICO data are distributed among AMICO Members and posted on Website

4e) Develop proposal for funding creatiion of digital resource management models and training with AMICO Committees.

Deliverable Result / Success Measures

4e1) Develop grant proposal for funding the development of a standards document and training program for best practices and training in digital resource management based on tech survey and keystone IMLS documents.

4e2) Develop best practices document and training program (depending on secured funding).

4f) Workshop and/or present and publish best practices and standards in art museum digital resource management.

Deliverable Result / Success Measures

4f1) Publish and present paper on best practices in digital resource management

4f2) Design and facilitate workshops on best practices in digital resource management

Two Year Outcome(s)

> Incorporation of the AMICO standards, best practices and submission process into institution-wide day to day operations.

Potential Impact

> AMICO seen as international leader in defining standards for museum digitization and data management based on published documentation and workshops.

> Member museums are able to more efficiently export AMCO records from standard CMSCMS accept AMICO record as a standard export function.

> Potential members are encouraged to join AMICO due to easy and relevant data export strategy for AMICO submissions

5. Librarians Program Elements

May include slide librarians, archivists, catalogers

5a) Identify and contact AMICO member museum librarians.

Deliverable Result / Success Measures

4a1) An information collection instrument for determining AMICO related concerns and issues of museum librarians is developed.

4a2) Librarians in AMICO member museums are identified and contacted and information collection instrument is applied.

4a3) Database records updated and/or created for each museum educator contacted.

4a4) Results of information collection are summarized in a printed report and distributed to AMICO staff, Users and Uses Committee.

5b) Develop "How to AMICO" for public librarians (in partnership with Member Services).

Deliverable Result / Success Measures

5b1) Product that introduces use of The AMICO Library™ to librarians is developed with the Users and Uses Committee.

5b2) Product is distributed throughout member museums and other appropriate venues.

5b3) Schedules and agendas that reflect priorities for museum librarians and Users and Uses Committee over two years are created.

5b4) New additions are made to the AMICO public and member Websites that reflect the increased activity of museum librarians and the Users and Uses Committee.

5c) Survey librarians to determine need for information and training regarding AMICO use in museum libraries.

Deliverable Result / Success Measures

5c1) Users and Uses Committee evaluate the necessity of a survey to collect further information regarding needs and concerns of AMICO member museum librarians.

5d) Create products and training models to increase librarian's expertise in AMICO use.

Deliverable Result / Success Measures

5d1) Potential projects that would model AMICO use in member museums and training programs that position librarians as in-house AMICO expert users are explored in librarian survey (or other means) and shared with the Users and Uses Committee, Member Services, and other invested user groups.

5d2) Funding is explored and projects and training programs proposed when suitable.

5d3) At least one project involving a museum library demonstrating AMICO use is launched.

5d4) Training program for museum librarians using AMICO is developed and launched.

5d5) A model project involving librarians using The AMICO Library™ with the public and museum staff in AMICO institutions is presented at professional conferences for existing or potential members and other librarians from potential subscribing institutions.

5e) Workshop and/or present models to existing and potential AMICO Members.

Deliverable Result / Success Measures

Two Year Outcome(s)

> In-house library expertise on all AMICO distribution offerings and benefits for specific audiences and applications.

> In-house expertise in research and presentation with digital image resources as an alternative to traditional slides.

> Increased meaningful use of The AMICO Library™ as a presentation and research tool.

Potential Impact

> Model programs in AMICO member museum libraries encourage AMICO memberships and subscriptions

> Training for AMICO member museum librarians is considered a benefit of joining or subscribing to AMICO

> AMICO member museums librarians, as a result of AMICO models and training, are positioned as "expert" AMICO users within their institutions and are actively facilitating AMICO use among the public and other museum staff.

> As a result of AMICO products and publications, AMICO is considered a leader in setting standards and training for presenting digital images

6. Marketing Program Elements

May include public relations, external affairs, media relations, newsletter/magazine, Website, advertising, shop/retail, Ecommerce, product development

6a) Identify and contact appropriate marketing personnel in AMICO member museums.

