



**Art Museum Image Consortium**

[www.amico.org](http://www.amico.org)

**Board Briefing Package**

*(confidential)*

**Board Meeting**  
**Thursday, February 21, 2002**  
**2:30 – 5:00 pm**

**Philadelphia Museum of Art**  
**Committee Room**

**Prepared by J. Trant, D. Bearman, and K. Richmond**  
**AMICO Staff**



Art Museum Image Consortium

www.amico.org

Enabling Educational Use of Museum Multimedia

Annual Board Meeting  
Thursday, February 21, 2002  
2:30 pm - 5:00 pm  
Philadelphia Museum of Art

## Agenda

1. **Call to Order and Review of Agenda (Sachs)**
2. **Minutes from Last Meeting (Broun)**  
*Attachment: Draft Minutes of Meeting January 26, 2001*  
**ACTION:**  
*Approve Minutes*
3. **Financial Issues**
  - **Treasurer's Report (Anderson)**  
*Attachments: FY 2000/2001 Audited Financial Statement*  
*Budget Report: 2001/2002 Year to Date and Preliminary FY 2002/2003 Budget*  
**ACTION:**  
*Approve Statement*
4. **Update on Activities (Trant)**  
*Attachment: Year 2001 Achievements*  
*Newsletter & Communication Activities*
  - **VAGA Agreement**  
*Attachment: VAGA Agreement Highlights*
5. **Membership & Library Development (Trant)**
  - **Membership Dues**  
*Attachment: Membership Dues Proposal*  
**ACTION:**  
*Approve Strategy*
  - **Membership Development**  
*Attachments: Membership Growth & Library Contribution Schedule*  
*Chart: Library Contributions by Year by Member*  
*Chart: Rich Records in The AMICO Library*  
**ACTION:**  
*Confirm Deadlines*  
*Encourage Contributions*
6. **AMICO Library Use (Bearman)**
  - **AMICO Library Delivery by Multiple Distributors**  
*Attachments: VTLS, H.W. Wilson, SCRAN*
  - **Subscriptions and User Statistics**  
*Attachments: Subscriber Update*  
*Consortial Agreement with Nylink*  
*Charts: RLG Statistics*  
*AMICO Public Catalog & Web site Statistics*
7. **Governance (Sachs)**
  - **Composition of the Board**  
*Attachment: AMICO Governance Proposal*  
*Attachment: AMICO Bylaws with Proposed Amendments*  
**ACTION:**  
*Adopt Strategy*  
*Approve Changes*
  - **Slate of Officers for 2002-04**  
*Attachment: Proposed Slate of Officers & Biographies*  
**ACTION:**  
*Vote Slate*
8. **Management of AMICO (Anderson)**
  - **Executive Director Search**
  - **Transition Strategy**  
*Attachment: RFP to Universities*  
**ACTION:**  
*Approve Strategy*
9. **Forward Schedule (Trant)**
  - **AMICO Members Meeting and Next Board Meeting**  
*Attachment: AMICO's Forward Schedule*
10. **Other Business**
11. **Adjournment**

## 2. Minutes from Last Meeting

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**Annual Board Meeting**  
**Friday January 26, 2001**  
**4:00 – 6:30 pm**  
**Museum of Fine Arts, Houston**

### **DRAFT Minutes**

#### **In Attendance:**

**Present:** Max Anderson (Whitney), Anthony Bannon (GEH), Marcel Brisebois (Musée d'art contemporain de Montréal), Elizabeth Broun (SAAM), Hugh Davies (San Diego Contemporary), Robin Davis (representing Jack Lane, DMA), Robert (Shell) Hensleigh (DIA), Harry Parker (Fine Arts, SF), Katherine Reid (CMA), Sam Sachs (Frick), Tammy Sopinski (representing Scott Sayre, MIA), Stephanie Stebich (CMA), Pierre Theberge (NGC)

**Potential Members:** Stephen Bruni (Delaware Art Museum), Gwen Goffe (Museum of Fine Arts, Houston)

**Proxies voted by the Chair:** Art Gallery of Ontario, Albright Knox Art Gallery, Art Institute of Chicago, Center for Creative Photography, Denver Museum of Art, J. Paul Getty Museum, Museum of Fine Arts, Boston, Pennsylvania Academy of Fine Arts, Philadelphia Museum of Art, San Francisco Museum of Modern Art, San Jose Museum of Art

**Staff:** Jennifer Trant, Executive Director  
David Bearman, Director, Strategy and Research  
Carol DeNatale, Production Director  
Kelly Richmond, Communications Director

#### **1. Call to Order**

The meeting was called to order by Sam Sachs, Board Chairman. It was noted that we had some potential AMICO members in attendance. They were welcomed and encouraged to join our ranks.

#### **2. Minutes of the Previous Meeting**

Secretary Elizabeth Broun called the attention of the Board to the draft minutes of the previous meeting and asked for any revisions or corrections. There were none. Sam Sachs moved, and Mr. Anderson seconded a motion to adopt the Minutes of Meeting January 21, 2000. Passed unanimously.

#### **3. Treasurer's Report**

Treasurer Maxwell Anderson relayed that the AMICO balance sheet was healthy and that in the Executive Committee Meeting of the previous day, the budget had been reviewed and that the Executive Committee was pleased to recommend it to the Board. Then, Mr. Anderson moved for the Board to approve the AMICO budget, and Shell Hensleigh seconded the motion. The group passed this unanimously.

## 2. Minutes from Last Meeting

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### 4. Update on Activities: Executive Director's Report

- **Annual Achievements**

Chairman Sachs then asked Jennifer Trant for an update on AMICO activities. She reported on AMICO's annual achievements including:

- AMICO's relationship with the Joint Information Systems Committee (JISC), a U.K. Educational body that makes digital resources available to all the institutions of Higher Education across the United Kingdom, over 190 universities serving over 1.2 million students,
- the designation of AMICO as an Affiliate Society of the College Art Association,
- AMICO's consortial subscription from Florida State Library Consortium – 10 state universities in Florida,
- The AMICO Library™ being the "Featured Collection" in last month's D-Lib magazine, an online publication focused on digital library issues.

- **K-12 Schools Testbed Project**

As a companion to the University Testbed Project, held before the full public launch of The AMICO Library, AMICO recruited a dozen primary and secondary school teachers to participate in a K-12 Schools Testbed Project. Kelly Richmond, AMICO's Communications Director, discussed creation of the project, the location of the participants and the subjects they teach, and the general schedule for the projects and deliverables that are planned to come out from the project. The project will provide five semesters of free AMICO Library access, and the teachers commit to delivering two lesson plans centered on using The AMICO Library.

Scott Howe of Isadore Newman School in New Orleans LA, one of the Testbed teachers and a previous summer intern, and Kelly Richmond will be presenting how museum multimedia may be used in the K-12 academic setting for teaching history. This presentation will take place at the Association of History and Computing conference in February 2001.

- **Artists Rights Society (ARS) Worldwide Rights**

David Bearman discussed the expansion of the ARS agreement to allow worldwide rights. Mr. Bearman relayed how this enhancement in the agreement allows AMICO distributors to accept subscriptions from around the world. An additional benefit of this agreement is that U.S. AMICO members may place images from their own collection (that they have contributed to The AMICO Library) on their own websites, without the need for additional clearance from ARS. This is a significant member benefit.

It was generally agreed that this expanded agreement would greatly benefit the ability to grow AMICO's membership and subscriber base. Members were excited by the additional benefit of placing images on their own sites for their use, agreeing that this lifted a significant rights clearance burden and could represent a cost savings in fees, as well.

### 5. Membership

- **Membership Report**

Max Anderson discussed the past presence of a Membership Committee that was headed by Bob Bergman of CMA and explained that during the previous day's Executive Committee meeting it was determined that reinstating this committee was crucial for AMICO's future growth and success. Mr. Anderson stated that he had volunteered to head up this committee, and Stephanie Stebich, Assistant Director at the Cleveland Museum of Art, had also stepped up to co-chair the committee.

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Jennifer Trant reviewed the growth of AMICO membership in the past year. She pointed out the recent additions of the Clark Art Institute, the Walters Art Museum, and the Pennsylvania Academy of Fine Arts and discussed AMICO's efforts to recruit new members. Meetings were held with several museums in the United Kingdom earlier in the month, and a presentation was made to the Information Technology Committee of the Museum Directors Council. She mentioned that the National Museums of Scotland had expressed interest in joining AMICO. Also, Trant mentioned mailing and other recruitment activities that AMICO pursues on a regular basis. However, Ms. Trant stressed that continued membership growth was key to keeping AMICO a vibrant, flourishing entity in this landscape. She reminded current Board Members that they should encourage their colleagues to step up to AMICO membership and pass on names of likely AMICO candidates to AMICO staff or to the newly re-formed AMICO membership committee. AMICO staff is available to follow-up and provide background information.

To assist Board members in understanding and communicating the benefits of AMICO membership to their director counterparts, Kelly Richmond drew the Board's attention to the Membership Talking Points. She suggested that all Board members look this over, so that they could easily enumerate AMICO's membership benefits to AAMD colleagues at the larger meeting, if such an occasion presented itself. Also, she pointed out the "How to AMICO" guide for members, reminding Board members that more support materials do exist for new members.

- **Contribution Requirements**

David Bearman reviewed with the Board the change in membership requirements designed to minimize new members' fear of needing to meet the 500 annual contribution mark from the start of their membership. However, this softening of language – which had originally been to benefit new members while they got up to speed with the contribution process – was perceived by some current members as a release from contribution targets. Therefore, a process for requesting relief from the contribution requirements has been proposed by the Executive Committee.

Members who feel they are unable to make their 500 work contribution to The AMICO Library are asked to contact the Chairman with a request for reprieve that will be put before the Executive Committee. Harry Parker, of Museums of Fine Arts, San Francisco, moved that this process be approved by the Board. This was seconded by Sam Sachs. The Board agreed unanimously.

## **6. AMICO Library Growth**

- **Member Contributions**

Jennifer Trant introduced AMICO's latest staff member, Carol DeNatale, who has taken on the role of AMICO's Production Director. She assists members in making their annual contributions on-time and correctly, thus insuring increased growth of the Library and on-going value and interest for subscribers. Ms. DeNatale then reviewed the breakdown of contributions over the past years and the additions planned for 2001. She pointed out that several members' submissions seemed to be trending downward over the years, rather than upward, and that this was a worrisome direction for The AMICO Library. She asked that new members attempt to give something in their first year of membership, so that they could start to work through the contribution cycle.

The Board also reviewed the AMICO Contribution Workflow document and noted how many different departments were involved in making contributions to The AMICO Library. DeNatale walked the Board through stages of making a contribution and reviewed the services provided by AMICO. Often a member's contribution flows through each of these steps multiple times until the data is accurate and ready for release to AMICO's distributors.

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- **Antenna Audio**

The Board was reminded of AMICO's agreement with Antenna Audio, a major provider of in-museum audio tours that allows members to easily add sound to their catalog records. AMICO will integrate sound directly from Antenna; members can review and approve Antenna Audio files with a simple web form. These files are then linked to The AMICO Library works and available for member in-house use. Several members who are Antenna Audio clients have not responded to AMICO regarding their desire to include Antenna Audio clips. All were to respond to take a look at this project, since it was an excellent opportunity for a quick payoff – upping The AMICO Library's multimedia content with little effort.

