



Art Museum Image Consortium

www.amico.org

Briefing Package

(confidential)

Executive Committee Meeting

January 25, 2001

4:00 - 6:30 pm

The Warwick Hotel, Houston

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



Art Museum Image Consortium
www.amico.org

Executive Committee Meeting
January 25, 2001
4:00 - 6:30 pm

Agenda

1. **Review of Agenda (Sachs)**
2. **Minutes of Previous Meeting (Broun)**
Attachment: Draft Minutes from October 2000 Meeting
ACTION:
Approve Minutes
3. **Financial Issues**
 - **Treasurer's Report (Anderson)**
Attachments: 1999/2000 Audited Statement
2000/2001 Budget and Year to Date Expenditures
ACTION:
Accept Statement
4. **Membership Development Strategy (Richmond)**
Attachment: Status Report
Membership Targets
Talking Points
ACTION:
Adopt Strategy
5. **AMICO Library Growth (DeNatale)**
 - **Member Contributions**
Attachments: Update on 2001 Contributions and CMS Vendor Exports
ACTION:
Reaffirm Contributions
 - **Antenna Audio**
Attachment: Antenna Audio Status Report
 - **Educators' Requests**
Attachment: Update on Textbook Project and Educators' Requests
6. **AMICO Library Distribution and Subscription**
 - **Distribution Status Report (Trant)**
Attachment: Update (including RLG Contract Renewal)
ACTION:
Approve Strategy
 - **Other Distribution issues (Bearman)**
Attachment: ARS World-wide Rights
7. **AMICO's Future Management (Trant/Bearman)**
 - **Planning for July 2002 when A&MI Management contract ends**
Attachment: Score Card against Five Year Plan
Transition Proposals
ACTION:
Recommend Strategy
 - **Budgets and Fundraising**
Attachment: Preliminary 2001/2002 and 2002/2003 budgets
Fundraising Proposal
8. **Schedule and Deadlines (Sachs)**
 - **AMICO Library Contributions**
Attachment: Deadlines and Schedule through 2002
ACTION:
Confirm Deadlines
 - **Next Meetings**
9. **Adjourn**

2. Minutes of the Last Meeting



Art Museum Image Consortium

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Executive Committee Meeting

Friday October 13, 2000

The Frick Collection and Art Reference Library

1 East 70th St., New York, NY.

DRAFT Minutes

1. In Attendance

Present: Nancy Allen, Museum of Fine Arts, Boston

Max Anderson, Whitney Museum of American Art

Elizabeth Broun, Smithsonian American Art Museum

Ken Hamma, J. Paul Getty Museum

Katharine Lee Reid, Cleveland Museum of Art

Sam Sachs, The Frick Collection and Fine Arts Reference Library

Stephanie Stebich (accompanying Katharine Lee Reid), Cleveland Museum of Art

Regrets: Jack Lane, Dallas Museum of Art

Harry S. Parker III, Fine Arts Museums of San Francisco

Eric Vanasse (representing Guy Cogeval), Montreal Museum of Fine Arts

Staff: David Bearman, Director, Strategy and Research

Kelly Richmond, Communications Director

Jennifer Trant, Executive Director

2. Call to Order

Chairman, Sam Sachs called the meeting to order at 10:05 am. He asked Jennifer Trant, AMICO Executive Director to introduce the agenda items.

3. Minutes of Previous Meeting

Jennifer referred to the draft minutes of the January 2000 minutes and asked for additions, changes or corrections. Nancy Allen noted and Sam Sachs agreed, that the wording in the second paragraph of 6.3 needed a verb. The sentence was amended to read "Sam Sachs noted that The Frick Collection had the experience that 500 works per year was considered too great a barrier to some otherwise desirable members." With the change Nancy Allen moved and Betsy Broun seconded the adoption of minutes. Passed unanimously.

4. Treasurer's Report

Max Anderson presented the Treasurer's report. Referring to the budgets circulated with background materials for the meeting, Max reviewed actual expenditures for FY2000 and noted that AMICO was living within means as the Board had requested. Jennifer noted that the actuals were now with the auditors and a report was expected in about a month.

Max then proposed the FY2001 budget as presented in the briefing package. It was noted that no income was attributed to fundraising or foundation support, as none had been applied for formally or received; the income budget was purposefully conservative. David Bearman reviewed the line items in the proposed budget. It was acknowledged that as there was no budget for dedicated Development staff in AMICO's budget, efforts in this area had not been necessarily strategic and planned, but rather ad hoc and as needed. Respecting the wishes expressed during the planning of AMICO, Bearman also noted that staff had been hesitant to approach corporations for support.

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Nancy Allen asked if AMICO, like other not-for-profits, shouldn't be building up a reserve fund. Max Anderson agreed, but pointed out that it has not been possible to create one while AMICO was still trying to get through its start-up phase.

It was confirmed that as of July 2002, AMICO would no longer be managed within the support structure of Archives & Museum Informatics, and that AMICO was beginning to build up its own capabilities. Ken Hamma requested a revised budget with comparisons to highlight the transition between AMICO being run by Archives & Museum Informatics and the post-July 1, 2002 when AMICO would be on its own.

Nancy Allen moved, Sam Sachs seconded the approval of the budget. Passed unanimously.

5. Fundraising

Fundraising sources particularly corporate ones, were discussed during the review of the 2000/2001 budget. There was substantial discussion of possible gift/grant and sponsorship income sources, with Betsy Broun favoring going to corporate sponsors looking for a "Marketing Partnership" rather than a grants. She felt that Corporations are always looking for "feel good" spins to use in their own advertising. For example, Broun said, if 3M could say they made museum resources available to every high school in the state of Minnesota, that is something they or any corporate sponsors would value. Ken Hamma thought that co-branding between an established corporation and AMICO would be hard sell, compared to our Members' renown, because AMICO is an unknown quantity. Betsy Broun didn't see why Member names couldn't be mentioned as part of the campaign. Hamma felt that some sort of explicit release for use of Members' names needed to be implemented and a notification system of how and when such use would appear was necessary within the context of a corporate sponsorship.