Deliverable Result / Success Measures

6a1) An information collection instrument for determining awareness, perceived value and application of AMICO among member museums marketing personnel is developed.

6a2) Marketing personnel in AMICO member museums are identified and contacted and information collection instrument is applied.

6a3) Database records updated and/or created for each museum educator contacted.

6a4) Results of information collection are summarized in a printed report and distributed to AMICO staff, Users and Uses Committee.

6b) Survey marketing to determine perceived value and application of AMICO in member museum.

Deliverable Result / Success Measures

6b1) The necessity of a survey to collect further information regarding perceived value among AMICO members and marketing personnel is evaluated.

6c) Establish marketing working group made up of AMICO Members.

Deliverable Result / Success Measures

6c1) Marketing personnel in AMICO member museums are recruited to serve as consultants in developing a marketing plan for AMICO.

6d) Create marketing strategies and materials for use in member museums and their communities.

Deliverable Result / Success Measures

6d1) A marketing plan designed to communicate the value of AMICO to users in member museums and to communities where member museums reside is developed by the marketing group working with AMICO staff.

6d2) Links to AMICO on at least 10 members public Web pages and/or intranets.

6e) Distribute marketing materials.

Deliverable Result / Success Measures

6e1) Marketing materials are developed and distributed to marketing departments in all member museums.

Two Year Outcome(s)

> Greater perception of the museum's role in the community through its participation in AMICO.

> Representation of current and upcoming exhibitions within The AMICO Library™.

Potential Impact

> Increased public awareness of The AMICO Library™ via external publicity and marketing campaigns by member museums.

> Increased awareness of The AMICO Library™ among staff of member museums via internal marketing campaigns by member museums marketing groups

> Increased awareness among member museum marketing personnel regarding the role their museums play in AMICO.

> Increased international recognition for AMICO member museums due to the marketing and publicity generated by member museums world-wide.

7. Development Program Elements

May include membership grant writers, telemarketers, special events, corporate relations, foundation support, donor relations, planned giving

7a) Identify and contact appropriate membership, development and retail personnel in AMICO member museums.

Deliverable Result / Success Measures

7a1) An information collection instrument for determining awareness, perceived value and application of AMICO among member museums Development personnel is developed.

7a2) Development personnel in AMICO member museums are identified and contacted and information collection instrument is applied.

7a3) Database records updated and/or created for each museum development staff member contacted.

7a4) Results of information collection are summarized in a printed report and distributed to AMICO staff, Users and Uses Committee.

7b) Develop draft contract with TouchPoint and/or other vendors for AMICO print-on-demand services.

Deliverable Result / Success Measures

7b1) Draft contract developed with one print on demand vendor.

7c) Generate AMICO board and member buy-in for print-on-demand services.

Deliverable Result / Success Measures

7c1) Distribute draft contract to AMICO board and member museum development staff for prototype approval.

7d) Prototype print-on-demand service on AMICO Web site pending board approval.

Deliverable Result / Success Measures

7d1) Develop online, members-only prototype of print on demand

7d2) Market to and survey development staff for revenue and membership potential.

7d3) Work with vendor to develop public site if found to be of value to membership.

7e) Evaluate access to The AMICO Library™ as a Museum Membership benefit in one museum.

Deliverable Result / Success Measures

7e1) Identify and work with one member museum to offer and evaluate AMICO library access as a museum membership benefit.

Two Year Outcome(s)

Increased revenue opportunities through AMICO related products and services.

Use of AMICO library as a benefit of museum membership.

Potential Impact

Increased awareness by member museums development staff of revenue potential of digital images and The AMICO Library™.

Potential revenue through print product sales and membership growth to member museums encourages new AMICO members

Greater public awareness of The AMICO Library™ through print-on-demand services and public AMICO library access through museum membership programs

Increased revenue to AMICO can create additional support for member services.

