Part 7. A*CENSUS: Report on Archival Leadership

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Introduction

The A*CENSUS data provide us with a snapshot of the profession, broadly defined and unprecedented in scope, at a particular point in time. The information gathered is both broad and rich in detail. We have been analyzing those data, trying to determine what we can learn about archivists and their needs. The A*CENSUS findings are somewhat different from those of previous surveys, due to the goal of casting the net beyond SAA members. In fact, some of the most interesting data from the A*CENSUS illustrate the differences among members of SAA, members of other professional associations, and those who have chosen not to affiliate.

I have been asked to interpret the data in terms of leadership in the profession. This was not a straightforward assignment; attention to leadership in the survey is indirect. A*CENSUS gathered data on individual archivists through a series of questions concerning their work and affiliations, with an eye toward discerning the education and skills needed to carry out archival work in this day and age. Drawing leadership data out of these individual responses is difficult; the data are somewhat elusive. The information gathered from managers is perhaps more directly on point, but still does not address the factors that underlie leadership in a profession. Management does not equal leadership; leadership in a profession extends beyond the boundaries of an employing institution.

What follows is the result of an effort to read between lines of more than 5,000 survey responses to identify factors that are likely to constitute, or point to, professional leadership. I base those factors to some extent on past studies on leadership within the archival profession.[1] Some of that research looked at roles that individual archivists played, both independently and through their employers and professional associations, in developing and implementing the first set of descriptive standards in the 1980s. Specific patterns of activity and

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[1] Susan E. Davis. *Organizations and Influence in Professional Standards Development: The Case of Archival Description,* University of Wisconsin-Madison, 2003.

interaction that became clear in that case are perhaps generalizable to larger professional concerns. In addition, I will speculate on how we might cultivate current and future leaders who can carry the profession in the directions identified by the A*CENSUS survey.

Leadership in Professions

There has been a plethora of research on leadership and, over the years, the focus of analysis has shifted from the centrality of personality and individual traits to models based on situation, contingency, power, and jurisdiction.[2] Much of that research resonates more aptly for political leadership or leadership within a specific organization. Looking at leadership within a profession, on the other hand, raises very different issues, which fewer researchers have addressed directly.[3]

Some of the current thinking on professions emphasizes that professions are generally in a state of flux. Practitioners of various occupations are trying to identify and solidify their knowledge bases through a variety of means. Scholars have argued for a process model, in which professions pursue a range of options while being held together by a set of common interests.[4] If we look at professions as being "in process"—as shifting and adjusting to jurisdictional and other challenges—then the concept of leadership must reflect the ability to navigate that unpredictable terrain. Leaders emerge according to their ability to carry out activities that move the profession forward. The reasoning behind the development, implementation, and analysis of the A*CENSUS survey is consistent with the concept of an evolving profession.

The Archival Profession

Certain characteristics of archival work set the profession apart. Archivists work in a wide range of public and private institutions in which activities associated with archives and records are not primary functions. We have always known this about the field, and the survey responses certainly bear that out. This

[2] Edwin P. Hollander. "Leadership and Power" in Gardner Lindzey and Elliot Aronson, eds. *Handbook of Social Psychology* (Random House, 1985), 486. Jean-Louis Denis, Lise LaMothe, and Ann Langley. "The Dynamics of Collective Leadership and Strategic Change in Pluralistic Organizations," *Academy of Management Journal* 44(2001):810.

[3] Two works that are relevant to archival concerns are: Andrew Abbott. *The System of Professions: An Essay on the Division of Expert Labor*, (University of Chicago Press, 1988) and Michael F. Winter. *The Culture and Control of Expertise: Toward a Sociological Understanding of Librarianship* (Greenwood Press, 1988).

[4] Burton J. Bledstein, *The Culture of Professionalism: The Middle Class and the Development of Higher Education in America* (Norton, 1978), Eliot Freidson, *Professional Powers* (University of Chicago Press, 1986), Rue Bucher and Anselm Strauss. "Professions in Progress," *American Journal of Sociology* 61(January 1961): 325–334, among others.

heteronomous environment leads to loyalties that are divided between work-place and profession: workplace goals may differ from archival concerns, and career paths may move an individual out of the archives, often due to limited mobility within the archival component of the organization.[5] What an individual does and how he/she responds to professional issues derive from both the professional and the organizational contexts. As a result, leadership roles exist in varying forms that cross organizational lines. Archivists are dependent on leadership and influence within their workplaces, but their relative isolation as archival professionals within specific workplaces often leads to a greater sense of identification with the profession at large and with the national and regional associations representing the profession.

During the 1980s, when the MARC AMC (Machine Readable Cataloging – Archival and Manuscripts Control) format emerged as the first recognized set of archival standards, individual archivists collaborated with each other on a series of projects under the auspices of their employing institutions, consortia such as Research Libraries Group, and funding agencies including the National Endowment for the Humanities and the National Historical Publications and Records Commission. Professional associations also played a major role as sponsors of committee and task force activity, and as venues for presentations and publications. Individual leaders emerged over time and led the profession toward adoption of this innovation. This case constitutes an example of a profession in process and highlights the role of leadership in that process. I believe that few, if any, of these individuals initially ventured into this area of activity in order to advance their individual stature. Most grasped that they were in the right place at the right time and recognized the importance of this work. They grew into leadership positions that then carried them into other areas of archival activity. Position begat reputation, and individual leaders emerged.