Sam Sachs suggested that AMICO pursue Delmas Foundation. Generally the members felt that foundations, including the Mellon, wanted to guide their spending rather than give the kind of base-level underwriting of operating expenses that AMICO required. Trant reported on the two exploratory conversations AMICO was having with funders now, with The Mellon Foundation to support *Guidelines for the Description of Works of Art* and with the J. Paul Getty Trust, to support the development of a K-12 distribution capacity. Neither of these discussions had moved beyond the exploratory phase.

The discussion of potential sources continued with increasing focus on how to raise money to support K-12 distribution of AMICO, and the requirements AMICO will have to become independent of A&MI by June 2002. Betsy Broun introduced the idea of an "AMICO Librarian" who could give personalized help to K-12 teachers. Broun thought that this would be a way to build goodwill amongst teachers by giving them 1-on-1 support and handholding while directing them to the AMICO Library for image-based solutions to their curricular illustration questions. Ken Hamma supported this approach noting that many who had tried to develop curricula, including the Getty and numerous failed dot.coms, had found the construction of fully detailed curriculum very costly and not necessarily the best way of influencing practice. Hamma stated that the Getty's experience showed that enabling teachers to find meaningful 'chunks' of information was satisfactory, when a fully-realized curricular unit was not available. Max Anderson noted that nineteen U.S. states do share a standard core curriculum and working to determine how the AMICO Library could map to those requirements would be the best place to start.

The Executive Committee encouraged AMICO to seek corporate support. Max Anderson suggested that there might be corporate sponsors who could provide in-kind infrastructure type of need (for example storageapps.com) in return for alignment with helping advance education, being seen as a responsible corporate citizen, etc. Nancy Allen thought that organizations like IBM who support broader objectives of using technology to satisfy curricular requirements might be pitched support of the AMICO Library. After discussion, members did not feel the earlier concern with competing with AMICO members own fundraising was a significant barrier. The Executive Committee asked to be kept informed of terms of any negotiations with corporate sponsors. Sam Sachs asked for a specific motion. Max Anderson proposed that "The Executive Committee affirms the necessity for AMICO staff, in conjunction with Directors of Member Institutions to aggressively seek corporate support." The proposal carried unanimously.

Max Anderson also offered that his development staff (Terry Coppersmith) was at AMICO's disposal for assistance with proposals. Staff agreed to scope this fundraising by developing a budget for expanded FY2002 and 2003 activities made possible through corporate support in time for the winter Board meeting. It would specify needs with scenarios for how gifts support might be used, and offer an overall strategy for fundraising.

2. Minutes of the Last Meeting

6. Membership Development

Trant introduced the Membership issues before the Executive Committee. These included moving Membership acquisition back on target, to meet our original projections of 12 new Members a year. Members of the Executive Committee were reminded they had to talk up AMICO with their fellow directors. It seems that the most successful recruitment of new AMICO Members happens at all levels, simultaneously.

The Executive Committee members turned to the problem of recruiting members – returning to the lists it drew up last year. Betsy Broun noted the absence of the Freer/Sackler on the list and offered to try to recruit them. Anderson agreed to return to the Royal Ontario Museum which has new leadership. Nancy Allen will again approach St. Louis and Harvard University's three major library/museums. Sam Sachs is following up with Houston and stated that he thought the Brooklyn Museum of Art was ready. Katharine Reid will pursue the Wadsworth Atheneum. Katharine also felt that some other museums were ready and should be pursued, including the Baltimore Museum of Art and the Virginia Museum of Fine Arts. Ken Hamma agreed to talk to the Huntington Museum and Library.

Katharine asked for particulars of the benefits of membership. After discussion, staff agreed to create a telephone recruiting help sheet for Executive Committee. recruiting of new members. It will emphasize the benefits of membership, such as staff training, rights clearance, and international accessibility and offer a response to 'standard questions' asked by new members. The potential cost savings of being able to close slide libraries was noted by Max Anderson and Nancy Allen and discussed.

7. Membership Activities

Trant reviewed the schedule for contributions agreed at the June 2000 Members' Meeting. She noted that the October 15 deadline for declaring winter 2001 contributions would pass with only a few members having met it. Trant reiterated that it is critical for AMICO, as we negotiate with distributors for more consistent terms in distribution agreements, that members meet the deadlines. Bearman pointed out that AMICO would violate terms of contracts if it had another year of getting only 9,000 new works. There was discussion of the consequences of having relaxed the 500 minimum contribution requirement last year – that many members failed to contribute at all. Sachs requested that staff clarify to Members that the relaxation was intended to be on a case-by-case basis, only when specifically requested and approved by the Executive Committee.

Members of the Executive Committee were briefed on the analysis of works in the major art history text books, and reminded them that they should plan to contribute those well known and 'expected' works from their collections in the 2001 edition of the AMICO Library.

The importance of the collections management vendors to the successful contribution of member data was noted by several members of the Executive Committee. After discussion, it was agreed that Max Anderson would circulate a draft letter to Jay Hoffman from the Directors of each museum in AMICO that used The Gallery System telling him that the Directors considered this a critical function and asking him to put all necessary resources to its timely completion.

8. AMICO Library Distribution

Trant reported that we were nearing the completion of the original period of 'limited exclusivity' agreed to with RLG as an AMICO Distributor, and we will be renegotiating the RLG Distribution Agreement (they have notified us that they want to do it this fall) and others. For administrative reasons AMICO wants to have one consistent agreement and method of interacting with all distributors. We have developed a model Distribution Agreement, which we used with the University of Michigan. This will be the basis of our negotiations with RLG.

Max Anderson informed the Executive Committee. that he had received email from Jim Michalko at RLG the previous day, suggesting Board-level discussions about a 'strategic alliance' between RLG and AMICO. There was unanimous agreement of the Committee. that staff discussions about future distribution agreements were the proper way to proceed, and that if within those discussions questions of strategy were raised that had implications for AMICO's overall policies, they should be brought back to the Board for discussion. The group also noted that while we have overlapping interests with RLG, they are not identical; this is shown in the fact that, for instance, the JISC agreement is for 3 yrs with AMICO but only one with RLG. Staff was to report on the progress of these negotiations at the January 2001 Board Meeting.