8. New Media Program Elements

May include multimedia designers, programmers, webmasters, producers, writers

8a) Identify New Media contacts in AMICO member museums.

Deliverable Result / Success Measures

8a1) An information collection instrument for determining AMICO related issues and opportunities for new media professionals developed.

8a2) New media professionals in AMICO member museums are contacted and the information collection instrument is applied.

8a3) Database records updated and/or created for each museum new media professional contacted.

8a4) Results of information collection are summarized in a printed report and distributed to AMICO staff, Users and Uses Committee.

8b) Create "How to AMICO" for New Media.

Deliverable Result / Success Measures

8b1) Product that introduces use of The AMICO Library™ to new media professionals is developed with the Users and Uses Committee.

8b2) Product is distributed throughout member museums and other appropriate venues.

8c) Survey New Media contacts to determine interests, needs and available rich media content.

Deliverable Result / Success Measures

8c1) A survey is developed to inventory members interests, capabilities and holdings in rich media

8c2) Survey is distributed to all identified member museum's new media professionals.

8c3) Survey results are summarized and presented to Tech Committee to determine next steps.

8c4) Guidelines are developed for the contribution of multimedia resources to the AMICO library.

8c5) Data dictionary is revised.

8d) Develop a model program with a member museum to include AMICO library content in museum multimedia programs.

Deliverable Result / Success Measures

8d1) At least one model project is developed with a member museum integrating AMICO library content into an in-house multimedia program.

8e) Workshop or present model to existing and potential Members.

Deliverable Result / Success Measures

8e1) Workshops and or presentations are made on the development, implementation and success of the model project.

Two Year Outcome(s)

Incorporation of AMICO library content in member-produced multimedia programs.

Increased use of The AMICO Library™ in the development of multimedia.

Potential Impact

The AMICO Library™ gains additional rich content identified in the collections of member museums

New subscriptions are added to The AMICO Library™ as a result of increased rich content

Member museums make greater use of AMICO content in in-house multimedia programs as the result of the "how to…" product and the model application.

Greater public awareness of and access to The AMICO Library™ through new multimedia applications developed by member museums.

9.   Photo Services Program Elements

May include printers, output specialists, image processing, event photographers, scanners, asset management

9a) Identify Photo Services contacts in AMICO member museums.

Deliverable Result / Success Measures

9a1) Photo services staff in AMICO member museums are identified and contacted and information collection instrument is applied.

9a2) Database records updated and/or created for each museum photo services staff member contacted.

9b) Publish and distribute results of technology survey.

Deliverable Result / Success Measures

9b1) The portion of the Technology Survey addressing imaging is summarized and distributed to all identified photo services professionals as well as posted on members site.

9c) Create best practice models for image digitization.

Deliverable Result / Success Measures

c1) Develop grant proposal for funding the development of a standards document and training program for best practices and training in digital resource (see 3 e1-4 above)

9d) Workshop and/or present and publish best practices and standards in art museum digital asset management.

Deliverable Result / Success Measures

9d1) Design and facilitate workshops on best practices in digital resource management (see 3 f1-2 above)

Two Year Outcome(s)

Efficient production of high quality, multi-use digital resources based on AMICO best practices and standards.

AMICO related digital assets translated into and incorporated within different physical media (slides, print, photo, etc.)

Potential Impact

AMICO seen as international leader in defining standards and processes for museum digital asset management based on published documentation and workshops.

Increased quantity and quality of digital images contributed to The AMICO Library™ based on best practices model.

Increased application of and justification for the creation of multi-use high quality digital images that meet or surpass AMICO requirements based on best practices model.

Increased quantity and quality of physical media produced via AMICO generated images based on best practices model

New subscriptions are added to The AMICO Library™ as a result of increased quality of digital images in The AMICO Library™

10. Publications Program Elements

May include rights and permissions, editorial, graphic design, exhibition publications

10a) Identify Publications contacts in AMICO member museums.