- **Educators' Requests**

Ms. DeNatale discussed last summer's project to determine the set of artworks illustrated in the major art history teaching texts. AMICO has forwarded the results of this survey to all members, asking each to do his part to include these works in upcoming contributions to The AMICO Library. This way we can ensure that The AMICO Library meets expectations of users and is useful for university teaching purposes. Specific requests from subscribers have also been routed to members. While AMICO understands institutional pressures and knows that we cannot make any guarantees to subscribers of inclusion, understanding where subscribers see needed additions to The AMICO Library is useful as a collections development tool. Being open to suggestions helps users of The AMICO Library feel more confident and positive about the future of The Library to serve their educational needs.

## 7. AMICO Library Use

- **Distributors, Subscriptions, and User Statistics**

Jennifer Trant asked Kelly Richmond to report on The AMICO Library subscription growth. Ms. Richmond summarized the distributed report that AMICO currently had 48 higher education subscribers in the U.S. and Canada through RLG, representing close to 600,000 students, and 79 subscribers through OhioLINK, representing about 300,000 students. Charts of Library use were distributed to the Board.

The JISC relationship was reviewed, and it was pointed out that 1.2 million students in the United Kingdom may now access The AMICO Library. David Bearman stated that discussions were also taking place with the JISC to expand the school universe to include Further Education, as well, which would add another 5.2 million students to the potential subscriber base.

Ms. Trant discussed the use of AMICO's public Thumbnail Catalog. She recounted that 4,000 pages per month were displayed with an average of 12 thumbnails per page. Those numbers translated to 50,000 works a week and over a million a year being displayed, with visitors coming from over 80 different countries to review the contents of The AMICO Library via <http://search.amico.org>

Trant also highlighted that in the use of The AMICO Library via RLG the most recent five months almost equals usage over the previous year. Also, the number that was striking was the doubling of Thumbnail viewing from the previous year. Clearly users of The Library are looking more deeply into their search results. Commensurate rises in the Snapshots, Inspection, and Presentation levels of image were all seen – a positive sign of users beginning to mine the depths of The AMICO Library's content.

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- **Models of AMICO Library Use**

Introduction of The AMICO Library into education is often a challenge, as it is a new kind of digital resource that does not have a physical corollary. AMICO is developing a number of tools to assist users in their adoption of digital resources in Humanities teaching and learning.

Kelly Richmond reviewed a current project in which Peter Walsh, an outside consultant, is creating a series of assignments, exercises, and instruction frameworks that use The AMICO Library works. A listing of completed assignments thus far was reviewed and an example from the series was highlighted for the Board. Ms. Richmond directed the Board to check the AMICO public website for future additions. Lastly, she shared the “How to AMICO” for Educators guide that was created last year to help AMICO Library users navigate the Library and perform their desired functions, like downloading images into MS Word and MS PowerPoint. These documents are available for Members, as well, to facilitate their own use of AMICO Library content.

## **8. AMICO Management**

- **Planning for July 2002 when A&MI management contract ends**

The Board was reminded that management services to AMICO are now being provided by Archives & Museum Informatics, under a contract that runs through June, 2002. Over the coming year A&MI principals, Jennifer Trant and David Bearman, will be working with the Executive Committee to manage a transition to a fully independent AMICO operation and coordinate the hiring of a permanent Executive Director. Board members with questions about this transition were encouraged to contact Trant. Nominations for Executive Director were also solicited.

## **9. Schedule and Deadlines to 2002**

- **AMICO Library Contributions**

Ms. Trant reminded members of the upcoming deadlines for Library contributions. She pointed out that in three weeks all members should have core data for their 2001 contributions to AMICO and asked that Board members check in with their AMICO point person to confirm that they are on schedule. Trant stressed that just a month and a half after that, the full data set was due to AMICO. Meeting these deadlines is critical as AMICO has contractual obligations with Distributors that we have to meet.

Trant also highlighted further dates, including the release of the 2001 Library by distributors in July and then members' projected 2002 contributions in October of this year.

- **AMICO Members Meeting and Next Board Meeting**

Trant asked that Board members encourage their staffs to attend the annual AMICO Members Meeting, to be held this year at the National Gallery of Canada in June. Ms. Trant emphasized that this was a truly working meeting and where the four committees of AMICO (Editorial, Rights, Technical, and Users and Uses) resolve common problems and set their objectives for the following year. It was announced that the registration for this meeting was open and would close in mid-March.

The 2002 Board meeting would again be held in conjunction with the AAMD winter meeting and so would be in February 2002 in Honolulu, Hawaii.

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### **10. Other Business / Adjournment**

Sam Sachs asked if there was any other business. There being none, he entertained a motion for adjournment, which was assented broadly and carried unanimously.

## 4. Update on Activities

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### *AMICO Achievements – The Year 2001 in Review* (In reverse-chronological order)

#### **December 2001**

- AMICO welcomes two new members: the Terra Museum of American Art and The Newark Museum.

#### **November 2001**

- Nylink – a library consortium – signs a consortial subscription agreement. Nylink members may subscribe to The AMICO Library™ initially through either HW Wilson or VTLS. Nylink members include more than 6000 libraries, universities, and K-12 schools in New York state.

#### **October 2001**

- The Visual Artists and Galleries Association, Inc. (VAGA) and AMICO agree on a worldwide license to include works of art from VAGA-represented artists and estates The AMICO Library.
- The AMICO Library now has subscribers on four continents; two Australian universities subscribe.

#### **September 2001**

- VTLS – an international company that markets, and supports solutions for managing library collections and accessing information via computer networks – agrees to distribute The AMICO Library, through their multimedia tool suite.

#### **August 2001**

- The Scottish Cultural Resources Access Network (SCRAN) signs a distribution agreement and plans to add The AMICO Library to its existing services available to primary and secondary schools throughout the United Kingdom.
- First South American subscriber to The AMICO Library, Universidad de los Andes.

#### **July 2001**

- The 2001 edition of The AMICO Library is released, featuring multimedia documentation of approximately 78,000 works of art.
- HW Wilson will be an AMICO Library Distributor and integrate The AMICO Library with its art and reference databases such as the *Art Index*, *Art Full Text*, *Art Abstracts*, and *Biography Reference Bank*.

#### **June 2001**

- Research Libraries Group (RLG) and AMICO sign a three-year contract for RLG to continue as non-exclusive AMICO Library distributor. Luna's Insight interface to be incorporated into RLG's distribution will allow zooming, drag and drop, and other user-requested functions.
- Artists Rights Society (ARS) and AMICO agree to worldwide rights clearance for ARS-represented works in The AMICO Library. This allows AMICO to open subscription to The AMICO Library to educational institutions worldwide.

#### **May 2001**

- Model Assignments using The AMICO Library are available on the AMICO public site:  
<http://www.amico.org/univ/sampleAssignments/index.html>

#### **April 2001**

- Approximately 135,000 college and university students in the United Kingdom and 1.35 million students in North America now have access to The AMICO Library.

#### **March 2001**

- AMICO participates in the College Art Association, Visual Resources Association, National Arts Education Association, and Art Libraries Society of North America annual conferences.

#### **February 2001**

- National Museums of Scotland becomes AMICO's first European member.

#### **January 2001**

- The U.K.'s National Museum Directors Conference IPAC committee is briefed on AMICO.
- New AMICO/AMICO Library Brochure distributed, outlining benefits of Membership and Subscription.

*See our most recent achievements on the AMICO Public Web site at <http://www.amico.org>*

## 4. Update on Activities

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### VAGA Agreement Highlights

The Art Museum Image Consortium, Inc. (AMICO) and the Visual Artists and Galleries Association, Inc. (VAGA) have reached a landmark agreement that will expand the coverage of contemporary and modern art in the leading digital library of works of art available for educational use. In this agreement, VAGA has granted AMICO a non-exclusive, worldwide license to include digital images of copyrighted works of art by artists and estates represented by VAGA and its affiliated rights societies in The AMICO Library™ where they can be studied along with multimedia documentation of other works of art in the collections of AMICO member museums. In return, AMICO will make royalty payments to the artists through VAGA.

- **About VAGA**

Founded in 1976, VAGA was the first organization in the U.S. to represent visual artists' copyrights on a collective basis. Its membership includes American artists and estates and also foreign artists and estates through reciprocal agreements with sister organizations worldwide. Membership is open to all visual artists ranging from those just starting out to well-known members of the art community such as, Robert Rauschenberg, Stuart Davis, Robert Motherwell, Louise Bourgeois, Jasper Johns, Joseph Cornell, Ben Shahn, David Smith, Carlos Mérida, Romare Bearden, James Rosenquist, Alexander Rodchenko, Donald Judd, Alex Katz, Thomas Hart Benton, Adolph Gottlieb, Tom Wesselmann, Wayne Thiebaud, Vladimir and Georgi Stenberg, David Alfaro Siqueiros, H.C. Westermann, Grant Wood, Ken Noland, Robert Smithson, and Larry Rivers.

Robert Panzer, Executive Director of VAGA, considered the agreement noteworthy. “As a representative and advocate for VAGA artists’ rights we must balance needs of access and dissemination with protection and copyright,” Mr. Panzer noted. “This agreement between VAGA and AMICO heightens availability of our artists’ works for educational purposes, while still ensuring their appropriate use under an educational license agreement; that’s definitely a win-win from VAGA’s perspective.”

AMICO Library subscribers will benefit from this agreement as well. Along with the existing AMICO agreement with the Artists Rights Society (ARS), the AMICO/VAGA agreement expands the depth of resources contained in The AMICO Library without any change in subscription fees. Individual teachers and students won’t need to obtain additional copyright clearances, often a time-consuming and uncertain process, when using pivotal contemporary works in their educational projects.

- **How does this affect AMICO Members?**

All Members may take advantage of this agreement. To do so, you *must* reference VAGA in the Rights Statement for each and every work. The list of artists covered is available from the Web site.

- **How does this relate to the ARS Agreement?**

The ARS and VAGA Agreements work the same way. To include works by ARS represented artists, reference ARS in the Object Rights Statement.

### AMICO Membership Dues Proposal

When AMICO was formed, Members hoped that it would be sufficiently successful that after five years they would be relieved of the requirement to pay dues. In fact, as it begins its fifth year, AMICO is financially able to eliminate the requirement for dues, however there are reasons not to eliminate dues unconditionally.

*PROPOSAL: Any waiver of dues should be limited to AMICO Members in “good standing” – e.g. those that have:*

- *contributed an average of 500 works per annum of Membership,*
- *made a contribution of at least minimum documentation of 500 works in the immediate prior year, or*
- *have contributed documentation of their entire collection*

To provide relief from dues for Members in “good standing:”

Members would be paid a royalty by AMICO for works contributed to the AMICO Library, based on the quality of the documentation provided. No payment would be made for works that do not meet the minimum Data Specification. Initially AMICO could pay each member:

- *\$1 per work per year for works with “minimum level” documentation*
- *\$2 per work per year for works with more than one still image and/or extended text beyond the minimum required*
- *\$3 per work per year for works with multimedia documentation in addition to extended text*

The “cost” to AMICO would be approximately \$80,000 in the FY2002/2003 fiscal year, assuming those institutions close to meeting the “good standing” standards met the standard in the coming year, and that they provide documentation of the quality we anticipate, in the quantities already declared.