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The Executive Committee authorized AMICO's staff to negotiate distribution agreements with RLG, other non-profits already involved with AMICO. As a matter of practicality and principle, it was agreed that the terms of all such agreement should be essentially the same. It was also agreed that they could explore overtures from for profit organizations if they would abide by the same terms of a distributors agreement. However, in negotiations with for-profits AMICO should seek to maximize return.. The strategy of getting as many distributors as possible to reach different segments of the market was reaffirmed.

9. Use of the AMICO Library

Trant reviewed the status of subscriptions to the AMICO Library, including the statistical tables and maps included in the briefing packets. General questions about the development of subscriptions were responded to, and the difficulties of co-marketing with organizations like RLG (who have a very 'soft sell) was reviewed.

There was general discussion of how to increase the level of use among Members and Subscribers. Kelly Richmond reported on the *How to AMICO* booklets developed to encourage use. These were praised by all. Richmond also introduced the AMICO Library School Testbed and reviewed the participant list.

10. Meeting Chairmanship Change

Sam Sachs had leave the meeting at 2:30 pm, and the chair was passed to Max Anderson.

11. Collaborations and Other Initiatives

Max asked to conclude the agenda with the discussion of other collaborations and initiatives.

- **Antenna Audio**

Jennifer updated the Committee that Antenna Audio's list of sound files for inclusion in AMICO was expected to be passed to AMICO members soon. The question of Acoustiguide involvement was raised; they were approached but haven't yet expressed an interest in a similar collaboration..

- **CAA/DLF Academic Image Cooperative**

Trant reported that the Academic Image Cooperative was developing a business plan. Whether it would be organized formally and/or funded as unknown. We expect the next public reporting of its activities to be at the CAA meeting in February 2001.

- **RLG's Cultural Materials Initiative (CMI)**

The RLG Cultural Materials Initiative has formulated its high level policy and is now in planning phases. AMICO may, potentially, collaborate with them. While there is some possibility for confusion between the two initiatives as RLG is an AMICO distributor, CMI seems to be focussed more on material history and archival documents and does not at present directly compete with AMICO.

- **CAA Affiliate Organization Status**

Trant noted that AMICO has applied to be a CAA affiliate organization - a status which would enable AMICO to offer programs at the CAA . We have not yet had a decision on this application.

- **Consortium for the Computer Interchange of Museum Information (CIMI)**

There was discussion of AMICO's decision not to join CIMI at this time. Several Executive Committee members reported that their institutions were about to join CIMI. It was felt that as many AMICO museums are CIMI members, there was a strong potential for cross-fertilization, and that AMICO's role is to be a production organization not an R&D organization. It would remain a goal for AMICO to become a member over the longer term, when time and resources permitted.

- **Nazi Era Provenance**

There was discussion of the status of the proposal that AMICO made to the AAMD to host a reporting facility, that enabled full public disclosure of works in their collections that had undocumented provenance during the Nazi era. AAMD has not requested that AMICO act on this proposal, preferring instead to wait for the decision of the Presidential Commission on the subject. Katharine Reid is the AAMD representative to this group. She offered to keep the Executive Committee apprised of developments.

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12. Next Meeting

It was agreed that the next meeting of the Executive Committee and the Board would be held in conjunction with the AAMD meeting in Houston. The schedule as now proposed is:

AMICO Executive Committee
AMICO Board

Wednesday January 24, 2001 at 4:00 pm
Thursday January 25, 2001 at 4:00 pm

These times and locations will be confirmed.

12. Adjournment

Max Anderson asked if there was other business. There being none, the meeting was adjourned at 3:00pm.

4. Membership Development

Membership Status Report

AMICO's success is dependent upon the development of membership and the growth of the AMICO Library. This table summarizes our growth to date.

Member	Dues	Joined In
Albright-Knox Art Gallery	\$2,000	1998
Art Gallery of Ontario	\$5,000	1998
Art Institute of Chicago	\$5,000	1998
Asia Society Galleries	\$2,000	1998
Center for Creative Photography	\$2,000	1998
Cleveland Museum of Art	\$5,000	1998
Dallas Museum of Art	\$5,000	2000
Davis Museum and Cultural Center, Wellesley College	\$2,000	1998
Denver Art Museum	\$5,000	2000
Detroit Institute of the Arts	\$5,000	1999
Fine Arts Museums of San Francisco	\$5,000	1998
The Frick Collection and Frick Art Reference Library	\$5,000	1998
George Eastman House, International Museum of Photography	\$2,000	1998
J. Paul Getty Museum	\$5,000	1998
Library of Congress	\$5,000	1999
Los Angeles County Museum of Art	\$5,000	1999
The Metropolitan Museum of Art	\$5,000	1998
The Minneapolis Institute of Arts	\$5,000	1998
Montreal Museum of Fine Arts	\$5,000	1998
Musée d'art contemporain de Montréal	\$3,500	1998
Museum of Contemporary Art, San Diego	\$2,000	1998
Museum of Fine Arts, Boston	\$5,000	1998
National Gallery of Canada	\$5,000	1998
Pennsylvania Academy of the Fine Arts	\$2,500	2000
Philadelphia Museum of Art	\$5,000	1998
San Francisco Museum of Modern Art	\$5,000	1998
San Jose Museum of Art	\$2,000	1998
Smithsonian American Art Museum	\$3,500	1998
Sterling & Francine Clark Art Institute	\$3,500	2000
The Walters Art Museum	\$5,000	2000
Walker Art Center	\$5,000	1998
Whitney Museum of American Art	\$5,000	1998

4. Membership Development

Membership Growth

The proposed budget for FY 2001 is predicated on adding 6 new members to the consortium. To date, we are behind our projection of 6 new members for 2000/2001. AMICO's success depends on growth in membership. To date, we have not met our own targets for new member recruiting.

Membership Targets

Each member of the Executive Committee agreed to contact specific prospective members, as shown in the Minutes. Reports of these contacts will be given at this meeting.