Deliverable Result / Success Measures

10a1) An information collection instrument for determining AMICO related issues and opportunities for publication staff is developed.

10a2) Publications staff in AMICO member museums are contacted and the information collection instrument is applied.

10a3) Database records updated and/or created for each museum publication staff member contacted.

10b) Create an energized agenda for the Rights Committee.

Deliverable Result / Success Measures

10b1) Results of information collection are summarized in a printed report and distributed to AMICO staff, Rights Committee.

10c) Create "How to AMICO" for Publications/Editorial.

Deliverable Result / Success Measures

10c1) Product that explains how publication staff can use The AMICO Library™ for permissions research and requests is developed with the Rights Committee.

10c2) Product that explains how publication staff can use AMICO standard digital images in print publications is developed with Tech Committee.

10c3) Products are distributed throughout member museums and other appropriate venues.

10d) Create best practice models for workflow, integrated processes and applications based on results of the surveys.

Deliverable Result / Success Measures

10d1) At least one model project is developed with a member museum integrating AMICO library content into publications and/or permissions research.

10e) Workshop and/or present and publish best practices and standards in art museum digital asset management.

Deliverable Result / Success Measures

10e1) Workshops and or presentations are made on the model project.

Two Year Outcome(s)

Efficient processes and procedures for facilitating permission requests through The AMICO Library™.

Increased ease in AMICO member museums in requesting, obtaining and maintaining rights and permissions.

AMICO related digital assets are translated into and incorporated within different physical media (slides, print, photo, etc.)

Increased use of The AMICO Library™ as a tool for facilitating permissions requests and for identifying images for use in publications.

Potential Impact

> Greater use of AMICO library objects in member museum publications due to use of AMICO library for publications research and permissions.
>
> More effective/ comprehensive use of digital resources as member museums become aware of how to use digital images in publications.
>
> AMICO's integrated permission function and documentation positions it as a leader in standards for rights and permissions documents and procedures.
>
> AMICO has enhanced ability to negotiate rights for members through increasing membership and profession-wide standards and procedures.

11. Registrars Program Elements

May include rights and permissions, art handlers, exhibition design, label making, installation specialists, collections management, conservation, loan and traveling exhibitions

11a) Identify and contact appropriate staff within AMICO member institutions.

Deliverable Result / Success Measures

11a1) An information collection instrument for determining AMICO related issues and opportunities for registration staff is developed.

11a2) Registrars in AMICO member museums are identified and contacted and information collection instrument is applied.

11a3) Database records updated and/or created for each museum registrar contacted.

11a4) Results of information collection are summarized in a printed report and distributed to AMICO staff, Tech, User and Uses and Rights Committee.

11b) Create an energized agenda for the Rights Committee.

Deliverable Result / Success Measures

11b1) Technology survey is summarized and all information relevant to registration practices is distributed to all identified registrars as well as posted on members site.

11c) Publish and distribute results of technology survey.

Deliverable Result / Success Measures

11c1) Review contact information and technology survey with Rights Committee to determine future agenda.

11d) Develop best practice model for obtaining online distribution rights for works of art and using The AMICO Library™ to extend collection records.

Deliverable Result / Success Measures

11d1) Develop and distribute registrars survey with Rights Committee to determine strategy for expediting and improving successful requests for rights, and expansion of collection records using AMICO library data.

11d2) Summarize registrars survey, distribute findings to members and Rights Committee

11d3) Develop products and best practices with Rights Committee based on registrars survey.

11e) Contact CMS vendors, CIMI and other related organizations to assess improving solutions that facilitate the export of AMICO submissions.

Deliverable Result / Success Measures

11e1) Work with CIMI and top CMS vendors to develop methodologies to expedite the export of AMICO records (see 3 d1-2 above)

11f) Create best practice models for workflow, integrated processes and applications based on results of the technology survey.

Deliverable Result / Success Measures

11f1) Develop grant proposal for funding the development of a standards document and training program for best practices and training in digital resource (see 3 e1-4 above)

11g) Workshop and/or present and publish best practices and standards in art museum digital asset management.