Advantages:

- *It provides AMICO with a means of rewarding Members for providing documentation beyond the minimum requirements, and encouraging documentation of specific sorts needed to improve The AMICO Library in particular ways.*
- *By setting licensing rates, the Board would be in a position annually to target specific types of content, or additional qualities of documentation.*
- *It affirms that Members, like other rights holders, are entitled to royalties for licensing to AMICO.*
- *AMICO would have established practices for paying for rights from artists societies, and licensing from Members. We would be able to offer license payments for other content beyond that provided by Members, should the situation arise with other organizations or content holders.*

Risks:

- *Members could respond enthusiastically to this incentive, leaving AMICO in a position where it is unable to pay.*
- *Dependent upon AMICO’s subscriptions/income position, the Board may have to limit the amount given back to Members or adjust the per-work rate.*
- *We have taken a strong public position that AMICO Members are not paid for their participation. This contradicts that statement, and may cause confusion in the community.*

### Membership Summary

AMICO has welcomed three new Members in the past year:

- **The Newark Museum**, located in Newark, NJ and containing varied holdings in art of Africa, the Americas, and the Pacific, a strong American art collection, a significant collection of Tibetan art, a selection of classical antiquities, Coptic art, and ancient Egyptian works, an historic property – Ballantine House – which contains a wealth of decorative arts, and a unique numismatic collection of coins and currency.
- **The Terra Museum of American Art**, located in Chicago, IL with a small but strong collection of nearly 700 works of the finest 19<sup>th</sup> and 20<sup>th</sup> century American artists. The collection includes paintings, prints, drawings, photographs, and sculpture.
- **Louisiana State Museum**, located in New Orleans, LA, consisting of three major collections in the visual arts, jazz, and costume and textiles. The LSM Jazz Collection's audio recordings and film will help with AMICO's continued growth as an online resource for multimedia.

The AMICO Membership Committee has not been active since its informal creation at the February 2001 Executive Committee Meeting. Please consider playing an active role in encouraging New Members.

We remain dependent upon Membership growth to develop AMICO and The AMICO Library.

### Annual AMICO Contribution Schedule

September	Quarterly media update to distributors
October 1	Preliminary list of submissions due (core fields)
December	Quarterly media update to distributors
March 1	All Contributions due to AMICO
March	Quarterly media update to distributors
April	AMICO ships data to distributors
June	Quarterly media update to distributors
July 1	New annual edition of The AMICO Library available from distributors

## 5. Membership & Library Development

### Total Library Contributions

#### by Year by Member

Member	Total	2002 (prelim.)	2001	2000	1999	1998
Albright-Knox Art Gallery	2368	437	550	477	428	476
Art Gallery of Ontario	4392	441	486	469	1001	1995
The Art Institute of Chicago	1803	0	415	422	495	471
Asia Society Galleries	277	++	0	0	99	178
Center for Creative Photography	2553	672	500	701	279	401
The Cleveland Museum of Art	3770	727	776	778	523	966
Dallas Museum of Art	1111	1100	10	1	0	0
Davis Museum and Cultural Center, Wellesley College	472	91	0	0	331	50
The Detroit Institute of Arts	1087	500	557	30	0	0
Fine Arts Museums of San Francisco	13841	1500	1247	922	5176	4996
The Frick Collection and Art Reference Library	901	600	0	0	301	0
George Eastman House	4621	906	829	761	515	1610
J. Paul Getty Museum	2861	1400	0	0	962	499
Library of Congress	20703	0	0	0	20703	0
Los Angeles County Museum of Art	3893	554	1741	572	536	490
Louisiana State Museum	500	500				
The Metropolitan Museum of Art	1935	750	349	836	0	0
The Minneapolis Institute of Arts	3498	561	927	1003	537	470
The Montreal Museum of Fine Arts	120	?	70	0	0	50
Musee d'art contemporain de Montreal	126	**	52	0	0	74
Museum of Contemporary Art, San Diego	434	160	274	0	0	0
Museum of Fine Arts, Boston	8212	1345	2038	0	1848	2981
National Gallery of Canada	2625	497	615	100	279	1134
National Museums of Scotland		?				
The Newark Museum	0	?				
Pennsylvania Academy of the Fine Arts	10	?	10	0	0	0
Philadelphia Museum of Art	1413	550	668	0	53	142
San Francisco Museum of Modern Art	2031	644	511	757	100	19
Smithsonian American Art Museum Sterling & Francine Clark	2590	411	520	207	515	937
Art Institute	3062	1969	1093	0	0	0
Walker Art Center	1479	250	422	171	274	362
The Walters Art Museum	133	123	10	0	0	0
Whitney Museum of American Art	2066	498	825	1	742	0
Totals:	94887	17186	15495	8208	35697	18301

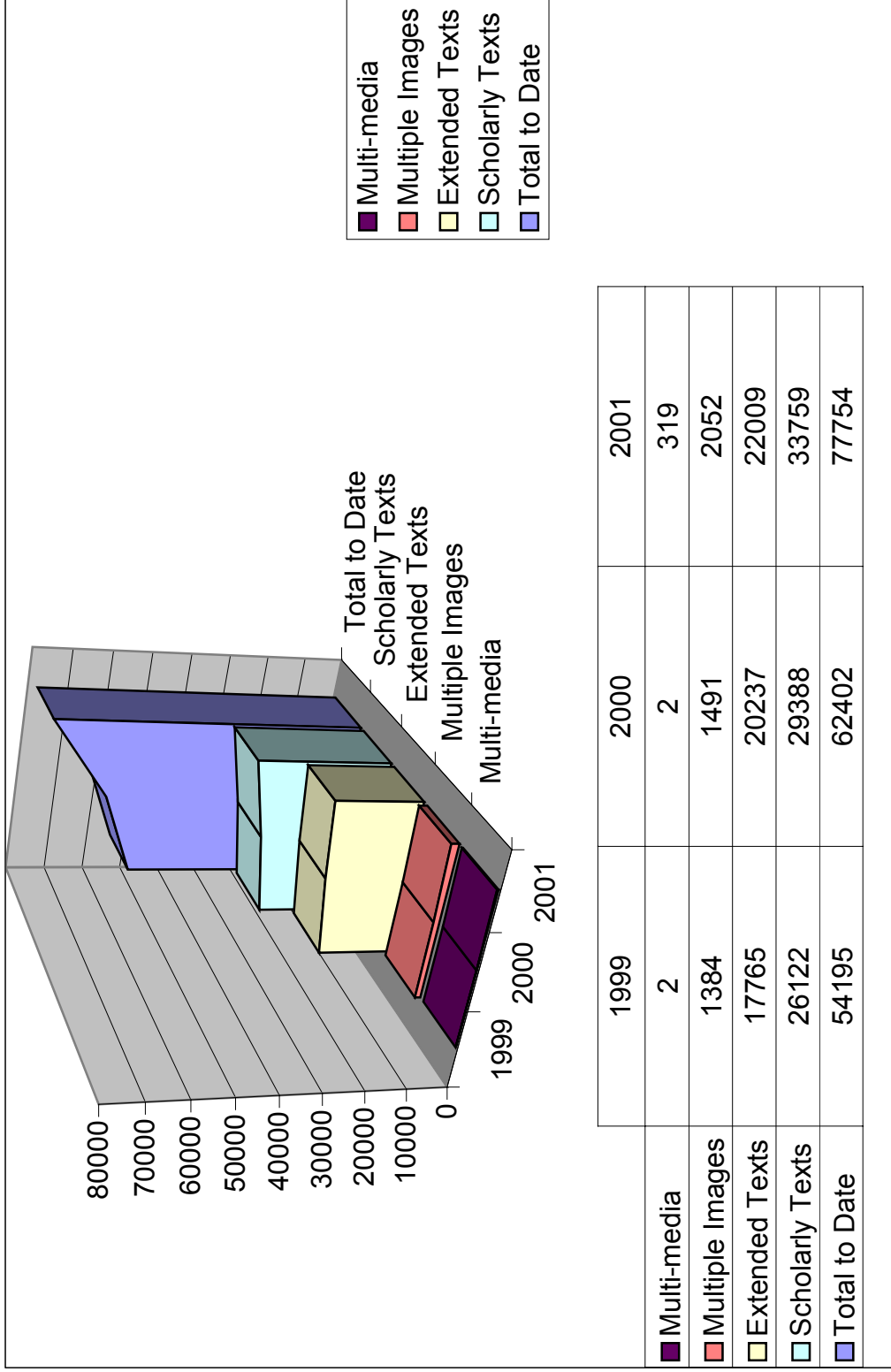
++ adding multimedia

\*\* pending rights

? pending decision

5. Membership & Library Development

Occurrences of Rich Records in The AMICO Library



## 6. AMICO Library Use

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### The AMICO Library™ Distribution Report

Our exclusive distribution agreement with RLG ended in August of 2001. Now other distributors may offer subscriptions to The AMICO Library™. We negotiated a number of additional distribution agreements to begin in the second half of 2001. Two new distributors, H.W.Wilson and VTLS, offered trial access in December. All three new distributors (including SCRAN) will be offering full subscriptions to AMICO from early 2002.

The effect of having more distributors, targeted at parts of the market that have not been priorities for RLG, will be to bring substantial new income to AMICO. As reflected in the FY03 budget projections, based on the projections made by the internal sales teams of each of these distributors, AMICO should see a near doubling of income in the coming year.

We have also begun preliminary discussions with EBSCO, the largest on-line service provider in the world, for service beginning in July 2002. If we are able to bring EBSCO-servicing of AMICO on-line in July 2002 as planned, we should see an additional \$100-\$150,000 in income.

#### Distributors and the Communities They Serve

Sector		Distributor	Status January 2002
Higher Education	Research Universities	RLG	renegotiated 2001
	State & Regional Networks	OhioLink	under renegotiation for extension beyond June 2002.
		University of Michigan	under renegotiation
		NYLink	5 year contract to June 2006
	Small Colleges & Regional Networks	H.W. Wilson	3 year contract from July 2001
		VTLS, Inc.	3 year contract from Oct. 2001
	Canada Higher Ed.	one or more of above	
	UK-Further Education	one or more of above	
Public Library	Art Reference	H.W. Wilson	3 year contract from July 2001
	Broad public access		
Schools	UK schools network	SCRAN	live in January, 2002
	United States, K-12	EBSCO	under discussion
Individual Licenses	Single person	Questia	on indefinite hold

#### Rationale for Multiple Distributors

In addition to being able to better serve our many diverse communities, having multiple distributors of The AMICO Library™ fosters a competition that we hope will encourage the development of richer functional capabilities and toolsets. Because each AMICO Member has access to all Distributions of The AMICO Library, AMICO Members also have a greater variety of software tools.

Our experience to date shows it is probably too early to pronounce this strategy a complete success. Bringing alternate Distributors on-line has required an investment in developing their basic understanding of The AMICO Library and our requirements. However, having independent distributors has allowed us to reach many potential subscribers with a minimal investment.

We feel that activities in the coming year will validate the strategy of multiple distributors.

## 6. AMICO Library Use

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### Subscriber Update

The AMICO Library™ has been available to educational institutions, such as colleges and universities, elementary and secondary schools, public libraries, and museums since July 1, 1999. Authorized users within subscribing institutions include faculty, staff, researchers, teachers, students, curators, museum visitors, scholars, and artists. Each subscription is governed by an AMICO Library license.

Our current institutional subscriber list includes colleges and universities, visual arts institutes, libraries, and research institutions. Over 1.5 million students may access The AMICO Library on four continents.