United Kingdom

Now that the AMICO Library is available to all institutions of higher education in the United Kingdom at a very competitive rate under the JISC contract, AMICO saw a natural expansion for membership to museums throughout the United Kingdom.

Our approach begins with the National Museums Directors Conference, an association consisting of the directors or chief executives of the national museums in England, Scotland, Wales and Northern Ireland, the three national libraries, the botanic gardens at Kew and Edinburgh and the Public Record Office. Trant and Bearman address their Technology Advisory Committee January 18th, 2001.

A letter has been sent from AMICO's Chairman to all Directors of national museums inviting them to join the consortium. To date the following meetings have been scheduled:

National Museums of Scotland	January 15, 2001
Scottish Cultural Resource Network (SCRAN)	January 15, 2001
The British Library	January 16, 2001
Museum of London	January 17, 2001

An updated report of the outcomes from these meetings will be provided at the January 25/26 meetings.

Mailings

In order to heighten AMICO awareness to prospective Members AMICO has mailed a postcard to all AAMD member museums that don't currently belong to AMICO, to all contacts acquired through AAM conference attendance, all the directors of U.S. state museum associations, and all directors and communications contacts for the U.S. state arts agencies, and any other acquired prospects. The mailing total was 366 pieces.

This AMICO Member prospect list will be mailed quarterly to stimulate AMICO membership interest.

4. Membership Development

AMICO Membership Talking Points

When discussing AMICO membership here are some points that highlight the benefits of belonging to our Consortium.

Being an AMICO Member helps to:

- **Minimize Risks and Share Rewards**
 - determine standards collaboratively and promote their use
 - negotiate digital rights with artists and artists estates and with museums in other countries
 - administer educational licenses efficiently
 - provide leverage with vendors to reduce costs of transferring collections data (e.g. our work with Gallery Systems to create an export from The Museum System TMS)
 - collaborate with other organizations, such as Antenna Audio, in a coordinated way, to add multimedia content to your documentation
 - lower costs associated with supporting image reference services, such as Slide Libraries

- **Build Data Competency within Your Institution**
 - 1) assist staff with improving their information infrastructures and documentation practices
 - 2) facilitate interchange of experience and ideas between museum colleagues
 - 3) provide a locus to bring documentation from different museum systems and departments together

- **Expand Scope of Educational Mission**
 - 1) create a common library for consistency and ease of use
 - 2) link your collections to others through a common interface and search system
 - 3) encourage broad use of your museum's collections
 - 4) build links among museum and user communities in a coordinated and cost effective way
 - 5) develop new audiences for your collection through the educational programs of other AMICO Members' programs
 - 6) extend your museum's reach and fulfill your educational mission
 - 7) learn from other AMICO members how to incorporate technology into educational programs, through joint ventures and by example
 - 8) provide its members access to collective funding to pursue their educational missions

- **For different departments within a museum:**

Tell your Registrar

Streamline Rights and Reproductions for educational uses
Take advantage of group rights clearance with organizations like the Artists Rights Society (ARS)
Develop documentation standards and links to reference files (such as the Union List of Artists Names)

Tell your Educators

Access to works from other collections
Share your interpretive programs with students across the country or around the globe

Tell your Curators

Have in-depth access to detailed collections documentation from other museums
Use digital documentation of other collections in gallery labels and didactic exhibits
Incorporate works from other collections into lectures and presentations

Tell your Librarian

Direct patrons to the AMICO Library as a useful public reference tool

Tell your Systems IT staff

Connect with the best in the business and share strategies and solutions with peers

5. AMICO Library Growth

AMICO Members' Library Contributions

AMICO's quality in the eyes of our subscribers is driven by their perception of The AMICO Library. Continued growth is key to our success. The table below outlines contributions to date, including those promised for the 2001 AMICO Library year.

Member Contributions of Works	Total	1998	1999	2000	2001 Promised
Albright Knox Art Gallery	1810	455	439	482	434
Art Gallery of Ontario	3951	378	2550	535	488
Art Institute of Chicago	1395	475	497	423	Not yet declared
Asia Society Galleries	278	178	100	0	Not yet declared
Center for Creative Photography	1883	400	275	707	501
Cleveland Museum of Art	3128	961	521	774	872
Dallas Museum of Art	0	xxx	xxx	xxx	Not yet declared
Davis Museum and Cultural Center	571	50	521	0	Not yet declared
Denver Art Museum	0	xxx	xxx	xxx	Not yet declared
Detroit Institute of Arts	561	xxx	xxx	104	457
Fine Arts Museums of San Francisco	11342	4989	5147	956	250
The Frick Collection	301	xxx	301	0	Not yet declared
George Eastman House	3397	1603	363	847	584
J. Paul Getty Museum	1462	499	963	0	Not yet declared
Library of Congress	20816	xxx	20816	0	Not yet declared
Los Angeles County Museum of Art	2211	475	539	555	642
The Metropolitan Museum of Art	1160	259	0	901	Not yet declared
Minneapolis Institute of the Arts	2555	451	477	1013	614
Musée d'art contemporain de Montréal	87	87	0	0	Not yet declared
Musée des beaux arts de Montréal	50	50	0	0	Not yet declared
Museum of Contemporary Art, San Diego	236	31	0	132	73
Museum of Fine Arts, Boston	4968	3068	1900	0	Not yet declared
National Gallery of Canada	2014	1131	297	103	483
Pennsylvania Academy of the Arts	0	xxx	xxx	xxx	Not yet declared
Philadelphia Museum of Art	959	156	53	0	750
San Francisco Museum of Modern Art	1364	4	28	802	530
San Jose Museum of Art	102	36	66	0	Not yet declared
Smithsonian American Art Museum	2051	944	514	208	385
Sterling & Francine Clark Art Institute	1166	xxx	xxx	xxx	1166
The Walters Art Museum	10	xxx	xxx	xxx	10
Walker Art Center	1037	357	274	171	235
Whitney Museum of American Art	1730	xxx	759	0	971
Total Works	72,595	17,037	37,400	8,713	9,445

Those institutions that have contributed more than 500 works for each year of their membership are highlighted in bold.

