

Art Libraries Society of North America: Chapter Relationship with ARLIS/NA

To: Chapter Officers
From: Elizabeth Clarke, Executive Director, and the ARLIS/NA Executive Board
Date: June 21, 2006

With the beginning of ARLIS/NA's new fiscal year and following various leadership meetings and conversations at our annual conference in Banff, we have developed a package of information to assist you in explaining the intricacies of chapter affiliation and the relationship of your chapter to ARLIS/NA. Many of the suggestions contained in this document were raised during the Chapter Breakout of the Leadership Breakfast; the minutes of this meeting are included as Appendix B.

1. **Affiliation Agreement:** The Chapter Affiliation Agreement codifies in the form of an official legal document relationships and expectations between ARLIS/NA and its chapters that for the most part already exist. These are recorded and described in various official documents including the *ARLIS/NA Bylaws*, the *Chapter Success Book*, and the *Policy Manual*.

This agreement was drafted by the Executive Board, reviewed by a knowledgeable lawyer and was presented to you for review. It is imperative that this agreement be mutually agreed upon in order to ensure that ARLIS/NA is operating in a fiscally responsible manner. After the review of this document by the leadership of your Chapter, the current president of the chapter should sign and return it by July 30, 2006, to: ARLIS/NA, c/o Elizabeth Clarke, Executive Director, ARLIS/NA, 329 March Road Box 11, Ottawa ON K2K 2E1

Once the signed document is received by ARLIS/NA, it will remain in force; it does not have to be signed again.

2. **Bylaws Updates:** During the Chapter Breakout we discussed the necessity for a review of all Chapter bylaws to ensure that they are in agreement with the bylaws of ARLIS/NA and the new affiliation agreement. If they are not, they must be revised to bring them into conformity. Bylaws essentially constitute a contract between the Society and its members, chapters, and affiliates. This means that what is agreed to in the affiliation agreement and any reference to the responsibilities of Chapters in the ARLIS/NA bylaws must be incorporated into the Chapter bylaws. A copy of the ARLIS/NA bylaws is found on the ARLIS/NA website (<http://www.arlisna.org/organization/admindocs/bylaws.html>) and in your ARLIS/NA *Handbook*. Your regional representative will help you with this process.
3. **Insurance:** Questions arose during the Chapter Breakout meeting about the suggestion that all chapter boards ideally should be covered by insurance. We believe that each chapter should research and discuss this issue so that chapter members and officers

understand the costs, issues, concerns, and risks associated with the purchase of or the decision not to acquire appropriate insurance at the chapter level. The membership of each chapter should clearly understand the issues and responsibilities associated with their decision.

Elizabeth Clarke agreed to provide each chapter with an outline describing the types of insurance that are available to non-profit societies or associations along with the reasons why they should be considered. Attached at Appendix A, please find an article written for the American Society of Association Executives members on this topic. The most important types of insurance to consider are Directors' & Officers' Liability insurance and Liability insurance; however, you should consider each of the categories to see whether or not your chapter should acquire it. For instance, if you plan on holding a regional meeting at a hotel, you may be required to purchase liability insurance in order to book the hotel. If you choose not to insure your chapter, you must understand that individual chapter officers are liable in the case of a law suit.

You should know that ARLIS/NA is covered by Non-Profit Directors' & Officers' Liability insurance and that our conferences are fully insured.

4. **Individual Membership in ARLIS/NA:** The ARLIS/NA bylaws stipulate in Article XIII, Section 5 that “membership in a chapter is conditional upon membership in the Society”. The ARLIS/NA Executive Board has determined this clause *must be observed* by each chapter.