A full list of subscribers is available on the AMICO Public Web site at:

<http://www.amico.org/subscribe/subscribers.html>

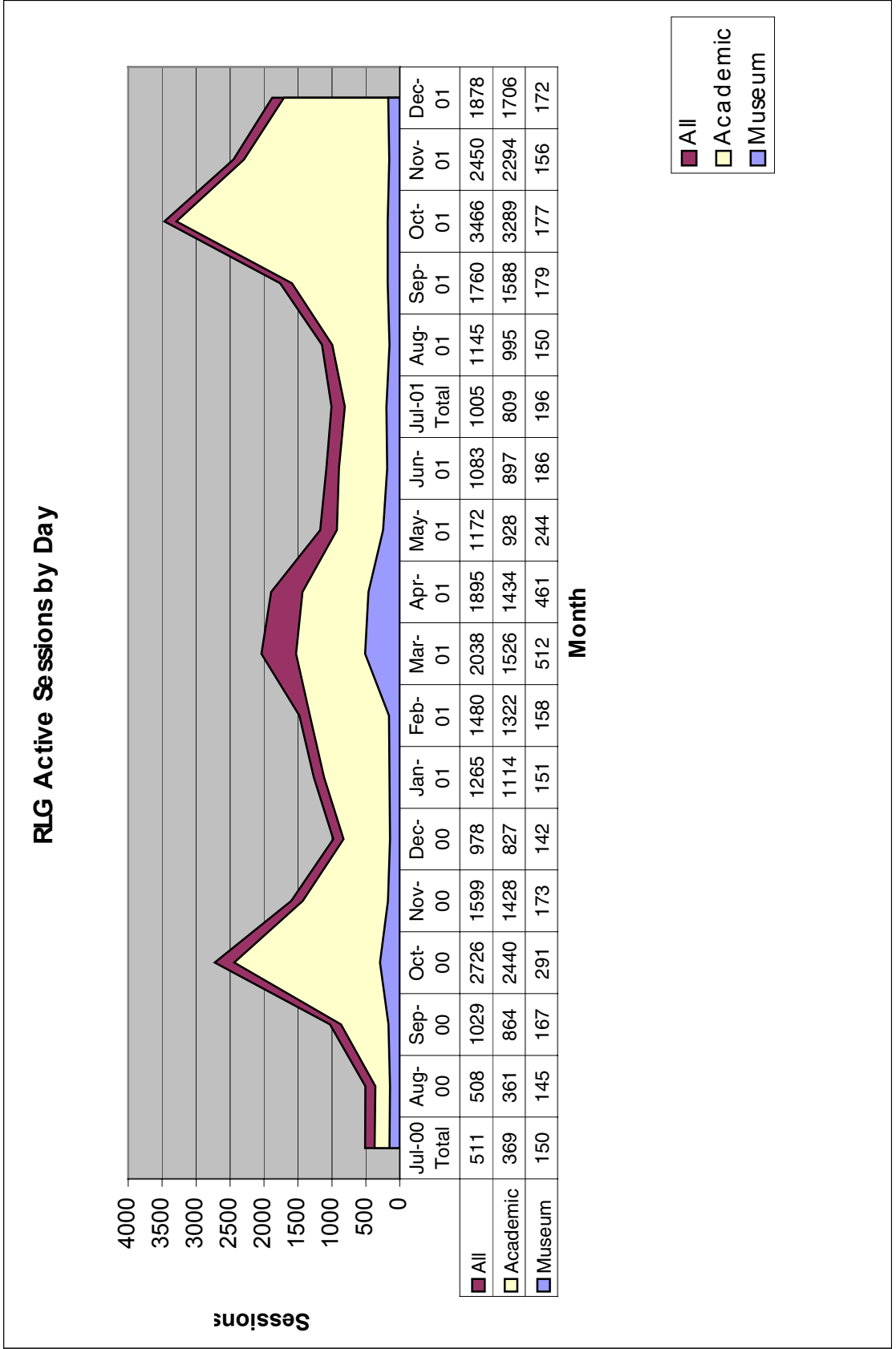
Most institutions that subscribe to The AMICO Library™ do so individually, even if they belong to a number of consortia that could subscribe collectively.

AMICO has negotiated agreements with several major groups of institutions.

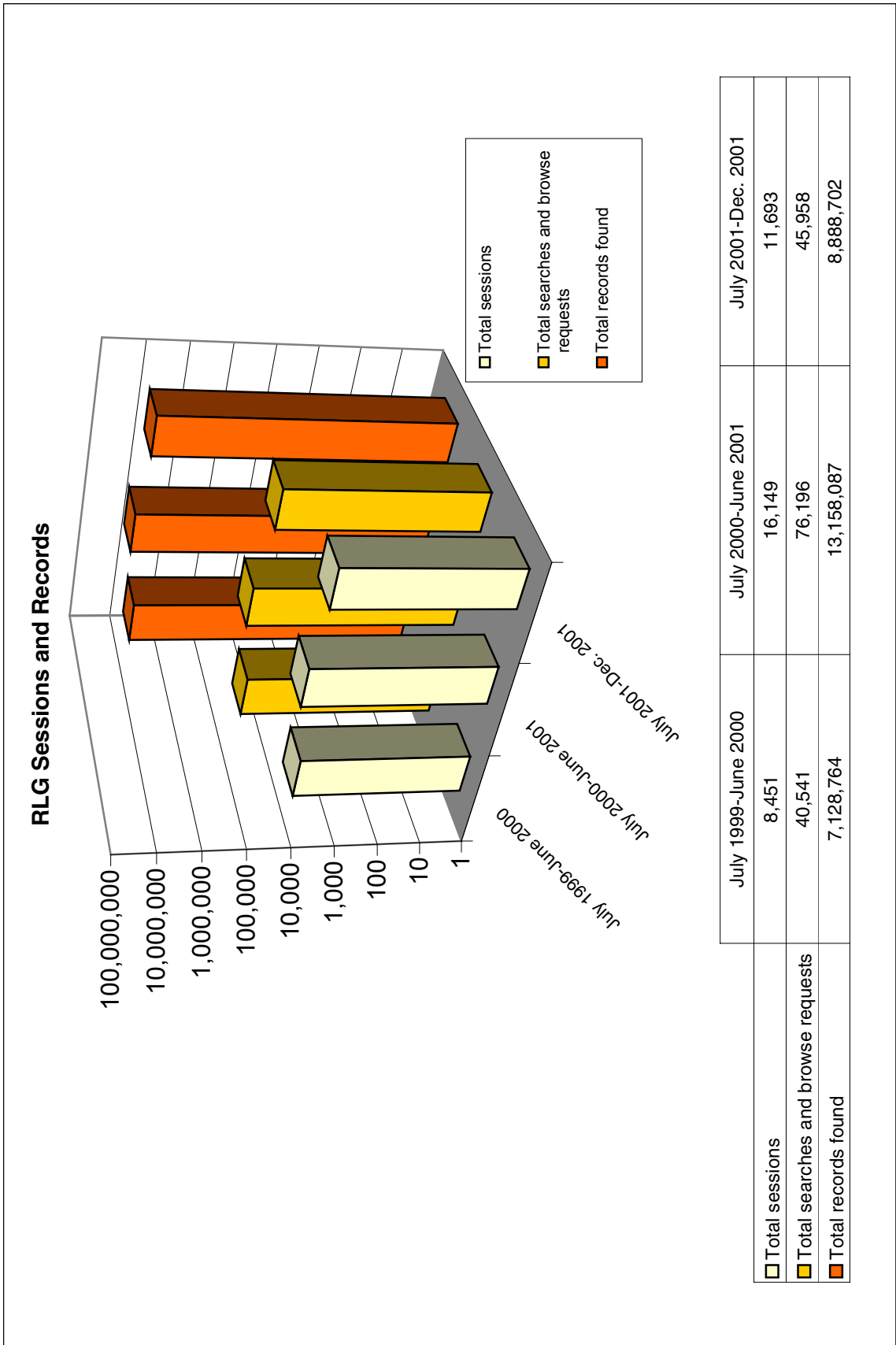
### Consortial Subscriptions

Network	Members	Contract/Terms	Projects/Goals
Nylink (New York Library Network)	> 6000 libraries in New York state	1 million FTEs over 5 years	<ul style="list-style-type: none"><li>• VTLS &amp; Wilson offering trial subscriptions for Nylink members at 50% discount (Nov – Dec, 2001)</li><li>• VTLS &amp; Wilson accepting regular subscriptions for Nylink as of January, 2002</li><li>• Setting up individual subscribers at 50% discount</li></ul>
OhioLINK (Ohio Library Network)	79 universities in Ohio	renegotiating according to terms of other consortia	<ul style="list-style-type: none"><li>• Renegotiation to be completed as soon as possible so as not to interrupt access</li></ul>
JISC (Joint Information Systems Committee, UK)	120 universities in the UK of which 18 with 360,202 undergraduates have signed up	<ul style="list-style-type: none"><li>• original contract thru RLG expired October 2001</li><li>• renewed thru RLG and SCRAN Oct. 2003 thru</li></ul>	<ul style="list-style-type: none"><li>• future renewal dependent on number of UK institutions subscribing (all covered, but not all will sign up)</li><li>• must promote subscriptions <i>actively</i> to ensure significant increase in numbers before October 2003</li></ul>

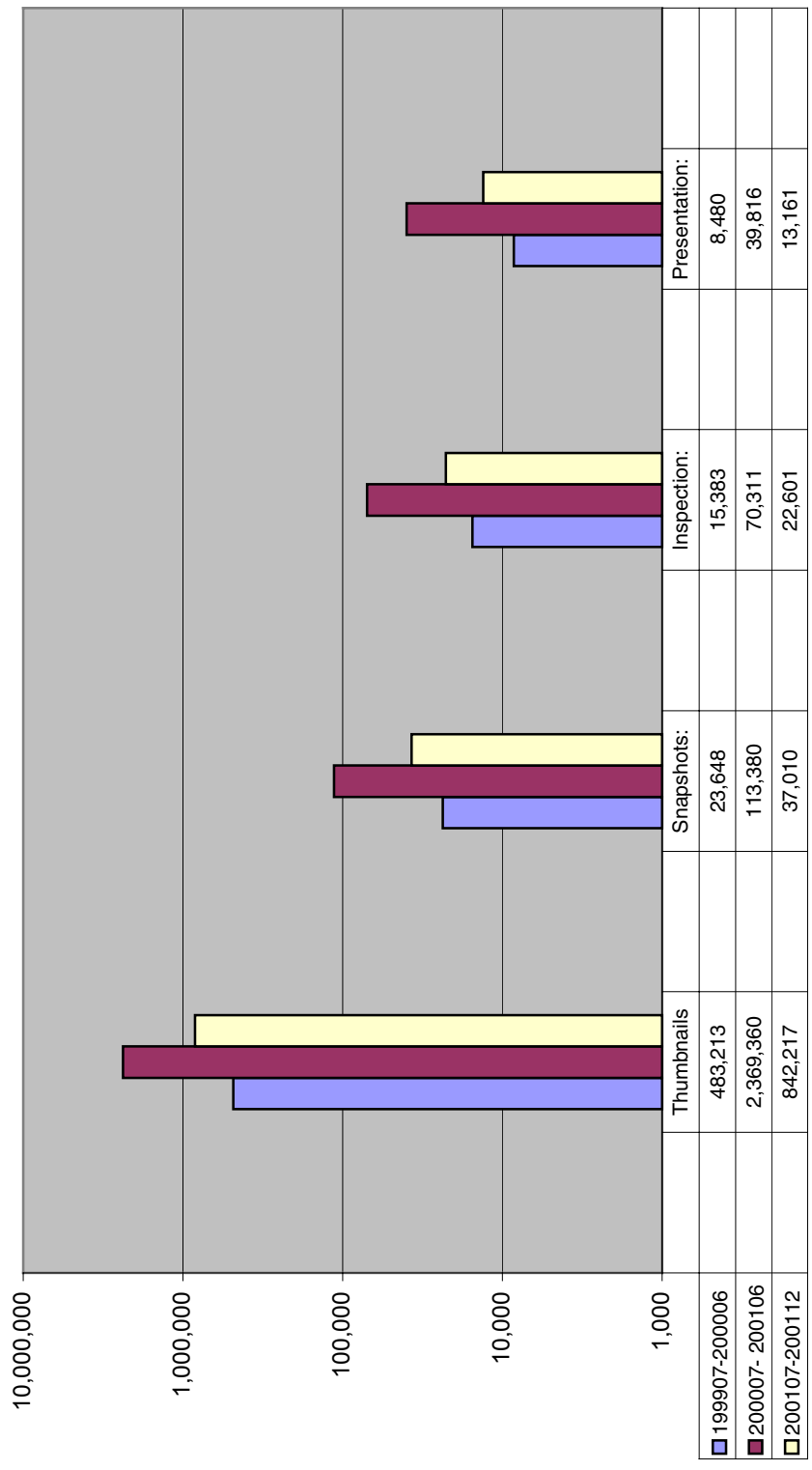
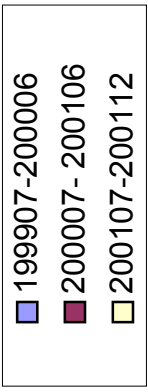
6. AMICO Library Use