5. AMICO Library Growth

Strategy for Collections Management Systems Exports to AMICO

Enabling exports from commercial collections management systems to the AMICO Library is key to facilitating contributions. To this effect, the members proposed a procedure for certifying vendors, at the June Members meeting. This was formalized by AMICO staff, and circulated for comment in the fall..

At the October Executive Meeting, Max Anderson proposed to write to Gallery Systems to put pressure on them to complete the AMICO export facility they have promised to their clients. All agreed that this was a good strategy and proposed that Anderson draft a letter they could also sign. This letter was circulated; only one other AMICO member (of the 12 that are Gallery System licensees) signed on.

Looming contribution deadlines have renewed pressure on Gallery Systems this winter. After conversations with Jay Hoffman, an electronic discussion list was established, that includes Gallery Systems staff and representatives of all TMS licensees which are AMICO members. Our goal is to complete the export function in time for the 2001 submissions cycle. The Whitney has agreed to partner with Gallery Systems in providing test data and to push the vendor to completion. (San Francisco Museum of Modern Art has been working with them to finalize the export procedure from Embark, the other program that Gallery Systems supports.)

Gallery Systems have agreed to help us refine the process of Export Certification. make any revisions needed to the process a result of learning from the experience. Once Gallery Systems is certified, we will use their position as leverage to get other CMS vendors to create exports as well.

Over the longer term, we plan to be able to import and export AMICO data in XML, and will use that ability as a way to get the vendors involved with CIMI's XML tests to create routines for our members as well.

5. AMICO Library Growth

Antenna Audio

Amico has an agreement with Antenna Audio to facilitate the addition of their sound files to The AMICO Library.

- **Procedure**

1. Antenna identifies files - completed
2. AMICO notifies members of works in their collections – completed
3. Members notify AMICO of existing or forthcoming contributions - **Overdue**
4. AMICO requests these files from Antenna - **Overdue**
5. AMICO makes files available for member review – January 2001
6. Members review file list– January/February 2001
7. AMICO adds related multi-media – January/February 2001
8. AMICO sends files to distributors – April 2001

Members not represented here are not Antenna clients.

Antenna Audio Files	1. Sept 2000	2. Oct 2000	3. Dec 2000	# works	4. Dec 2000	5. Jan 2001	6. Jan/Feb 2001	7. Jan/Feb 2001	8. April 2001
Cleveland Museum of Art	324	Yes	No		No				
Denver Art Museum	53	Yes	No		No				
J. Paul Getty Museum	460	Yes	No		No				
Los Angeles County Museum of Art	290	Yes	No		No				
Minneapolis Institute of the Arts	119	Yes	No		No				
Museum of Fine Arts, Boston	80	Yes	No		No				
National Gallery of Canada	390	Yes	No		No				
Philadelphia Museum of Art	37	Yes	No		No				
San Francisco Museum of Modern Art	161	Yes	No		No				
The Metropolitan Museum of Art	345	Yes	No		No				
The Walters Art Museum	34	Yes	No		No				
Whitney Museum of American Art	81	Yes	Yes	42	No				
Total Antenna Files	2374			42					

5. AMICO Library Growth

Educators' Requests

In an effort to help Members prioritize their contributions to the AMICO Library, AMICO conducted a survey of the works reproduced in a number of basic art history textbooks. In addition, there have been specific requests for teaching purposes from subscribers at the University of Alberta and Princeton University. The table below summarizes how well AMICO Members have been able to respond to these requests, based on the contributions promised to date..

The full details of these requests can be found on the AMICO Members Web Site.

Educators' Requests	Textbook Requests	Works Provided	Teaching Requests	Works Provided
Albright Knox Art Gallery	13	9	4	1
Art Gallery of Ontario	5	4	97+	91
Art Institute of Chicago	54	3	11	1
Asia Society Galleries	0	0	0	0
Center for Creative Photography	2	2	0	0
Cleveland Museum of Art	22	9	8	3
Dallas Museum of Art	5	0	2	0
Davis Museum and Cultural Center	2	2	0	0
Denver Art Museum	2	0	1	0
Detroit Institute of Arts	20	0	26	0
Fine Arts Museums of San Francisco	27	15	2	1
George Eastman House	50	8	0	0
J. Paul Getty Museum	13	6	0	0
Library of Congress	8	1	0	0
Los Angeles County Museum of Art	16	7	2	0
Minneapolis Institute of the Arts	22	11	1	0
Musée d'art contemporain de Montréal	0	0	0	0
Musée des beaux arts de Montréal	1	1	0	0
Museum of Contemporary Art, San Diego	1	1	0	0
Museum of Fine Arts, Boston	75	43	49	37
National Gallery of Canada	6	2	78	16
Pennsylvania Academy of the Arts	3	0	0	0
Philadelphia Museum Art	32	4	20	0
San Francisco Museum of Modern Art	3	2	2	0
San Jose Museum of Art	0	0	0	0
Smithsonian American Art Museum	9	5	2	0
Sterling & Francine Clark Art Institute	1	0	0	0
The Frick Collection	11	5	0	0
The Metropolitan Museum of Art	177	49	73	23
The Walters Art Museum	3	0	0	0
Walker Art Center	4	3	0	0
Whitney Museum of American Art	15	1	21	1
Total	602	193	399+	174

6. AMICO Library Distribution and Subscription

AMICO Distribution Status Report

The most novel, and probably the most risky of the proposals embodied in the AMICO business plan in 1997 was the concept that AMICO would be distributed through a variety of independent distribution channels rather than owning and operating its own distribution. In discussions with the Mellon Foundation in the winter of 1997, Richard Eckman and Richard Quandt pointed out that this differed from the model on which they had built JSTOR, but agreed that museums were not well equipped to run a 24x7 online database service. We felt that multiple distributors would be able to create tools that competed and spurred the market onward.

It is too early to tell how successful this strategy was. Our contract with RLG gave them limited exclusivity through August 2001, so it is only in the past couple of months that we've been able to solicit interest from other potential distributors of The AMICO Library.