The ARLIS/NA Executive Board voted unanimously to centrally collect chapter dues beginning with this fiscal year; these funds will be forwarded to the chapter treasurers at regular intervals. Although these arrangements have not been fully fleshed out, chapter dues will be collected from each ARLIS/NA member who lives in the geographical region of the chapter. Each chapter is already receiving regular membership lists from the ARLIS/NA headquarters. Your regional representative will work with you as this process is developed and implemented; the chapters will be part of this procedure, and your needs will be taken seriously. Please speak with your regional representatives about this change so that together we can develop a workable system as well as address your concerns and needs.

Chapters are welcome to invite guests to chapter meetings and events. Guests, of course, do not enjoy the benefits of membership; they may not vote or hold office in the chapter. We recommend that they pay higher “non-member” registration fees for chapter meeting attendance and special events. They will also pay non-member fees for any ARLIS/NA events they choose to attend.

5. **Benefits of Membership:** Benefits of membership are outlined on the ARLIS/NA website (<http://www.arlisna.org/join.html#benefits>), and you will find them as Appendix C of this document. The Membership Committee is now examining our current membership categories to determine whether or not additional membership categories should be added. This may include an “a la carte” set of membership options that would allow members to choose membership levels containing only those benefits that are appropriate for that specific individual. We will keep you informed about changes in membership categories and benefits of membership when they become available.

6. **Benefits of Signing the Affiliation Agreement:** It was suggested that a list of benefits to the Chapters of signing the affiliation agreement be developed in order to convince the Chapter members that it is in their Chapter's best interest to do so. The outline on insurance benefits provides some information with regard to this as well as the benefits to membership.

The ARLIS/NA Executive Board and the ARLIS/NA Head Quarters are committed to supporting the ongoing success of each chapter. We will assist you during the process of signing the affiliation agreement, revising your bylaws, and changing the way you receive your chapter dues. Your regional representative will be able to help you in many cases; Margaret Webster, Ann Whiteside, and Elizabeth Clarke are prepared to talk through issues with you as well.

Xc Regional Representatives
 Whiteside
 Webster
 Boudewyns
 Scott
 Imm-Stroukoff

Appendix A

Does Your Association Need Insurance?

by Ross Haight

There's a lot to consider when evaluating the potential business risks of non-profit organizations. Emerging technology-associated risks, combined with traditional risks such as fire and theft, makes managing your exposures a daunting task. To take some of the mystery out of the process, this article takes a "plain language" approach to examining some of the more common insurance coverages used to manage risk. There are also a number of questions you can ask yourself and your insurance advisor to accurately assess your association's insurance needs.

Insurance is a financial tool that enables an association to manage the financial risks that every enterprise faces in its day-to-day activities. As such, it is part of a holistic approach known as risk management.

The concept of risk management is quite simple. It's the ability to recognize and assess the type and potential effects of your risks; determine whether these risks can be eliminated or reduced and, if so, what effect that reduction or elimination will have on the enterprise's ability to perform its function. It also establishes appropriate means of financing the remaining risks to protect the assets of the enterprise. Insurance is the most common method of transferring risk for financial security.

Many of the risks facing associations are similar to the for-profit sector — fire, theft, weather emergency, automobile accident and civil lawsuits — to name a few. These risks can be addressed in the vast majority of cases with readily available insurance products. A "typical" portfolio of insurance protection will contain all or most of the following, in one or more insurance policies:

Property Insurance

"All Risks" property insurance covers buildings, equipment and stock, computer hardware and software, valuable papers and records, accounts receivable, property in transit, property on exhibition and some type of time element coverage. Time element refers to financial loss that occurs as a consequence of physical loss or damage to property. The most common type — business interruption insurance — pays the ongoing expenses and the profit of the business that can not be earned because of the loss. However, a profit component is not necessary to make this coverage worthwhile; it also covers extra expense that must be incurred to continue normal operations. Extra expense can be insured separately, as it usually is for a non-profit organization.

Key Questions to Ask:

Have I properly assessed and insured the value of the various types of property the enterprise owns or uses?

Is it insured for replacement cost or actual cash value, and was this decided appropriately?