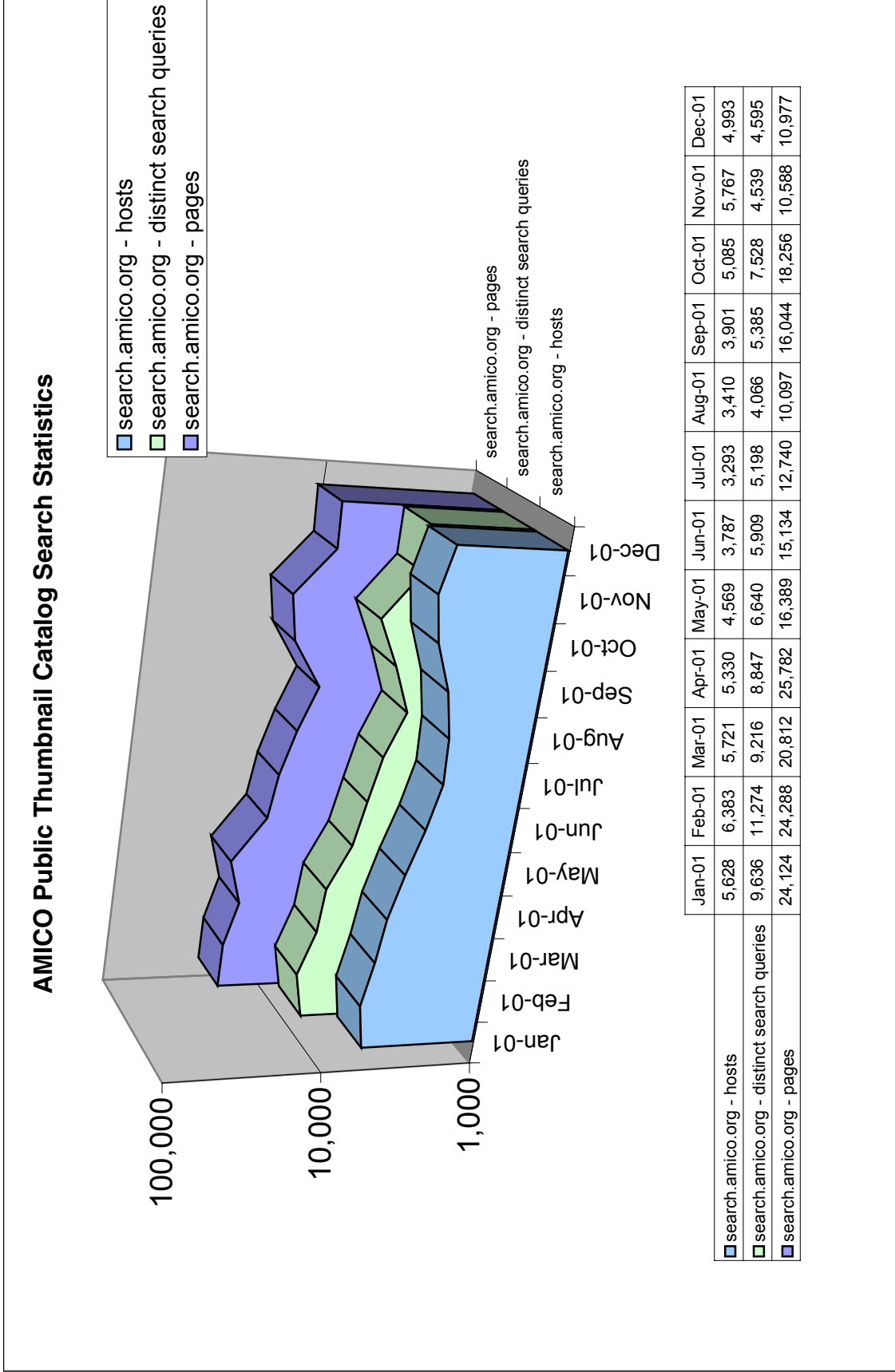
6. AMICO Library Use



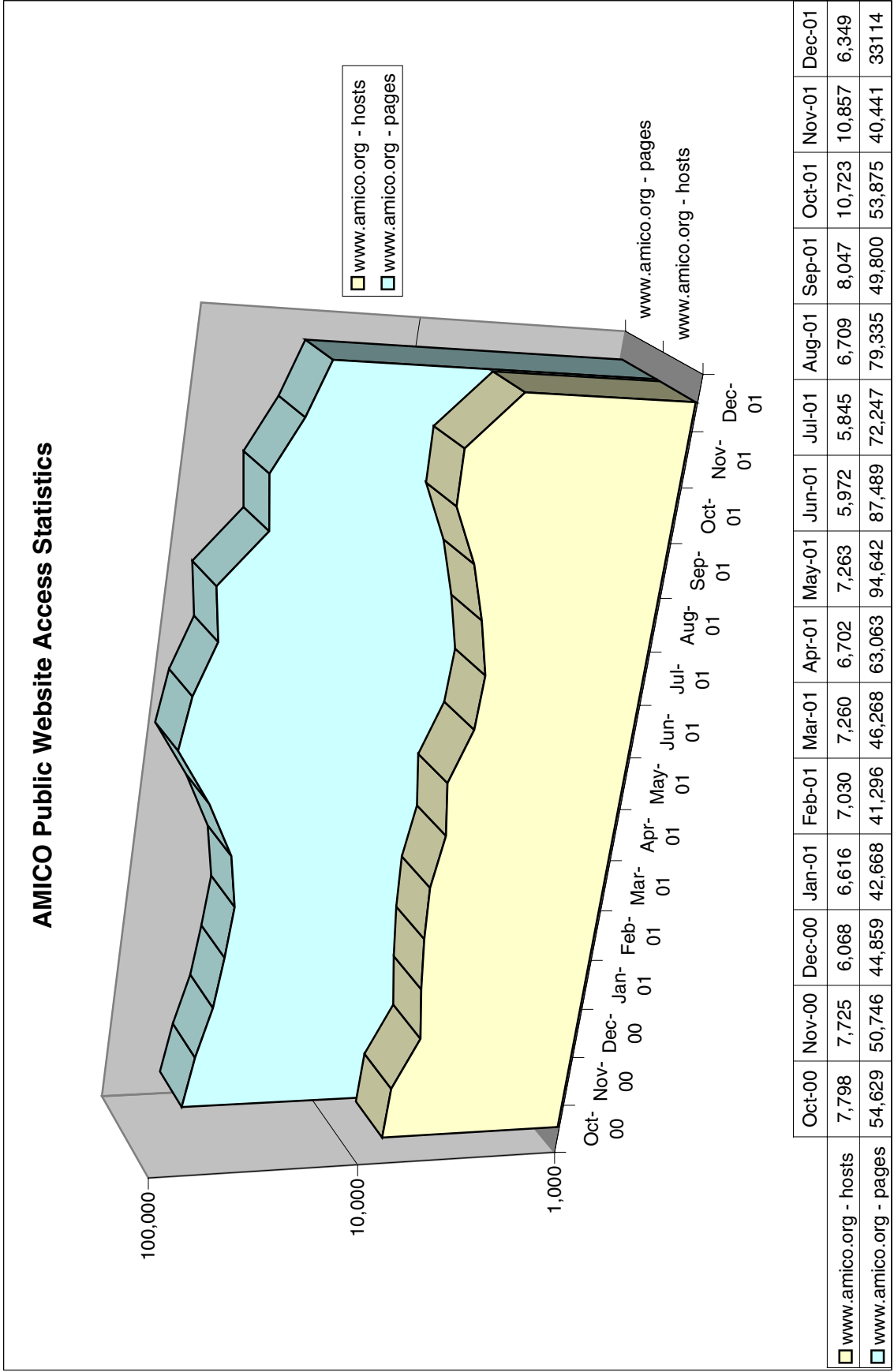
Cumulative Image Statistics to Date



6. AMICO Library Use



6. AMICO Library Use



## 7. Governance

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### AMICO Governance Proposal

AMICO was formed in 1997 by 22 museums who adopted a model of governance in which each member institution had a position on the Board of Directors. As the membership has grown and the organization has matured, the need for full Board representation of each Member, and the practicality of a Board comprised of a representative from each Member, has lessened.

It is now time to change the Board-of-the-whole to a smaller, elected Board of Directors. By reducing the number of Board members and electing a smaller Board, AMICO can replace the current Executive Committee, thereby simplifying its governance structure.

#### **PROPOSAL: The AMICO By-laws should be revised to reflect:**

- *The Board of Directors of AMICO shall consist of 13 members, elected by the membership of the consortium from Full Member institutions in good standing. Terms of Board members shall normally be three years, with initial terms staggered to ensure that the Board has an annual turn-over of at least four members.*
- *A quorum of the Board, consisting of at least 5 members, shall be required for the conduct of any business. Each member of the Board shall have one vote, which can be exercised by proxy, by a designated representative, or in person.*
- *The Board of Directors shall select a Chairman, Vice-Chairman, Treasurer, and Secretary from its membership.*
- *Candidates to the Board of Directors shall be nominated by a Nominating Committee established by the Board. Candidates for the initial Board of Directors shall be nominated by a Nominating Committee of the existing Executive Committee of the Board.*
- *The Board of Directors shall hire and fire its Executive Director and General Counsel. The Executive Director shall report to the Board and be responsible for supervising all employees of AMICO Inc., except for the General Counsel.*
- **Please see the marked-up version of the ByLaws, revised to reflect these proposals.**

**BYLAWS OF  
THE ART MUSEUM IMAGE CONSORTIUM**

Version 1.0 June 1, 1998  
With Proposed Revisions, February 2002

**ARTICLE I Name**

The name of the corporation shall be the Art Museum Image Consortium ("AMICO"), hereafter referred to as AMICO.

**ARTICLE II Purpose**

AMICO is operated exclusively for charitable, educational, and cultural purposes. More specifically, the purpose of AMICO is to assist its Members: (1) by compiling a collective digital library of visual and documentary resources documenting works of art (the "AMICO Library"); (2) by providing dramatically increased educational access to the documentary resources for the benefit of institutions of higher education, museums, libraries, schools, and other charitable and educational institutions; (3) by fostering and promoting education and advancing knowledge in areas related to the AMICO Library, including scholarship in the arts, humanities, informational sciences, and social sciences; and (4) by engaging in such other and further activities as may be necessary and proper to accomplish these purposes, including the raising of funds through grants, gifts, devises, bequests or otherwise for carrying out these purposes.

**ARTICLE III Membership**

**Section 3.01 Classes of Members**

There shall be one class of members possessing voting rights. Any number of additional classes of non-voting members may be established by the Board of Directors.