We have developed a model Distributor's Agreement, that outlines the terms that are available for all Distributors of the AMICO Library, and have reviewed this with our General Counsel, Christine Steiner. We are currently re-negotiating the distribution contract with RLG and holding discussions with a wide variety of other possible partners with strengths in distributing to different markets.

Our current discussions, and objectives are outlined below:

Sector		Distributor	Status
Higher Education	Research Universities	RLG	being renegotiated
	State & Regional Networks	OhioLink	contract to June 3, 2002
		NERL (NorthEast Research Libraries)	discussing w/Luna
	College and Public	Library System Vendor	under discussion
	Canada Higher Ed.	one/more of above	RFP expected fall 2001
	UK – Further Education	one/more of above	RFP expected fall 2001
Public Library	Art Reference	HWWilson	under discussion
	Broad public access	AnswerBaseCorp	initial idea floated
	Integrated with Catalog	Library System Vendor	under discussion
Schools	U.S. States, K-12	AMICO/contractor	to be developed by i4i
	UK schools network	Conveyor? SCRAN?	initial idea floated
Individual Licenses	Single person subscription	Questia	initial idea floated

6. AMICO Library Distribution and Subscription

Worldwide Rights from the Artists Rights Society (ARS)

The right to distribute the AMICO Library to subscribers worldwide is crucial to AMICO for recruitment of foreign members and for increasing subscription income.

Our contract with the JISC for distribution throughout the UK demonstrated the potential financial benefits of having rights to distribute the AMICO Library. We were able to obtain a contract worth c. \$150,000 p.a. to AMICO in return for a payment of c.\$10,000 p.a. to the rights societies.

As soon as we concluded the UK agreement in November 2001, we began negotiating for worldwide rights. We sought a combined agreement to:

- grant worldwide rights to AMICO to publish digital representations of works of art and
- to obtain explicit rights for members to publish these works on their websites.

In negotiations with the ARS, we had to accept some limits because ARS does not have certain rights:

- we cannot obtain rights from ARS to publish the AMICO Library from servers outside the US, only from US based servers
- we cannot obtain rights from ARS for museums outside the US to publish on their web sites, only for US based museums

We were able to reach an agreement, verbally, on December 14 for ARS to give AMICO worldwide rights and AMICO North American museums rights to use these images on their websites in resolutions up to 600 x 800. ARS is drawing up a contract document which we expect to have in final form for approval at the AMICO Executive Committee meeting January 25, 2001.

7. AMICO's Future Management

AMICO Business Plan - Scorecard

The Plan

Elements of the initial strategy as proposed to Andrew Mellon Foundation were based on \$1M+ p.a. philanthropic funding for five years, 1997-2002:

Mellon, 5 year projection (with presumed \$5M initial funding)	Current, five year actual projection (without outside funding)
<ul style="list-style-type: none"> • Membership growth > 12 p.a., combined with guaranteed contribution of min. 500 works per member/yr. and dues of \$2500-5000 p.a, leads, after 5 years, to: <ul style="list-style-type: none"> • Membership of 70 • Membership income of >\$280,000 • Library of > 115,000 	<ul style="list-style-type: none"> • Membership growth c.4 p.a., with roughly 500 work average and dues of \$2500-5000 p.a. <ol style="list-style-type: none"> 1. Membership of about 40 2. Membership income about \$140,000 3. Library > 115,000
<ul style="list-style-type: none"> • Library growth leads to: <ul style="list-style-type: none"> • 120 Universities = \$480,000.00 • 150 Schools = \$100,000.00 • 150 Public Libraries = \$112,500.00 • negotiated w/Governments = \$100,000.00 	<ul style="list-style-type: none"> • Library growth, subscribers include: <ul style="list-style-type: none"> • 150 Universities = \$350,000 • 40 schools = \$30,000 • 20 public libraries = \$40,000 • government negotiation (UK FE) = \$200,000
<ul style="list-style-type: none"> • Increasing number of distributors create competition, improved tools and interfaces, leading, after 5 years, to: <ul style="list-style-type: none"> 1 Research distributor 1 Schools distributor 1 Library distributor 1 Statewide distributor 	<ul style="list-style-type: none"> • Distributors include: <ul style="list-style-type: none"> • 1 research - RLG • 1 schools/public library – VTLS? • 2 state/regional – OhioLink, NERL? • 1 nationwide – JISC? • 1 or 2 commercial –Questia, i4i, HWWilson?
Score to date:	Predicted score after 5 years:
<ul style="list-style-type: none"> • Membership =32 Subscribers <ul style="list-style-type: none"> • 130+ universities = \$300,000 • 10 schools = \$5,000 • 0 public libraries Distributors <ul style="list-style-type: none"> • research = RLG • statewide = OhioLINK 	<ul style="list-style-type: none"> • Library growth projections met • Membership was well below expectations • AMICO's own target Library growth not met • Library income projections nearly met (though schools and public libraries are too low.) • Distributor projections exceeded.

7. AMICO's Future Management

AMICO Management Transition Strategy

General Background

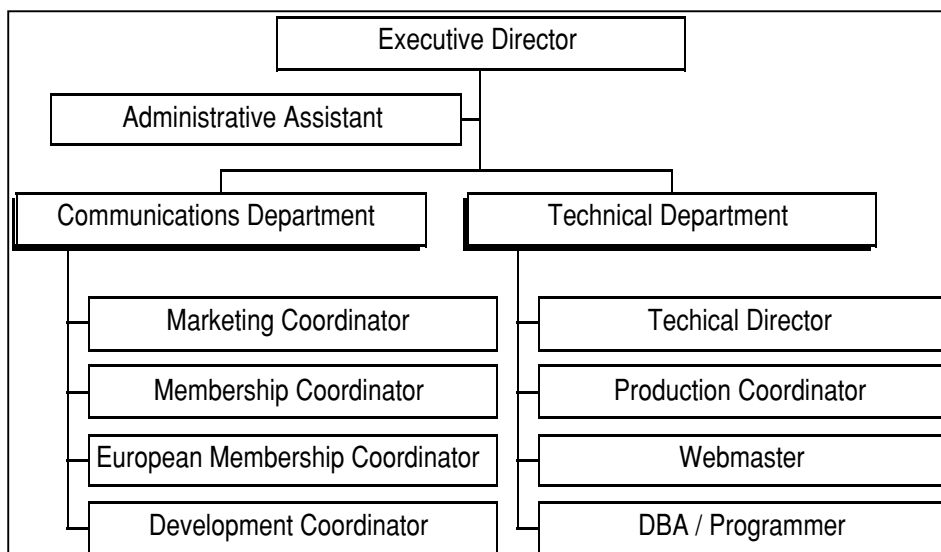
Archives & Museum Informatics has a contract to administer AMICO until June 2002. Ideally, we would like to turn AMICO fully over to its new management at the end of April 2002 and are ready to work with an AMICO Transition team to prepare.