Where are the various types of property insured — only at the declared location, or anywhere else that it may be used or located?

What happens to our operations if there is a significant property loss — will we lose income or incur extra expense to continue operations?

Crime Insurance

Employee fidelity, money and securities, counterfeit currency, credit card forgery and computer/electronic funds transfer fraud are common crime coverages. The critical coverage for most buyers is employee dishonesty — usually called fidelity. This insurance protects against the risk that one or more employees, and perhaps non-employees as well, might convert the assets of the enterprise improperly for their own use or for other purposes (e.g., charitable giving). A common error made by buyers is to assume that only enough insurance is required to cover a one-time act of dishonesty. In fact, employee dishonesty is often made up of any number of small acts over time (often a long time) which, when discovered, add up to a significant — sometimes crippling — loss to the enterprise. Computer/electronic funds transfer fraud coverage is not always part of "standard" crime insurance packages, but it is of growing concern to many organizations. It covers against the risk that one or more non-employees might use electronic means to divert the assets of the enterprise, and is the most easily obtained protection against the emerging risks of the electronic world.

Key questions to ask:

What is the probable worst-case scenario in the event of long-term employee dishonesty and is there a sufficient amount of insurance against it?

Do we keep significant amounts of money and/or securities on premises or is money transported by employees, by mail or by others?

Are these amounts reasonable and necessary, and are they properly insured?

Do we use corporate credit card accounts and are we liable for their use if forged?

Are we at risk for loss of money or property by fraudulent interference with our computer systems or funds transfer systems?

General Liability Insurance

General liability insurance is coverage against the civil liability of the enterprise and its personnel for loss or damage to others. Coverage is for bodily injury to others or physical loss or damage to their tangible property. It should also extend to personal injury (libel or slander and other risks, such as false arrest and wrongful eviction) and advertising injury. Advertising injury covers similar risks that flow from advertising activities by or for the buyer. One important note is that many insurance policies eliminate coverage for publishing and broadcasting activities, and this can be a critical exposure to loss for an association.

Other risks that this policy covers include liability for injury to employees, but usually only those employees subject to Workers' Compensation. Care must be taken to ensure that optional employer's liability insurance is in place if any employees are not subject to Workers' Compensation. Other vital coverages are non-owned automobile liability insurance and its contractual liability endorsement. This covers liability for the use and operation of rental vehicles and other non-owned autos, such as delivery vehicles, as well as the liability of the enterprise for employees' vehicles used in business (note that the employee and any owner of the vehicle is not covered in this case).

Tenant's legal liability is another extension that is noteworthy. If you do not own (or are not responsible for insuring) a building, you are likely a tenant in a commercial building. Tenant's legal liability can insure your liability for damage to the occupied premises as a result of fire. Your coverage would be more complete to take the "all risks" option. This coverage also can and should be portable — that is, written on a "blanket basis." For example, it will then cover hotel rooms or exhibition space occupied in the course of association activities.

Another type of insurance policy that is suited and available to the non-profit sector, is directors' & officers' (D&O) liability coverage.

Non-Profit Directors' & Officers' Liability

D&O coverage insures against the financial consequences that might arise from a "wrongful act" of the enterprise, its directors, trustees, officers, employees, committee members and volunteers. A "wrongful act" can have a broad definition including defamation, breach of duty, neglect, error, omission, misrepresentation, misleading statement, other acts and most importantly, any matter claimed against any individual because of service in that capacity with the association. In essence, it is management errors and omissions insurance against claims brought by suppliers, government entities, employees, members, suppliers and others. With a few minor exceptions, it generally doesn't cover what's included under general liability. It is usually written on a claims made basis — meaning insurance only applies while a valid insurance policy is in force. It normally covers defense of claims within the amount of insurance, not as a separate amount. It should extend to your spouse, heirs and estates, as it really is a form of personal liability insurance. It does not cover the return of improperly acquired funds in most cases, nor professional services (such as legal or accounting services), nor many breach of contract claims, or pollution. It does cover claims for mismanagement of assets, failure to ensure proper accounting, including tax accounting, personal liability for tax not paid by the enterprise, and many types of employment relations claims. For example, one claim against a non-profit organization resulted from it allegedly misrepresenting prizes awarded at a charity golf tournament.