Deliverable Result / Success Measures

11g1) Design and facilitate workshops on best practices in digital resource management (see 3 f1-2 above)

Two Year Outcome(s)

Use of The AMICO Library™ to extend collection records.

Increased ease in which AMICO library submissions can be exported from existing management systems.

Efficient processes and procedures for facilitating permission requests through The AMICO Library™.

Increased ease in AMICO member museums in requesting, obtaining and maintaining rights and permissions.

Increased use of The AMICO Library™ as a research tool for extending collection and for facilitating permissions requests and conducting transactions.

Potential Impact

Greater cross-referencing between AMICO member museum's collections through internal systems

Increased number of annual member contributions to The AMICO Library™ due to standardized export routines and best practices for obtaining distribution rights.

Greater record accuracy and consistency between museum member records due to best practices among members

AMICO has enhanced ability to negotiate rights for members through increasing membership and profession-wide standards and procedures.

Potential members are encouraged to join AMICO due to easy and relevant data export strategy for AMICO submissions

B. Users Services

1. All Users Program Elements

1a) Create an energized agenda and actively engage members of the Users and Uses Committee.

Deliverable Result / Success Measures

1a1) Chair and members of the Users and Uses Committee are contacted and communication regarding new User Services activities is established.

1a2) Results of information collection during database update are summarized in a printed report and distributed to AMICO staff and Users and Uses Committee.

1a3) Previous surveys and data (university surveys and K-12 testbed) are analyzed and reported to Users and Uses Committee.

1a4) Dates for meeting of Users and Uses Committee are identified and agendas are defined.

1b) Create opportunities to engage the Users listerv and share products and processes via the Users Web site.

Deliverable Result / Success Measures

1b1) Users listserv is seeded with results from information collected during database update activities.

1b2) AMICO users are actively encouraged to contribute to the listserv by recruiting at least five submissions from members per quarter.

1b3) User listserv is moderated on a daily basis to ensure activity.

1b4) At least five relevant materials from other sources are identified and shared with AMICO users via the User listserv.

1b5) The User Website is evaluated with Users and Uses Committee and recommended updates are made.

1b6) Product and processes contributed by members of the User listerv are shared on the User Web site.

1c) Collect "best practices" of AMICO use among member and user communities for potential publication.

Deliverable Result / Success Measures

1c1) Potential "best practices" of AMICO use are identified among those contacted during the database update information collection.

1c2) Best practice documentation is collected including written descriptions, AMICO member/user identification, photos and other visual documentation.

Two Year Outcome(s)

An active and engaged user community advocating use of and membership in AMICO.

Potential Impact

Increased use of The AMICO Library™ among member museums and subscribing institutions

Increased membership in AMICO encouraged by increased use among all AMICO constituents

Users and Uses Committee members become actively engages, contributing to the AMICO User listerv and recommending change and updates for the AMICO User Web site.

At least ten "best practices" for AMICO use are collected from AMICO users for potential publication.

2. *K- 12 teacher Program Elements*

May include classroom generalists, middle and high school content specialists, media specialists, technology specialists, art specialists, music specialists, theatre and drama, school counselors, ESL teachers, special education, homeschool, school administrators, district administrators, state ed. depts., curriculum developers, distance ed.

2a) With AMICO Users and Uses Committee analyze K-12 testbed and identify communities for model program sites.

Deliverable Result / Success Measures

2a1) K-12 testbed is analyzed and analysis reported to Users and Uses Committee.

2a2) Users and Uses Committee identifies potential models for K-12 use of The AMICO Library™.

2a3) Museum partners and communities are proposed for K-12 model development.

2b) Formulate plan for engaging K-12 teaching community in using The AMICO Library™. Involve other constituents as necessary (members, distributors, etc.)

Deliverable Result / Success Measures

2b1) AMICO Members and Member Services, AMICO distributors and other AMICO user groups are engaged in the development of K-12 models as appropriate.