PROPOSAL: The Ex.Com. should assume responsibility, or appoint a sub-group, for guiding the transition, recognizing that this is likely to require quarterly face-to-face meetings and considerable ongoing oversight.

Staffing

A target staffing plan should be adopted by Executive Committee no later than June 2001. This is needed for budgeting and recruitment, and ultimately hiring.

PROPOSAL: A staff structure should have the following positions:



A full staffing plan should be developed, including job descriptions, performance plans, selection criteria and salary scales.

A decision needs to be made about whether AMICO staff will be distributed, or physically co-located. If AMICO's offices are going to be centralized, AMICO may need to employ the Executive Director first and should do so as early as the start of the next fiscal year. If AMICO's staff is going to be distributed, AMICO need to hire everyone except Executive director. (and possibly Administrative Assistant) by Jan. 2002 and hire Executive Director to start no later than April 1, 2002.

PROPOSAL: Staff should continue to be distributed. There is no particular purpose served by concentrating them in Pittsburgh, and no other location presents itself as logical. Once the new Executive Director is hired, it will be possible to reconsider staff location and offices.

A Development Director is needed to find outside support for AMICO, to support programs and develop member services, and give AMICO some maneuvering room in transition.

7. AMICO's Future Management

PROPOSAL: AMICO should formally accept Max Anderson's offer of some time from his development staff.

THEN:

AMICO should hire a Development person (staff or contract) for FY02 to give AMICO the longest possible lead on grants

The Communication Director position currently has responsibility both for Membership and Subscriptions. These responsibilities should be decoupled in the full staffing plan.

PROPOSAL: Kelly Richmond, current Communications Director, has indicated she is likely to leave AMICO in June 2002. The two positions should probably be created as equal level jobs, reporting to the Executive Director. The Communications and Membership positions should be on staff before the members meeting in June 2002. Listing and recruitment will, therefore, need to occur in Feb./March 2002.

Timing of the Marketing position hire depends on whether AMICO is offering a distribution service – if so, this position needs to be hired a minimum of four to six months in advance of any offering.

An Administrative Assistant should be hired to work for the Executive Director. This should wait until the Executive Director is hired.

PROPOSAL: Continue to use A&MI Administrative staff where necessary through the transition.

Technology

The current implementation of the AMICO Library database is too fragile to support the demands of a production distribution service. A better supported backend database and a more open interchange format would make AMICO technology easier to support over the longer term and AMICO data easier to integrate with other applications.

PROPOSAL: AMICO should migrate its database to a fully supported RDBMS (probably seeking corporate support from Oracle) and implement XML for interchange. This needs to take place in time to support any AMICO offered distribution services (such as those anticipated for K-12).

Technical Director needs to oversee Hardware/Software installation, manage service providers and development contracts, so its technical activity has to be local to them, or it needs to be co-hosted.

PROPOSAL: Co-host all Hardware with a fully supported ISP and make it fully manageable from anywhere. This will also mean that AMICO can operate between technical directors and during moves in the future. These moves should be made in the fall of 2001 when there are no critical dependencies of building the AMICO Library and after any hosting of the database for delivery September 1 has been completed.

Technical Director and Webmaster support are currently provided by A&MI. This should be replaced with full time AMICO employees when AMICO requirements become clear. When in production, AMICO will also need a full time DBA/programmer.

PROPOSAL: Continue to use A&MI technical support until final configuration and AMICO distribution roles are clear.

Distributors

AMICO viability depends on ongoing subscriptions to The AMICO Library. In particular, during these start-up years, AMICO depends on university subscriptions. AMICO needs to be actively sold to existing markets and made available to universities world-wide which have not been able to have access yet. Substantial effort needs to be made to develop different distribution models and secure worldwide rights. This may require experimenting with a variety of business relationships and the Board should be prepared to accept new models.

7. AMICO's Future Management

PROPOSAL: Acquisition of worldwide rights from ARS should be a priority.

PROPOSAL: An alternative profit sharing model should be explored in which distributors would earn a greater percentage of income for obtaining a larger number of subscribers in order to actively encourage their marketing.

PROPOSAL: AMICO needs to position itself to be able to be a distributor to the K-12 market if no other providers can be found. Current experience is that this is not a role that others are able or willing to play and that AMICO may need to be its own distributor in these markets, with major impact on program.

Membership

AMICO's viability depends on the breadth, depth and quality of its the AMICO Library, which in turn reflects the collections of AMICO's Members. Ultimately, the Library will not be seen as definitive unless it has works that people expect from throughout the world. Unless there is a major rethinking of the way AMICO obtains content, that means AMICO needs to build worldwide membership.

PROPOSAL: A "full court press" of AMICO current directors needs to be made to obtain significant and notable European members, preferably in at least two countries. Until we break through to Europe, we will be seen as parochial. European members would almost instantly provide significant advantages in US-based subscription income.

PROPOSAL: As soon as we have a couple of European members, AMICO should invest in having a European staff presence. This will be important to other European museums and open the path for EU fundraising. As a tactical matter, it should be a first-order priority to fund such a presence.

Financial/Funding

AMICO should regularize its indebtedness to AMN, Michael Shapiro and A&MI; the present position may make it difficult to raise funds from outside sources.