Key questions to ask:

Does the association provide professional services for its members or others?

Do we apply principles of governance and accountability that are appropriate to our responsibilities and capabilities?

What do the bylaws of the enterprise and applicable governing legislation say about indemnity and the power to purchase insurance of this type?

Is the amount of insurance carried sufficient (keep in mind that the amount of coverage includes defense costs)?

While there are many other insurance products available, including automobile insurance, professional liability insurance, insurance for e-commerce and cyber perils, this gives you an overview to begin the process of reviewing your association's risk. It should also help you prepare for discussions with your insurance advisor.

Finally, there are five key points to consider that can make your management of risk and insurance easier and more productive.

1. Apply the principles of risk management: where possible, eliminate or reduce risk,

then treat the remaining risk by transferring it contractually to others (including insurance companies) and by preparing as far as possible for the consequences of loss.

2. Continually re-examine your portfolio of insurance protection. Are the values reported correctly? Do you have coverage where and when you need it? Do the deductibles make sense, neither too high for reasonable comfort nor so low that you are trading dollars with your insurance company?

3. Your insurance advisor and insurance company should be a knowledge source. Do you get various options clearly explained to you for consideration when placing or renewing your insurance? Are you provided with useful information on how to control your losses?

4. Make sure you know what to do in the event of loss. Do you have a record of whom to call and can you get through 24 hours a day? What do you need to do if you discover employee dishonesty or receive a claim for loss or damage from others?

5. Keep your insurance records in good order, including applications and other forms you filed to obtain the insurance. Retain insurance policies, especially any type of liability and crime policies in particular, as valuable papers of the enterprise forever.

Ross Haight is a Vice President with Marsh Canada Limited, Canada's leading risk and insurance services firm. With more than 20 years of insurance industry experience, Ross specializes in the design and implementation of coverages. He is an expert in insurance policy language

Appendix B: Leadership Breakfast

ARLIS/NA Chapter Officers Breakout Champlain Room, Banff Springs Hotel Saturday May 6, 2006, 8:15 – 9:00 am

Presenters: Elizabeth Clarke, Jonathan Franklin, Peggy Keeran, Margaret Webster

Attendees: Chapter Officers (no sign-in sheet distributed)

Recorder: Fran Scott

Agenda:

1. Welcome

Jonathan Franklin and Peggy Keeran welcomed the attendees.

2. Chapter Success Book

PK recommended attendees consult the ARLIS/NA Chapter Success Book which is available on the ARLIS/NA website (http://www.arlisna.org/arlistmembers/chapter_success.html). The Chapter Success Book includes information on how the chapters should operate within the ARLIS/NA environment. It provides you with guidelines and information about requirements; i.e., your bylaws must match the ARLISNA bylaws. The members of the chapters must be members of ARLISNA; the role of the regional representatives; how to communicate; ideas for meetings and program ideas. It will be thoroughly edited this year by Heather Ball, Leigh Gates and Carole Ann Fabian. Please pass any suggestion on to them. The Chapter Success Book also contains ideas about regional chapter meetings.

3. Distance Delivery of Conference Content

A video recording of the mentoring workshop at this conference will be undertaken through special funding and a DVD may be streamed on the web site or distributed to chapters. Also in a mini-survey of chapter officers will be distributed about the best way to recruit. There is an “Ask ARLIS” session on mentoring today at 1:30, with tips on outreach and links to local library schools.

4. Open Discussion

a. Chapter Affiliation (Presentation by Elizabeth Clarke and Margaret Webster)

This topic is the primary agenda item of this meeting. EC & MW will explain the Chapter Affiliation document and brainstorm with attendees.