2c) *Seek necessary funding for K-12 model implementation.*

Deliverable Result / Success Measures

2c1) Funding is explored and projects proposed when suitable.

2d) *Implement model K-12 program.*

Deliverable Result / Success Measures

d1) One K-12 project involving AMICO member museum partners in an on-going collaboration is launched.

2e) *Workshop and/or present model(s)to existing and potential AMICO Members*

Deliverable Result / Success Measures

e1) The K-12 AMICO project serve as models that can be taught and replicated and are the subject of workshops either with existing or potential members.

2f) *Target communities for replicating model based on existing and potential AMICO Members.*

Deliverable Result / Success Measures

f1) K-12 project is evaluated and funding for replication is sought.

f2) K-12 model is replicated in four U.S. communities two communities where AMICO member museums reside and two communities where potential AMICO member museums reside.

2g) *Recognize exemplary educational use of the AMICO Library.*

Deliverable Result / Success Measures

2g1) One award is annually granted by AMICO for exemplary use of online digital art resources in an educational environment.

2 Year Outcome(s)

> Increased use of The AMICO Library™ by museum educators within AMICO member museums.

> Increased use of The AMICO Library™ and related programs as a classroom resource and presentation tool.

Potential Impact

> Increased membership in AMICO encouraged by programs that partner member museums with K-12 teachers in their communities

> The diversity of distributors and toolsets increases driven by a larger K-12 community of users

> AMICO is positioned as an innovator and leader in training teachers to use technology in K-12 classrooms

> A nation-wide network of AMICO K-12 users is constructed based on the replicated K-12 model, allowing for national impact for AMICO member museums who participate in the K-12 program as museum partners.

3. *K – 12 students*

May include ESL teachers, special education, homeschool, Montessori, Waldorf

3a) Evaluate changes in student behavior and learning as a result of model program for K-12 use of AMICO.

Deliverable Result / Success Measures

3a1) An evaluation component is created for AMICO K-12 programs that tracks impact on student learning and development.

3a2) Evaluation is administered to students in AMICO K-12 programs via participating teachers.

3a3) Evaluation data is analyzed and K-12 program is adjusted to maximize student impact.

2 Year Outcome(s)

>Increased use of The AMICO Library™ as a classroom resource.

Potential Impact

>K-12 teacher and schools and museum partners participate in AMICO programs due to evaluation results that demonstrate impact on student learning and development

>Greater public awareness of museum resources in communities served by AMICO member museums

4. *Higher Education*

May include libraries, art libraries, humanities dep., American studies, history dep., studio art dep., art gallery, art History dep., education (teacher training), distance ed.

4a) With AMICO Users and Uses Committee analyze University testbed, MESL survey, and model assignments for implications regarding higher education use of AMICO.

Deliverable Result / Success Measures

4a1) University testbed and MESL survey are analyzed and analysis reported to Users and Uses Committee.

4a2) Use of model assignments is analyzed to determine the need for additional models.

4b) Identify AMICO contacts at subscribing institutions.

Deliverable Result / Success Measures

4b1) An information collection instrument for determining AMICO related issues and opportunities for higher education staff is developed.

4b2) AMICO contacts in subscribing universities and colleges are identified and contacted and information collection instrument is applied.

4b3) Database records updated and/or created for each AMICO university or college user contacted.

4b4) Results of information collection are summarized in a printed report and distributed to AMICO staff, Users and Uses Committee.

4c) Identify potential partnerships between AMICO member museums and subscribing colleges and universities.

Deliverable Result / Success Measures

4c1) Potential partnerships between AMICO member museums and subscribing colleges and universities are identified.

4c2) AMICO user projects in member museums where a university scholar might collaborate are identified.

4c3) At least two AMICO projects in member museums collaborate with college or university partners/users in their community.

4c4) Workshops and or presentations are made on AMICO museum/university partner projects that contain "best practices" for AMICO Library use.

4d) With AMICO Users and Uses Committee create and implement resource sets that sustain AMICO college and university use.