PROPOSAL: Current AMICO members at the \$5,000 dues level should be assessed (or offered the opportunity to make) a final, one time, dues contribution of \$25,000 and a similar (5 times annual dues) model should be developed for \$3500 and \$2500 members..

- 1. This would end the income stream for some, or all, current members (projected in budget to be an option taken by 16 members or \$400,000 in one time payments), but advance funds scheduled to be received over 5 years to the first year when they are needed.*
- 2. Future members at the \$5,000 level could be offered the opportunity to buy in without any future dues at \$50,000 (what current members will have paid) or at \$5,000 per year.*

AMICO should pursue up to four significant funding opportunities this spring. These should focus on operational support rather than R&D, in order to obtain outside funding for AMICO primary objectives in 2001 - 2003.

PROPOSAL: Sources the Board should pursue funding to:

- Develop membership programs and services (IMLS Leadership grants – March 1)*
- Build a K-12 application (Dept. of Commerce TOP – March 30)*
- Create an endowment with a challenge grant for institutional development (NEH – May 1)*
- Create Delivery/distribution capability for schools nationwide (Corporate Marketing Partner – possibly Oracle – June)*

AMICO should explore all ways to create a usable capital fund to permit it to invest at a higher level than it has been able to over the next two years. AMICO has very nearly succeeded, against all odds, in bootstrapping a viable dot-com business, but needs to build a fund now to capitalize further growth.

7. AMICO's Future Management

PROPOSAL: AMICO should negotiate with potential distributors and value-added data providers some contracts that pay up front for AMICO for a number of years. This will both provide money for AMICO to invest in further expansion and provide deals that are structured in such a way that distributors have greater incentives to grow their AMICO business.

7. AMICO's Future Management

Fundraising Proposal

A summary of most likely prospects for foundation funding follows, along with a summary of past proposals. While we have begun discussions around several projects with Foundations, this last year, we have focussed attention on building subscription income, and have not made any major grant proposals.

There are a number of likely deadlines coming up in early 2001, however, that AMICO should target.

We have not yet begun to pursue corporate support, pending the results of our discussions with possible commercial distributors. However, one that seems most likely is Oracle Corporation, as a sponsor for our back-end development.

Source	Total Request	AMICO Request	Purpose	Deadline	Decision Timetable
Institute for Museum and Library Services (IMLS): National Leadership Program: Museums Online Program	TBD	TBD	To support AMICO as an innovative collaboration using technology	Deadline March 1	September
National Endowment for the Humanities (NEH): Summer Seminars and Institutes	TBD	TBD	A Summer 2002 Institute for the K-12 Teachers involved in the Testbed	Deadline March 1	project beginning no earlier than May 2002
Department of Commerce; Technologies Opportunities Program (TOP)	TBD	TBD	Terms to be announced on January 11, 2001	Deadline: March 30?	This FY
National Endowment for the Humanities(NEH): Challenge Grant	TBD	TBD	To develop an endowment to support the future activities of AMICO	Deadline May 1	Late September
Corporate: Oracle as back-end sponsor/marketing partner	TBD	TBD	To provide support for Back-End Database Capability	June Proposal?	

- **Possible foundation sources**

Source	Total Request	AMICO Request	Purpose	Status
Getty Grant Program	TBD	TBD	Development of Back-End Database Capability	Preliminary discussion
The Andrew W. Mellon Foundation	TBD	TBD	Guidelines for the Application of Art Documentation Standards	Preliminary discussion: Community-wide proposal declined.

7. AMICO's Future Management

Past Proposals for Reference

Source	Total Request	AMICO Request	Purpose	Award	Decision
National Endowment for Humanities	\$278,100	\$278,100	Lead Community Development of Guidelines	none	Declined
Getty Grant Program	\$25,000	\$25,000	AMICO Focus Groups at CAA and VRA	\$20,000	Awarded
National Science Foundation, Digital Libraries Initiative 2 (NSF/DLI2)	\$2,471,000	\$800,000	Develop and Deliver Library in collaboration with University partners	none	Declined
Institute of Museum and Library Services (IMLS)	\$299,000	\$38,000	Member Services Coordinator; project travel	\$15,750 [from IUPUI directly]	Awarded; IUPUI changed partners
Technology and Information Infrastructure Assistance Program (TIAP)	\$440,045	\$100,000	Client and Member Services project travel;	none	Declined
Mellon Foundation	\$500,000 - 2500000	\$500,000 - \$2,500,000	Ongoing Operating support to offset 4 yr. deficit	\$45,000	Awarded for planning
Delmas Foundation	\$10,000	\$10,000	Only NSF planning meeting costs	\$10,000	Awarded

8. Schedules and Deadlines

Schedule for 2000-2002

The following schedule outlines key activities through 2002. Critical upcoming dates are shown in **bold**.

Year	Date	Event
2000	July 1	Year 2000 Library Released
	October 15	List of Contributions PAST Due to AMICO
2001		
	January 25	Executive Committee Meeting
	January 25	Board Meeting
	February 15	Core Data Fields for all Submissions due to AMICO
	March 31	Completed Member Submissions due to AMICO
	June	Executive Committee Meeting coincide with the AAMD Meeting which will take place in Milwaukee, WI from May 30 - June 2, 2001.
	June 20 - 22	AMICO Members Meeting*
	July 1	Year 2001 AMICO Library Released
	October	Executive Committee Meeting
	October 15	List of Contributions PAST Due to AMICO
2002	January	Board Meeting: coincide with the AAMD Midwinter Meeting planned for Feb 3 - 10, 2002 in Hawaii.
	February 15	Core Data Fields for all submissions due to AMICO
	March 31	Completed Member Submissions due to AMICO
	June	Executive Committee Meeting
	June	AMICO Members Meeting
	June 30	A&MI Management Contract ends
	July 1	Year 2002 AMICO Library released.

* The 2001 Annual AMICO Members Meeting will be held on June 20-22, 2001 at the National Gallery of Canada, Ottawa, Canada. Early Registration is now open with a bundled price for both lodging and the conference. This registration closed on **March 16, 2001**. A tentative agenda for the meeting will be circulated and posted to the AMICO Members site (<http://www.members.amico.org>) in mid-February.