It was a six month process to produce the affiliation document; this included consulting with skilled legal counsel. The issue first arose with a communication from the IRS questioning the relationship between the chapters and ARLIS/NA and how the finances work. How is ARLIS/NA supporting or not supporting the chapter relationships; are chapters operating with the same thing in mind? It turns out that the chapters are currently not thinking the same way that ARLIS/NA is thinking; various aspects of the relationship are not understood. So who are we?

For Elizabeth Clarke, the Executive Director of ARLIS/NA, there are critical questions of safety and liability. There is no question about operating outside the law. We need a document in place that clearly explains who we are, that establishes rules, and that places ARLIS/NA in agreement with the chapters. Chapters need to tell us if their members want to be a true part of ARLIS/NA and if so, that means paying membership fees. Chapters are using the ARLIS/NA “brand.”

Elizabeth stated that we all probably have a lot of questions. She continued that she is not a lawyer, but that she will write questions down to try to answer them later.

By this time next year we want the process completed. This includes a signed affiliation agreement plus the necessary changes to bring chapter bylaws into conformity with ARLIS/NA bylaws. Your regional representatives will be involved in an active way during this process. We ask that you discuss the affiliation agreement with your chapter members and contact your regional representative, Margaret Webster, or Ann Whiteside with your concerns. We will listen to everything you have to say.

b. Discussion (Elizabeth Clarke, Margaret Webster, and Chapter Officers):

Question: Are we requiring our chapter members to also be members of the ARLIS/NA? If so we will lose half of our chapters.

Reply-EC: Yes that's in the ARLIS/NA bylaws. It will be required. You need to think about this differently—think “outside the box”; what are the benefits of ARLIS/NA membership? who are these people and how do we bring them into accordance with our bylaws? Would it be possible to have guests at meetings? Would it help if ARLIS/NA collected your chapter dues? You as a chapter leader need to present the issues and possibilities to your members positively and describe what we can offer.

ARLIS/NA could come up with different kinds or levels of membership. There are trends now toward “bundling” by offering “a la carte” services in memberships. One might tailor the membership to age groups as well to offer a price break for the new professional or one might offer a first-time or introductory membership to bring people in-- i.e. a \$45 membership.

Question: Can we offer a first year or introductory membership? Chapters used to have a \$15 fee and let a student be a free member?

Reply-MW: There's a benefit to paying a fee, i.e., lower ARLIS/NA conference registration fees, access to the Members' only area of AWS.

Reply-EC: Staggering membership is a good idea.

Comment: The requirement [membership in ARLIS/NA] is already in the bylaws?
Reply-MW: Regional representatives have an action item with a deadline. We need to have your ratified agreement before the pre-conference board meeting in Atlanta. Your by-laws need to be in conformity with the national bylaws by the pre-conference Executive Board meeting in Atlanta.

MW Introduction of Craig Fleming (from Headquarters)

Comment: Craig Fleming sent me a roster of people from my region (Southeast region). 12 of the chapter members are also members of ARLISNA but the rest--ca 40--are not members. Most of my members are not in ARLISNA-we draw from students, retirees, paraprofessionals, etc. You may think \$45 is not much but is a lot to a many people. The chapter can be seen as a grass roots organization and nurturing people for ARLISNA; but when members become professional they do join ARLIS/NA.

Reply-EC: That is one way to become a member of ARLISNA. On the other hand, as an international organization, we have to abide by our own bylaws. We need to do this for legal reasons to ensure that we are protected and that you are protected. There are ways to convince people with different types and levels of membership. You as chapter leaders need

to learn how to work through these issues in positive and constructive ways to convince potential members of the value of what they are getting.