Deliverable Result / Success Measures

4d1) Resource sets that sustain AMICO college and university uses are identified with AMICO Users and Uses Committee.

4d2) Eight resource sets (one per quarter) are developed among college and university AMICO users.

4e) Market and support resource sets among higher education audience.

Deliverable Result / Success Measures

4e1) Resource sets are distributed, marketed and supported via listserv and Website for all college and university AMICO users.

2 Year Outcome(s)

Increased use of The AMICO Library™ as a classroom resource and a research and presentation tool.

Potential Impact

Increased AMICO library subscriptions as a result of increased use of AMICO among current subscribing colleges and universities

Increased membership in AMICO encouraged by programs that partner member museums with higher education institutions in their communities

Increased diversity of distributors and toolsets driven by a higher education community of users

Some university disciplinary scholars not previously involved with AMICO become engaged in AMICO as a consequence of museums in their community collaborating in an AMICO project

   5.   Public Libraries

 May include art humanity specialist, technology specialists

5a) Identify and contact public libraries currently subscribed to AMICO.

Deliverable Result / Success Measures

5a1) An information collection instrument for determining AMICO related issues and opportunities for public library users developed.

5a2) AMICO contacts in subscribing public libraries are identified and contacted and information collection instrument is applied.

5a3) Database records updated and/or created for each AMICO public library user contacted.

5a4) Results of information collection are summarized in a printed report and distributed to AMICO staff, Users and Uses Committee.

5b) Develop "How to AMICO" for public librarians (in partnership with Member Services)

Deliverable Result / Success Measures

5b1) Product that introduces use of The AMICO Library™ to librarians is developed with the Users and Uses Committee (see also museum librarians #5).

5b2) Product is distributed throughout subscribing libraries and other appropriate venues(see also museum librarians #5).

5c) Survey librarians to determine need for information and training regarding AMICO use in public libraries.

Deliverable Result / Success Measures

5c1) Users and Uses Committee evaluate the necessity of a survey to collect further information regarding needs and concerns of AMICO subscribing public librarians.

5d) Identify potential partnerships between AMICO member museums and public libraries in their communities.

Deliverable Result / Success Measures

5d1) Potential partnerships between AMICO member museums and subscribing public libraries are identified.

5d2) AMICO user projects in member museums where a public library might collaborate are identified.

5d3) At least two AMICO projects in member museums collaborate with public library partners/users in their community.

5d4) Workshops and or presentations are made on AMICO public library partner projects that contain "best practices" for AMICO Library use.

5e) Create products and training models to increase librarian's expertise in AMICO use.

Deliverable Result / Success Measures

5e1) Potential projects that would model AMICO use in public libraries and training programs that position librarians as AMICO expert users are explored in librarian survey (or other means) and shared with the Users and Uses Committee, Member Services, and other invested user groups.

5e2) Funding is explored and projects and training programs proposed when suitable.

5e3) At least one project involving a public library demonstrating AMICO use is launched.

5e4) Training program for public librarians using AMICO is developed and launched.

5f) Workshop and/or present models to existing and potential AMICO subscribers.

Deliverable Result / Success Measures

5f1) A model project involving librarians using The AMICO Library™ with the public is presented at professional conferences for existing or potential members and other librarians from potential subscribing institutions.

2 Year Outcome(s)

> Increased use of The AMICO Library™ as a standard tool for conducting art research.

Potential Impact

> AMICO public library subscriptions increase as a result of increased use of AMICO among current subscribing public libraries

> Membership in AMICO increases, encouraged by programs that partner member museums with public libraries in their communities

> Training for AMICO public librarians is considered a benefit of joining or subscribing to AMICO

> AMICO subscribing public librarians, as a result of AMICO models and training, are positioned as "expert" AMICO users within their institutions and are actively facilitating AMICO use among the public and other library staff.

> As a result of AMICO products and publications, AMICO is considered a leader in digital art libraries among public libraries.