**Section 3.02 AMICO Members and Representatives**

- A. Full AMICO Members.** Any accredited museum or non-profit institution holding works of art may become a full Member of AMICO by agreeing to abide by terms and conditions set forth in the AMICO Full Membership Agreement and with such other policies and procedures governing Full AMICO Membership as the Board of Directors may adopt from time to time. Full Members shall be the only class of members possessing voting rights. Each Full Member shall designate a Primary Representative and may designate one or more additional representatives.
- B. Termination of Membership.** Any AMICO Member that fails after adequate notice to abide by the terms and conditions of the applicable AMICO Membership Agreement, or ceases to have a Representative in good standing, may be suspended or terminated by a majority vote of the Board of Directors. A Representative of an AMICO Member may resign or withdraw from AMICO by filing a written letter of resignation.

**ARTICLE IV Board of Directors**

**Section 4.01 General Powers**

The Board of Directors shall set the policies of and supervise, manage and control the affairs and activities of AMICO.

**Section 4.02 Number and Qualification**

~~The initial Board of Directors shall be those twenty-three (23) individuals named in the Articles of Incorporation. The number of directors may be set from time to time by amendment to the Bylaws but shall never be less than eleven (11). No decrease in the number of directors shall have the effect of shortening the term of any incumbent director.~~ The Board of Directors of AMICO shall consist of 13 members, elected by

## 7. Governance

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the membership of the consortium from institutions in good standing. Directors need not be residents of the District of Columbia.

### Section 4.03 Election and Term of Directors

A. Candidates to the Board of Directors shall be nominated by a Nominating Committee from Full Members of the Consortium in good standing.

~~B. Initial Board. The first Board of Directors shall consist of those persons named as initial directors in the Articles of Incorporation. Such persons shall hold office until the first annual election of directors at which at least one half of such officers shall be elected for an additional term of one year. Terms of Board Members shall normally be three years, with initial terms staggered to ensure that the Board has an annual turn-over of at least four members.~~

B. Election. Directors shall be elected by the affirmative vote of a majority of the Full Mmembers in good standing.

### Section 4.04 Vacancies

Any vacancy occurring in the Board of Directors and any directorship to be filled by reason of an increase in the number of directors may be filled by the affirmative vote of a majority of the directors then in office though less than a quorum of the Board. A director elected to fill a vacancy shall be elected for the unexpired term of his predecessor in office and until his successor is elected and qualified.

### Section 4.05 Removal of Directors

A Director may be removed with or without cause at any time by action of the Board, provided that such notice of the Board's proposed action is included in the notice of the meeting at which such vote is taken.

### Section 4.06 Resignations

Any Director may resign at any time by giving written notice to the Board or to the Chairman or Secretary. Such resignation shall take effect at the time specified in such notice or on receipt of the notice if no time is specified. Unless otherwise specified in the notice of resignation, no acceptance of such resignation shall be necessary to make it effective.

### Section 4.07 Quorum of Directors and Manner of Acting

~~Unless a greater proportion is required by law or these Bylaws, one-third of the number of directors then in office shall constitute a quorum for the transaction of business.~~ A quorum of the Board, consisting of at least 5 members, shall be required for the conduct of any business. Each member of the Board shall have one vote, which can be exercised by proxy, by a designated representative, or in person. Except as otherwise provided by law or by the Articles of Incorporation or these Bylaws, the act of a majority of the directors present at a meeting at which a quorum is present shall be the act of the Board.

### Section 4.08 Annual Meeting

A meeting of the Board of Directors shall be held at least once each year. The Board shall designate the time and place of such meeting as early as possible, but not less than sixty (60) days prior to the meeting. Notice of the annual meeting shall be provided to all AMICO Members in accordance with Section 4.09 of this Article IV.

### Section 4.09 Notice

Whenever notice is required to be given under any provision of these Bylaws, it may be given by written notice, by electronic mail, by a general posting on the AMICO Discussion List, by facsimile transmission (with receipt confirmed), or by conventional mail. In the case of electronic mail or general posting to the AMICO Discussion List, notice shall be deemed to have been given on the day of the delivery of the transmission. In the case of conventional mail, notice shall be deemed to have been given on the fifth business day following the day of mailing if mailed postage prepaid.

### Section 4.10 Waiver of Notice

Any director may waive notice of any meeting, either before or after the time of notice would have been required. A director's attendance at any meeting shall constitute waiver of notice of such meeting, excepting such attendance at a meeting by the director for the purpose of objecting to the transaction of business because

## 7. Governance

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the meeting is not lawfully called or convened. Except as specifically required by the Articles of Incorporation, or these Bylaws, neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board of Directors need to be specified in the notice, or waiver of notice, of such meeting.

### Section 4.11 Informal Action by Directors

Any action required or permitted to be taken by the Board may be taken without a meeting if consent in writing, setting forth the action so taken, shall be signed by all the directors authorizing the action. Such consent shall have the same force and effect as a unanimous vote. The signed document setting forth such consent by all the directors shall be filed with the minutes of proceedings of the Board.

### Section 4.12 Electronic Meetings

Any or all directors may participate in a meeting of the Board or of a committee of the Board by means of conference telephone, computer networking, or other any electronic means provided, however, that all persons participating in the meeting are able to communicate with one another, and such participation shall constitute presence in person at the meeting.

### Section 4.13 Compensation of Directors

AMICO shall not pay any compensation to directors for services rendered to AMICO, except that directors may be reimbursed for expenses reasonably incurred in the performance of their duties to AMICO. A person serving as a director may be compensated for services provided to AMICO in any other capacity.

## ARTICLE V Committees

### ~~Section 5.01 Executive Committee.~~

~~The Board of Directors, by resolution adopted by a majority of the directors in office, may designate and appoint an executive committee to consist of not less than five (5) directors. The executive committee shall, to the extent provided in such resolution, have and exercise all the powers of the Board of Directors during the intervals between the meetings of the Board, and shall fix its own rules of procedure. Such committee shall keep a record of its proceedings, which shall from time to time be reported to the full Board. The designation and appointment of any such committee and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual director, of any legal responsibility.~~

### Section 5.02~~1~~ Establishment of Committees ~~Other Than Executive Committee.~~

The Board of Directors may designate rules for participation in and appoint and assign duties to one or more committees as shall be deemed necessary to advance the purposes of AMICO and to carry out its activities. Such committees may be either standing or special. The designation and appointment of any such committee and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual director, of any legal responsibility.

### Section 5.02 Nominating Committee

Candidates to the Board of Directors shall be named by a Nominating Committee established by the Board.

## ARTICLE VI Officers, Agent and Employees

### Section 6.01 Officers

The officers of AMICO shall consist of a Chairman, a Vice-Chairman, a Secretary and a Treasurer. Any two or more offices may be held by the same person except the offices of Chairman and Secretary shall be held by different persons.

### Section 6.02 Election and Term of Office

~~The officers shall be elected at each annual meeting of the Board. If the election of officers shall not be held at such meeting, such election shall be held as soon thereafter as may be convenient.~~ The Board of Directors shall select the officers from its membership. The Chairman, Vice-Chairman, Secretary and Treasurer shall be elected for terms of two (2) years each. Each person so selected shall hold office for the term for which he is selected, and until his successor has been selected ~~and qualified~~. Officers may serve for more than one term. The selection and appointment of an officer shall not of itself create contract rights.

## 7. Governance

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### Section 6.03 Resignation

Any officer may resign at any time by giving written notice to the Board or to the Chairman or Secretary. Any such resignation shall take effect at the time of receipt or such later time as therein specified and, unless otherwise specified therein, no acceptance of such resignation shall be necessary to make it effective.

### Section 6.04 Removal

Any officer may be removed by the Board of Directors whenever in its judgment the best interest of AMICO will be served thereby; provided, however, that removal of an officer shall be without prejudice to his contract rights, if any.

### Section 6.05 Vacancies

A vacancy in any office may be filled for the unexpired portion of the term by the Board at any meeting.

### Section 6.06 Powers and Duties of Officers

Subject to the control of the Board of Directors, all officers as between themselves and AMICO shall have authority and perform such duties in the management of the affairs of AMICO as may be provided by these Bylaws or by resolution of the Board not inconsistent with these Bylaws and, to the extent not so provided, as generally pertain to their respective offices.

- A. Chairman. The Chairman shall be Chief Executive Officer of AMICO. The Chairman shall preside at all meetings of the Board of Directors and, subject to the supervision of the Board of Directors, shall perform all duties customary to that office and shall supervise and control all of the affairs of AMICO in accordance with such policies and directives as may be established by the Board. The Chairman may delegate authority and responsibility but shall remain fully accountable to the Board.
- B. Vice-Chairman. In the absence of the Chairman or in the event of his inability or refusal to act, the Vice-Chairman shall perform the duties of the Chairman, and, when so acting, shall have all the powers of and be subject to all the restrictions upon the Chairman. The Vice-Chairman shall perform such other duties and shall have such other powers as the Board of Directors may from time to time prescribe by standing or special resolution, or as the Chairman may from time to time provide, subject to the powers and supervision of the Board of Directors.
- C. Secretary. The Secretary shall be responsible for the keeping of an accurate record of the proceedings of all meetings of the Board of Directors, shall see to it that all notices required by these Bylaws or by law are given, and, in general, shall perform all duties customary to the office of Secretary. The Secretary shall have custody of the corporate seal of AMICO, and shall have authority to affix the same to any instrument requiring it; and, when so affixed, it may be attested by his signature. The Board may give authority to any officer to affix the seal of AMICO and to attest the affixing by his signature.
- D. Treasurer. The Treasurer shall have the custody of, and be responsible for, all funds and securities of AMICO. Whenever required by the Board of Directors, the Treasurer shall render a statement of accounts. The Treasurer shall at all reasonable times exhibit the books and accounts to any officer or director of AMICO.
- E. Executive Director. The Board of Directors ~~may shall~~ select an Executive Director and General Counsel. The Executive Director shall perform such duties as are provided by these Bylaws and as are delegated to the Executive Director by the Chairman, or the Board of Directors ~~or the executive committee~~. Without prejudice to the complete authority of the Board of Directors to manage the affairs of AMICO, the Executive Director shall hire, direct, and discharge all agents and employees, except for the General Counsel, and fix their salaries subject to the budget authorized by the Board of Directors. The Executive Director may, under the direction of the Chairman or other officer of AMICO, act for them as they deem appropriate and shall perform such other duties as shall be required by the Board. In the event that the office of Executive Director is not filled, the Chairman shall perform the duties outlined above.

## **7. Governance**

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### **Section 6.07 Agents and Employees**

The Board of Directors may appoint agents and employees who shall have such authority and perform such duties as may be prescribed by the Board. The Board may remove any agent or employee at any time with or without cause. Removal shall be without prejudice to such person's contract rights, if any. The appointment of such person as an agent or employee shall not itself create contract rights.

### **Section 6.08 Compensation of Officers, Agents and Employees**

AMICO may pay compensation in reasonable amounts to officers for services rendered, such amounts to be fixed by the Board. AMICO may pay compensation in reasonable amounts to agents and employees for services rendered, such amount to be fixed by the Board or, if the Board delegates such power to any officer or officers, then by such officer or officers. The Board may require officers, agents or employees to give security for the faithful performance of their duties, for which they shall be reimbursed.

## **ARTICLE VII Miscellaneous**

### **Section 7.01 Location of Offices**

The principal office of AMICO shall be located at such place as the Board of Directors shall from time to time designate, in or outside the District of Columbia. AMICO may maintain additional offices at such other places as the Board may designate. AMICO shall have and shall continuously maintain in the District of Columbia a registered office at such place as may be designated by the Board of Directors.