- Comment:** We need models to use and to know what benefits we are getting. We use the ARLIS/NA name and logo. Can we just branch off and be the Southeast Art Librarians? We pay for our own web site.
- Reply-EC:** We may eventually be able to offer web hosting. Providing you with this information today begins to cover the liability; eventually someone could sue you and you're not covered as an independent group. Signing this [the affiliation agreement] is the first step. ARLIS/NA is taking care of the risk and liability.
- Comment:** Do we have to have coverage?
Reply-EC: You don't have coverage now. Signing this agreement is a beginning. We are taking care of ARLIS/NA and chapters need to think about taking care of themselves.
- Comment/Question:** The members will push back. Can you provide realistic scenarios where chapters can get into trouble? What if a member questioned the handling of funds? Give examples to make it more real to chapter officers. On the face of it chapters are being asked to sacrifice but not receiving anything concrete in return.
- Reply-EC:** What happens if a woman sues? Situations have happened. You have to report and follow rules; have to run safely.
- Comment:** The DC/Maryland/Virginia chapter has 46 paying members and 28 are national members. They want to network at local levels; but for some ARLIS/NA is not their first choice of association. If the affiliation is signed we need a way to join seamlessly and able to join one or more chapters; have more membership levels and can still have cooperative ventures with other people who are colleagues and other art professionals but who are not necessarily art librarians.
- Reply:** We need to have the chapter affiliation signed; we understand the need to make chapter membership seamless and the integration easier. We may be able to offer a suite of options for membership; but it will not be free.
- Comment/Question:** Some people can't pay for this for economic reasons. How many others don't belong to the ARLIS/NA?
- Reply-MW:** Liabilities at your chapter meetings may not be covered by the host institution's liability policy. For instance, tours offered at chapter meetings may not be covered by the hosting institution's policy if they occur beyond the institution's property.
- Comment:** In order to bring a coordinated response back to our chapters with that positive spin on this, can there be a standardized language from you so we are all saying the same thing? We are going to get a lot of "push back" from them. There were a lot of things thrown out here, but it would help me and if we are all saying the same thing. I'm having a hard time seeing a positive spin.
- Reply-MW:** Fran Scott has graciously offered to record this meeting, and we will make sure the minutes to this meeting are distributed to all of you. You can brainstorm with your regional representation on language and get encouragement from them. Work on a dialog and make it a progressive

kind of thing. We will be a stronger organization for it. At the chapter level, ARLIS/NA will strive to provide and enhance benefits; such as conference content for those not able to attend and the ability to partake of training and distance learning. We are working on these initiatives but are not there yet in terms of infrastructure. We are working towards content rich material. The members' only area of AWS will continue to be developed to provide more valuable information.

Question: What kind of services can we expect from the ARLIS/NA? Can we have services from Headquarters? That would be a huge selling point. Such as collecting chapter dues as a benefit for national membership and returning dues to the chapters? Money is always an issue but so is service.

Reply-MW: We don't know whether we can do this if chapters have different dues or if only some chapters want to do this. But can collect chapter dues, and it would be less confusing to do so for everyone; a certain amount is returned to each chapter.

Question: I don't know if we want the national to collect the chapter dues and return them but if there is some way to assist with banking. That would be really helpful. Can we piggy-back on banking? Many banks require a balance of \$1,000. And we have a small chapter-we might want to use that \$1,000. Could society offer help?

Reply-EC: The chapters could work together maybe find one regional bank. I don't think you could do across the country. But maybe 4-5 chapters in a region could cooperate. Headquarters could also share some of their expertise and that of the auditor to solve some local problems.

Question: How far have the discussions gone on web hosting?

Reply-MW: We completed the RFP process for a membership database and a web site with enhanced capabilities. This might include the ability to host chapter websites and space to store documents and things like a chat area. Could also be a site to move ARLIS-L and fold in general publications, news and events. We might be able to archive the conference web sites, and possibly a template for chapters web hosting.

There were three responses to the RFP, but they were so expensive we have to step back look at the RFP and pare it down. Need a list of "must haves," "really wants," and "nice to haves" in order to talk to vendors and find a more affordable solution. This time next year we should be better able to answer. We are looking at making things better in relation to how much this costs.

Question: It has always been a rule that our members be ARLIS/NA members and it as been honored in spirit only. You say that is going to be enforced. How to enforce compliance?

Reply-EC: You have to decide what's right. We will get you the information you need to have. You need to provide value to the members.

c. Evaluation forms

Peggy Keeran encouraged all to fill out the evaluation forms.

Breakout session adjourned @9:00am.

Appendix C: Member Benefits (<http://www.arlisna.org/join.html#benefits>)

As an ARLIS/NA Member, you'll enjoy:

- Opportunity for participation with fellow professionals:
The Society structure and activities encourage participation at all levels of the organization.
- The Executive Board, consisting of member volunteers elected as officers (President, Past President, Vice-President/President-Elect, Treasurer, Secretary, and Regional Representatives) and the Executive Director serve as the chief policy-making body. Each elected officer also serves as liaison to committees and working groups that are drawn from the membership.
- Committees are chaired by members appointed by the President and charged with specific responsibilities relating to the fulfillment of the Society's mission and goals.
- Divisions, Sections, and Round Tables represent subgroups of the membership united by function or special interest, and their activities are conducted for the enhancement of resources, services, and awareness relating to their special focus.
- Chapters provide a means of participating in Society activities and programs and a way to learn of valuable resources at the local level. Chapter membership is not included with ARLIS/NA membership. Chapter and regional meetings are held throughout the year to focus on area resources and local experts on a variety of relevant topics.
- An open line of communication with fellow professionals via ARLIS-L, the Society's moderated online discussion group for the exchange and dissemination of information of vital interest to the members.
- The opportunity to apply for awards. ARLIS/NA recognizes the value of excellence in professional service, publishing, and original research by bestowing awards.
- Publications:
An active publications program disseminates valuable information among the membership and to those in related fields, and provides opportunities for members to edit and publish.
- *Art Documentation* appears twice yearly and features substantial articles on issues of interest to art information specialists (e.g. historiography, copyright, digital imaging, intellectual access, database design and construction, interdisciplinary sources) plus in-depth reviews. All members receive a complimentary subscription as part of joining.
- The *Occasional Papers Series* features longer essays on more specialized topics. Titles in this series include: "The Library and the Accreditation Process in Design Disciplines", "Library Instruction for Students in Design Disciplines", and "Collection Development Policies for Art Libraries and Visual Resource Collections".
- The annual Handbook and List of Members affords quick access to the Society's bylaws, leadership, and members' contact information as well as institutional and geographic indexes.
- The annual conference featuring guest speakers, panel discussions, workshops, and informal colloquia brings art information experts together for

fruitful discussion. Exhibits by publishers, book dealers, and suppliers of electronic data and visual materials highlight the latest in products and services. Recent conferences have featured a convocation at the Getty Center in Los Angeles, a plenary session with Christo and Jean-Claude in New York and workshops as fascinating and varied as: Chicano Art Through the Collector's Eye: Issues and Directions, Common Ground: Standards for Cataloging Images and Objects, and Educating the Educators: Teaching with Digital Technology.

- **Advocacy and Collaboration:**
Broad professional involvement with other organizations and projects allows ARLIS/NA to keep its members informed of innovations in the art information field and to speak for the profession on issues such as technological development, intellectual property rights, and cataloging standards.
- Committees serve as liaisons for the membership to related organizations such as the International Federation of Library Associations (IFLA), bibliographic utilities such as the Research Libraries Group (RLG), and consortia such as the National Initiative for a Networked Cultural Heritage (NINCH). The Society plays an active role in the formulation of standards relevant to the art information community. ARLIS/NA is formally affiliated with other arts-related organizations worldwide and holds joint programs with the College of Art Association and the Visual Resources Association.