### **Section 7.02 Fiscal Year**

The fiscal year of AMICO shall be from July 1<sup>st</sup> through June 30th unless otherwise determined by the Board of Directors.

### **Section 7.03 Corporate Seal**

The corporate seal of AMICO shall be in circular form, shall have the name Art Museum Image Consortium inscribed thereon and shall contain the words "Corporate Seal" and "District of Columbia" and the year the corporation was formed in the center, or shall be in such form as may be approved from time to time by the Board of Directors.

### **Section 7.04 Contracts and Other Documents**

The Board may, except as otherwise required by law, the Articles of Incorporation, or these Bylaws, authorize any officer or agent of AMICO, to enter into any contract or execute and deliver any instrument or document on behalf of AMICO. Such authority may be general or confined to specific instances. The Board may delegate this power to the Chairman, on such terms as it may prescribe.

### **Section 7.05 Checks, Drafts and Other Financial Instruments**

All checks, drafts, loans or other orders for the payment of money, notes, or other evidence of indebtedness issued in the name of AMICO shall be signed by such officer or agent of AMICO and in such manner as shall be from time to time determined by the Board. The Board may delegate this power on such terms as it prescribes. In the absence of such determination, the Treasurer and/or the Chairman shall sign such instruments.

### **Section 7.06 Books and Records**

AMICO shall keep at its registered office in the District of Columbia, (1) correct and complete books and records of account, and (2) minutes of the proceedings of the Board of Directors and any committees having any authority of the Board.

### **Section 7.07 Loans to Directors and Officers**

AMICO shall make not loans to its directors and officers.

## **ARTICLE VIII Amendment of Articles and Bylaws**

The Articles of Incorporation of AMICO may be amended by a two-thirds vote of the directors then in office. The Bylaws of AMICO may be adopted, amended or repealed by a majority vote of the directors then in office.

## 7. Governance

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### ARTICLE IX Indemnification and Insurance

AMICO shall, to the full extent permitted by law, indemnify any director or officer, and any former director or officer, and any person who may have served at its request as a director or officer of another corporation, and may, by resolution of the Board of Directors, indemnify any employee, against any and all liability, damage, loss, cost or expense, including reasonable attorney's fees, costs, and other expenses actually and necessarily incurred or imposed in connection with any claim, action, suit, or proceeding (whether actual or threatened, civil, criminal, administrative, or investigative, including appeals) to which he may be or is made a party by reason of being or having been such director, officer, or employee; subject to the limitation, however, that there shall be no indemnification in relation to matters as to which he shall be adjudged in such claim, action, suit, or proceeding to be guilty of a criminal offense or liable to AMICO for damages arising out of his own negligence or misconduct in the performance of a duty to AMICO.

The members of the Board of Directors who are not parties to such action, suit, or proceeding (the "disinterested directors") shall determine in each instance whether the conditions for indemnification specified in this section have been met, provided that a sufficient number of disinterested directors are present to constitute a quorum of the whole Board of Directors. If no such quorum can be assembled, or at the option of the Board of Directors, in the exercise of which all directors shall be eligible to participate, the determination shall be made by independent counsel in a written opinion.

The indemnification provided by this Article shall not be deemed exclusive of any other rights to which such director, officer, or employee may be entitled to under any statute, Bylaw, agreement, vote of the Board of Directors, or otherwise and shall not restrict the authority of AMICO to make any indemnification permitted by law. The Board of Directors may authorize the purchase of insurance on behalf of any director, officer, employee, or other agent against any liability asserted against or incurred by him which arises out of such person's status as a director, officer, employee, or agent of AMICO.



## Proposed Slate for an Elected Board

Developed by the Executive Committee

### Officers

<b>Chair</b>	Elizabeth Broun	Smithsonian American Art Museum
<b>Vice-Chair</b>	Ken Hamma	J. Paul Getty Museum
<b>Treasurer</b>	Maxwell. L. Anderson	Whitney Museum of American Art
<b>Secretary</b>	Katharine Lee Reid	Cleveland Museum of Art

### Members at Large (9)

1.	Alan Newman	The Art Institute of Chicago
2.	Jacqui Allen	Dallas Museum of Art
3.	Robert (Shell) Hensleigh	The Detroit Institute of Arts
4.	Harry S. Parker	Fine Arts Museums of San Francisco
5.	Michael Conforti	The Francine and Sterling Clark Art Institute
6.	Sam Sachs	The Frick Collection
7.	Susan Chun	The Metropolitan Museum of Art
8.	Pierre Théberge	National Gallery of Canada
9.	Robin Dowden	Walker Art Center

### AMICO Board Candidate Biographies

#### **Jacqueline Allen** **Dallas Museum of Art, Dallas, TX**

Jacqueline Allen has served as the The Mildred R. and Frederick M. Mayer Head of Libraries, Archives and Information Services at the Dallas Museum of Art since July 1999. In that capacity she has overseen the AMICO project and submissions progress since they joined as members that year. Jacqueline selected and implemented the new library collections system and has been involved in the DMA's conversion to The Museum System and implementation of eMuseum. The Visual Resource Library, under her direction, has seen a steady increase in equipment acquisitions and upgrades resulting in on-site scanning of images to be used in AMICO and on the museum's web site. Prior to Dallas, Jacqueline worked at the Museum of Fine Arts, Houston during their involvement in the MESL project and implementation of the museum's web site. She brings a strong database and imaging background to the group as well as perspective from a medium-size museum collection.

#### **Maxwell L. Anderson** **Whitney Museum of American Art, New York, NY**

Max Anderson is director of the Whitney Museum of American Art in New York City. Prior to his appointment at the Whitney in 1998 he was director of Toronto's Art Gallery of Ontario and of the Michael C. Carlos Museum at Emory University in Atlanta. He was previously an assistant curator at The Metropolitan Museum of Art. An art history major at Dartmouth College, Anderson went on to receive A.M. and Ph.D. degrees in art history from Harvard University. Anderson is a trustee of the American Federation of Arts and Chair of its Exhibitions Committee, and Trustee of the Association of Art Museum Directors and Chair of its Government Affairs Committee. He was decorated as a Commendatore by the Republic of Italy in 1990, and was a 1999 Cultural Laureate of the New York City Historic Landmarks Preservation Center. He has taught at Princeton University and the University of Rome.

His commitment to collaboration among museums has led him to work for changes in federal legislation to assure tax equity for artists, for changes in international conventions and treaties to permit the free circulation of artworks internationally, and for the refinement of regulations to assure the protection of endangered species. Anderson is an active proponent of networked information for the art museum community. He was founding chairman of the Art Museum Image Consortium (AMICO), a group of thirty of the leading art museums in North America, established to create a single database for use in higher education and by K-12 teachers and students around the world ([www.amico.org](http://www.amico.org)). As producer of the Art Museum Network ([www.artmuseumnetwork.org](http://www.artmuseumnetwork.org)), he also oversees a collaborative website of the world's 200 leading art museums.

#### **Elizabeth Broun** **Smithsonian American Art Museum, Washington, D.C.**

Dr. Elizabeth Broun has served as Director of the Smithsonian American Art Museum since 1989. As Director, she is responsible for the nation's premier collection of American art, as well as major exhibition, research, publication, education, and new media programs. During her tenure, the Museum has become a leader in providing electronic resources to schools and the public.

Dr. Broun's 1989 exhibition catalogue on Albert Pinkham Ryder won the prestigious Alfred H. Barr Award for Distinguished Scholarship. She has also curated exhibitions and published on the art of James McNeill Whistler, Stuart Davis, Thomas Hart Benton, Pat Steir, and Patrick Ireland. In 1972, she co-curated one of the first exhibitions of women artists for the Walters Art Gallery in Baltimore.

Dr. Broun serves on several advisory boards, including the Consortium for the Computerized Interchange of Museum Information, the Art Museum Image Consortium, and the Olana Partnership.

## 7. Governance

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At the University of Kansas, she majored in French and art history, was elected to Phi Beta Kappa, and earned a Ph.D. in 1976 for her work on American art exhibited at the 1893 Chicago's World's Fair. She holds a Certificate of Advanced Study from the University of Bordeaux, France.

### **Susan Chun**

#### **The Metropolitan Museum of Art, New York, NY**

Susan Chun is General Manager for Electronic Information Planning at The Metropolitan Museum of Art. In this capacity, she works from the Office of the Director on long-range planning for art-related information projects, including print and electronic publishing, collections management, asset management, photography and imaging, rights administration, provenance research, and intellectual property policy. Prior to working in the Director's Office, Susan was a member of the Museum's Editorial Department and she continues to advise the department on a range of business and scholarly publishing issues and to oversee electronic publishing projects, including several collection catalogues and a new series of online symposium papers, as well as a revision of The Metropolitan Museum Guide to Editorial Style and Procedures. She has been employed previously at the Philadelphia Museum of Art, the Asia Society, and at Alfred A. Knopf.

### **Robin Dowden**

#### **Walker Art Center, Minneapolis, MN**

Robin Dowden is the Director of Integrated Information Resources at the Walker Art Center. She has lead responsibility for implementing web-based public access to the Walker's collections and resources, including ArtsConnectEd, a joint initiative of the Walker and The Minneapolis Institute of Arts. Prior to moving to the Walker, Dowden was the Collections Systems and Web Site Manager at the National Gallery of Art. Dowden is currently on the board of the Museum Computer Network and serves as the Walker's representative to AMICO (Art Museum Image Consortium).

### **Michael Conforti**

#### **Sterling and Francine Clark Institute, Williamstown, MA**

Michael Conforti assumed directorship of the Sterling and Francine Clark Art Institute in Williamstown, Massachusetts, in November 1994. Mr. Conforti came to the Clark from the Minneapolis Institute of Arts, where he had served 14 years as Chief Curator and Bell Memorial Curator of Decorative Arts and Sculpture. From 1977 to 1980, Mr. Conforti was Curator of Sculpture and Decorative Arts at the Fine Arts Museums of San Francisco.

A graduate of Trinity College in Hartford, Connecticut, Mr. Conforti holds an M.A. and a Ph.D. in art history from Harvard University and has been Fellow at the American Academy in Rome, an Andrew Mellon Visiting Scholar at the Center for Advanced Study in the Visual Arts at the National Gallery of Art, and a Guest Scholar at the J. Paul Getty Museum. He is currently a trustee of the American Academy in Rome and a member of their Executive Committee.

An organizer of numerous exhibitions and author of articles on sculpture and decorative arts as well as collecting and museum history, Mr. Conforti has lectured widely, most recently at the Louvre, the Victoria and Albert Museum in London and Harvard University. At the Clark he has expanded the Institute's role as a center for research and higher education while overseeing the Institute's organization of exhibitions such as *Uncanny Spectacle: The Public Career of the Young John Singer Sargent* (1997), *Jean-François Millet: Drawn into the Light* (1999), *Noble Dreams, Wicked Pleasures: Orientalism in America, 1870-1930* (2000) and *Impression: Painting Quickly in France 1860-1890* (2001).

He was recipient of the Robert C. Smith Award for the best article in the field of decorative arts in 1987. His catalogue *The American Craftsman and the European Tradition 1620-1820* won the Charles F. Montgomery Prize in 1989.



## **7. Governance**

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(Senior Accreditation Examiner and VP of the Council 1984-91), and Trustee of the SF Art Institute. Awards include the Chevalier de l'Ordre des Art et Lettres, and the Martin Luther King Special Appreciation Award.

### **Katharine Lee Reid The Cleveland Museum of Art, Cleveland, OH**

Katharine Lee Reid became director of The Cleveland Museum of Art in March 2000. Prior to that she was director of the Virginia Museum of Fine Arts, a position she had held since August 1991.

Before going to the Virginia Museum of Fine Arts, she was Deputy Director of the Art Institute of Chicago, a position she had held since 1986, having been Assistant Director from 1982-1986. Reid also held curatorial staff positions at the Ackland Art Museum at the University of North Carolina at Chapel Hill, the David and Alfred Smart Museum at the University of Chicago, and the Toledo Museum of Art in Toledo, Ohio. Areas of special interest have been the expansion of art museum audiences, which was an idea that was implemented at the Art Institute of Chicago through the Getty focus group project and through initiation of diverse programs and hiring at the Virginia Museum.

A native of Cleveland, Reid graduated from Laurel School for Girls in 1959. A magna cum laude graduate of Vassar College in Poughkeepsie, N.Y., Reid was awarded a master of fine arts degree from Harvard University in Cambridge, Massachusetts in 1966. In 1963, she was awarded a Fulbright Scholarship to study at The Sorbonne and the Institut d'Art et Archéologie in Paris, and in 1966 she studied museum curatorship at the Toledo Museum of Art on a Ford Foundation grant.

Reid is a member of the Board of Trustees of the Association of Art Museum Directors and its immediate past president. She is on the board of the American Association of Museum and a former member of its Accreditation Commission; she is on the boards of the Van Gogh Museum, Amsterdam, The National Conference for Community and Justice and the American Federation of the Arts. She is currently the chair of the Visiting Committee for the Frances Lehman Loeb Art Center at Vassar College.

Her areas of special interest include 17th-century European paintings, 20th-century painting and sculpture, and late 19th-and 20th-century American and European decorative arts. She speaks fluent French.

### **Samuel Sachs II The Frick Collection, New York, NY**

Samuel Sachs II, a native New Yorker, is Director of The Frick Collection in New York City. He is the former Director of The Minneapolis Institute of Arts (1973-85), and, most recently, The Detroit Institute of Arts (1985-97). Mr. Sachs, a honors graduate of Harvard University, also received an M.A. from the Institute of Fine Arts at New York University, and has long been active in many other cultural and educational institutions, most notably in the museum field. He is a long-time member of the Association of Art Museum Directors, of which he is a past president, and is currently the chair of the Art Museum Image Consortium, and president of UNESCO's International Committee on Fine Arts. He is president-elect of the National Initiative for a Networked Cultural Heritage, and member of the Metropolitan Museum of Art's Visiting Committee to the Department of Paintings Conservation. He lives with his wife and family in Manhattan.

### **Pierre Théberge National Gallery of Canada, Ottawa, Ontario**

Director of the National Gallery of Canada since January 1998, Pierre Théberge is a graduate of the Université de Montréal in art history. He also studied at the Courtauld Institute, University of London. Pierre Théberge began his professional career in 1966 at the National Gallery of Canada as Assistant Curator of Canadian Art where he was later appointed Curator of Contemporary Canadian Art and Administrator of the Curatorial Department. From 1979 to 1985, Pierre Théberge was Chief Curator at the Montreal Museum of Fine Arts. In 1985-1986, he founded and became president of Arthème PGT Inc., a company which specialized in the

## **7. Governance**

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organization of exhibitions. He was Director of the Montreal Museum of Fine Arts from September 1986 to December 1997.

Pierre Théberge has organized several major international exhibitions, written numerous catalogues and published many articles in journals and exhibition catalogues in Canada and abroad. Mr. Théberge was named a Chevalier of the Ordre national du Québec in 1992. In 1994, he was made an Officier of the Ordre des Arts et des Lettres by the French Ministère de la Culture et de la Francophonie. In 2001, he was appointed Officer of the Order of Canada for his contributions to the visual arts in Canada.

Pierre Théberge was born in 1942 in St-Eleuthère, in the county of Kamouraska, Québec.

## 8. Management of AMICO

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### University Host for The Art Museum Image Consortium A Request-For-Proposals

#### The Opportunity

The Art Museum Image Consortium (AMICO), a non-profit membership organization of museums dedicated to enabling educational use of museum multimedia, is seeking a synergetic relationship with a university. At a minimum, AMICO is seeking to move its offices and staff and become a tenant, with a university in North America. Ideally, we seek a mutually beneficial environment in which to advance research on digital cultural heritage in the context of our production schedule and requirements. AMICO is, therefore, seeking expressions of interest from universities interested in entering into a mutually beneficial partnership.

#### The Organization

AMICO was formed in 1997 as a member-governed, non-profit consortium, by 23 institutions with collections of art, dedicated to enabling educational access to museum multimedia. In the past four years, AMICO has grown to 35 members and established itself as a self-sufficient, subscription income funded, organization.

AMICO has always had a close association with the academic community. One of AMICO's first acts was to issue an RFP for universities to participate in its "testbed", whose participants were selected in the spring of 1998 and whose work help inform the subsequent public subscription offering of the AMICO Library™ by the Research Libraries Group from July 1999 on (see <http://www.amico.org/univ/index.html#univtestbed>). Currently over 150 universities on five continents subscribe to The AMICO Library™.

Since its planning stages AMICO has been hosted by Archives & Museum Informatics, a consulting firm that contracted to incubate the organization and give it the support it required to become self-sufficient. This kind of support is no longer necessary. Over next five to ten years, AMICO plans to manage itself and procure its own facilities and services, in reflection of its fiscal stability and independence.

#### Potential Benefits to Hosting Institution

AMICO brings to a relationship with a university a growing multimedia digital resource (in 2002 this will document 100,000+ works of art from more than 30 major museums), an increasingly international membership of museums and libraries, a network of on-line database distributors currently serving the AMICO Library™ to more that 3M licensed users world-wide (a number which is expected to double again in the coming year), and employment opportunities for graduate interns and fellows.

AMICO envisions benefits to the host institution such as:

- The AMICO Library™ would be available as a test data set for a wide range of computer science, humanities, and educational research and for free use by all teaching programs of the university.
- AMICO as an organization and an intellectual property publisher would be available for legal, business and organizational research.
- AMICO staff would be available to teach and conduct research in areas of their expertise, as appropriate if desired. University faculty and researchers would have opportunities to collaborate.
- Membership in AMICO would be available to university museums and collections.

## 8. Management of AMICO

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- Paid student internships, project work, and post-graduate fellowship opportunities would be available through AMICO.

### Anticipated Benefits to AMICO

What AMICO is seeking in return is a supportive institution willing to provide facilities and some technology support in return for the opportunities of integration between AMICO operations and research and those of the university's own digital library programs. The AMICO Board of Directors sees potential benefits in moving into a university and research setting, situating itself on a high speed backbone network, and taking advantage of opportunities for collaboration in digital library and education research projects.

AMICO envisions the proposed relationship as having benefits such as:

- physical space in a congenial environment with access to library and computing resources needed for its operation.
- interested partners in the university faculty to engage in research of mutual benefit.
- staff would, when qualified, be eligible for suitable appointments on the university faculty
- research staff and might pursue their education within the programs of the university.
- a pool of students, graduates and post-docs in would be available to support and staff AMICO.

### AMICO Requirements

*Space:* AMICO is funded to have seven full-time employees and several part-time interns. It currently occupies about 1800 sq.ft. of office space including storage, computer and conference room facilities.

*Computing/Connectivity:* AMICO runs several servers with approximately 500 GB of RAID storage and two DLT tape units, and a LAN connecting staff desktop workstation. Currently AMICO has full-DSL connection to its ISP, but is hoping to increase its band-width as this would permit some changes in current work processes. AMICO is not the 24x7x365 service provider for subscribers to the AMICO Library (this is done by commercial on-line service providers), so this is not a requirement. AMICO would be interested in implementing OAI metadata harvesting, but has not yet done so.

*Administration:* AMICO is an independent non-profit (501c3) with its own accounting, purchasing, and payroll functions. It would consider contracting these and other administrative functions if doing so was cost-effective, but is not necessarily seeking such support.

*Staff:* AMICO's staff currently includes some individuals who have expertise in information science, art history, and digital library/electronic publishing, who would be interested in opportunities to teach and/or conduct research in conjunction with a host university. We anticipate that if AMICO was located at a university, it could attract more such individuals to its staff, either from existing members of the university community or from outside. Concrete suggestions of how and where such individuals might be engaged in on-going or new efforts at the host institution are being solicited.

*Other facilities:* AMICO is currently located near, but not on the campus of, two major research universities and appreciates access to their library facilities and other resources. It is seeking an association that would give its staff access to such university facilities, where possible.

### How to Reply

No specific format is required for responses to this RFP.

AMICO is looking for three primary categories of information in evaluating the RFP's:

- 1) The proposed nature of the relationship. (AMICO is seeking a tenancy primarily, but would consider other possibilities).

## 8. Management of AMICO

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- 2) Specific costs, benefits and options for AMICO of utilizing university facilities described above or other services and facilities that are considered relevant including at least the proposed location and square footage of office space, specific levels of support for hosting AMICO computer applications and network access needs, and types of university facilities that AMICO employees would be entitled to use.
- 3) Expressions of interest and proposals for collaborations between present university faculty and research staff and AMICO, and particular weight will be given to proposals suggesting collaboration in:
  - Education (primary and secondary) research and implementation
  - Digital library/information science theory and practice
  - Training and evaluation of university use of AMICO
  
  - Proposals to integrate AMICO with studies in business, law and other professional schools will also be favorably received.

### *Term of Agreement*

It is anticipated that a contract would be drawn up for five or more years, with appropriate cancellation clauses that could be invoked if either party was non-performing. It is anticipated that the agreement would be largely cash neutral overall, though specific services of either party could be assigned dollar values, and when these values offset costs that either party might otherwise incur from elsewhere they would be incorporated into the contract. The independence of the University and of AMICO governance would be guaranteed.

### *Deadlines*

Institutions considering responding should register with David Bearman (Director, Research and Strategy, AMICO) at [dbear@amico.org](mailto:dbear@amico.org) by **February 28, 2002** so as to receive further clarifications as they are developed.

Institutions proposing to host AMICO should respond to this RFP by **March 29, 2002**, by addressing the issues raised in the following sections of this RFP and other issues that the university feels ought to be addressed in the formulation of a mutually beneficial, contractual, relation.

All proposals will be considered by the AMICO Board , that will move to negotiations aimed at securing a contract prior to the start of the 2002-2003 academic year.

Questions that arise in the process of formulating proposals should be addressed to Jennifer Trant (Executive Director: [jtrant@amico.org](mailto:jtrant@amico.org)) or David Bearman (Director, Research and Strategy: [dbear@amico.org](mailto:dbear@amico.org)). All registered respondents will receive the benefit of replies to matters of policy.



**Schedule of AMICO Activities: January – July 2002**

<b>Category</b>	<b>Date</b>	<b>Activity</b>
Library	February 15, 2002	2002 AMICO Library Submissions: Core data fields due
Subscribers	February 20-23, 2002	College Art Association (CAA) Conference, Philadelphia, PA: AMICO Exhibit & User Group / Affiliate Society Meeting
Membership	February 21, 2002	AMICO Board Meeting, Philadelphia Museum of Art
Library	March 1, 2002	2002 AMICO Library submissions completed
Subscribers	March 23-25, 2002	ARLIS/VRA Conference, St. Louis, MO: AMICO Exhibit and Presentation
Subscribers	May 13-15, 2002	American Association of Museums (AAM), Dallas, TX: AMICO Exhibit
Membership	May 30 – June 1, 2002	2002 AMICO Members Meeting, New York City. <i>All Members Project Teams Invited!</i>
Subscribers	June, 2002	K-12 Testbed Participants Report
Membership	June 30, 2002	A&MI Management Contract ends
Library	July 1, 2002	2002 AMICO Library released to subscribers