How does this particular case translate to larger issues of leadership for the profession, and how do we approach leadership analysis in the A*CENSUS survey? The A*CENSUS supports more extensive analysis than did previous surveys, due to its broad range of questions. We should not assume that leadership in the archival field is limited to SAA membership—or membership in any specific association. Nevertheless, professional associations are a hallmark characteristic for a profession, and the long list of archival associations whose members responded to the A*CENSUS survey, as well as the overlapping nature of membership in the national and regional associations, is indicative of professional strength and cohesion. But professional activity embraces both workplace and associational activity, and leadership in professions reflects that duality. Thus, while it is reassuring to know how many respondents ally themselves with professional

[5] Webster's defines heteronomous as "specialized along different lines of growth or under different controlling forces; subject to external controls and impositions." This concept has relevance for the study of professions and the tension between allegiance to one's employer and to one's profession.

associations, for the purpose of analysis, it is good to know that the data also reflect individuals who identify themselves as part of the profession without having an associational allegiance, since that is the complexion of the profession as a whole.

A*CENSUS Findings

My approach to identifying leadership patterns in the A*CENSUS data was threefold. This is not a data set in which one can identify individuals, but rather one that supports the identification of categories of respondents and frequencies of occurrence. First, I looked at patterns of participation in professional activities, which indicate contributions outside of the workplace. Professional leadership implies a high degree of boundary spanning and engagement beyond one's employing institution. Second, I examined attitudinal data regarding respondents' ties to the profession, professional associations, and dedication to an archival career. Leaders tend to be those who think about the larger agenda and how they can contribute to that agenda. Third, I looked at demographic patterns to identify where current leadership falls. Professions walk a tightrope between retaining senior leaders and cultivating the next generation. In each case I based the analysis on type of archival institutions (academic, government, nonprofit, for-profit) and category of position (archivists/manuscript curators, managers of programs that employ archivists, educators, and members of other professions with archival duties), and have discussed and compared the data within and across those categories. I was trying to determine how certain factors that had contributed to leadership in other situations and professions were reflected in the archival population at large.

Professional Participation: There are various ways in which archivists participate in professional activities outside of the workplace, and it is through those activities that individuals develop reputations that lead to further leadership opportunities and responsibilities. Within professional organizations, for example, archivists can pursue their interests in terms of areas of technical expertise, or specific types of records and organizations. Some opportunities are voluntary; others are through appointment or invitation. It is interesting to note that the power hierarchy within professional archival associations is fairly flat. No individual maintains a leadership position for very long. While this turnover can retard progress, it offers greater opportunities for broad participation.

The survey instrument asked a series of questions regarding leadership and professional involvement. These questions concerned conference attendance, presentations at professional meetings, authorship of archival publications, seminar/workshop teaching, and holding office or other leadership positions. Some questions required a yes or no answer, while others asked for the number of occurrences in the past five years.

Overall, respondents reported attending national/international professional association meetings at a higher rate than regional meetings (2.44 international/national meetings in the previous five years, versus 2.10 regional meetings). Archival educators attended at the highest rate, analyzed by position, over a five-year period (9.73 international/national meetings and 3.76 regionals). In terms of employer type, academic employees ranked highest in attendance at such meetings (2.95 international/national and 2.43 regional). Government employees attended fewer meetings; however, federal government employees attended national/international meetings at a higher rate than state government employees (2.52 meetings versus 1.59), while state government employees attended regional meetings at a comparatively higher rate (2.02 versus 1.79 for federal employees). Comparing by organizational affiliation, Council of State Historical Records Coordinators (COSHRC, now known as the Council of State Archivists) members reported the highest rate of meeting attendance (4.87 international/national and 3.37 regional), followed by ACA members (3.35 and 2.78), and SAA members (2.96 and 2.44). Similar rankings exist for making presentations and teaching workshops and seminars. Across the categories, archival educators were by far the most active, particularly in making presentations, followed by members of COSHRC, managers, members of ACA, members of SAA and federal government employees, and those respondents working in academic institutions. See Tables 7.1a, 7.1b, and 7.2; see also Table 7.3, Mean number of times respondents reported participating in professional activities sponsored by national, international, or regional professional associations in the last five years, by whether archives is a first career, at www.archivists.org).

Another way to view the professional participation data is to look at the percentage of respondents in each category who have ever authored a publication or held a leadership position. Separate questions on publications and

Table 7.1a Mean number of times respondents reported participating in professional activities sponsored by national, international, or regional professional associations in the last five years, by affiliation

Activity	All (n=5620)	SAA (n=2409)	ACA (n=593)	COSHRC (n=55)
Attended national/international meetings	2.44	2.96	3.35	4.87
Attended regional meetings	2.10	2.44	2.78	3.37
Presented at national/international meetings	0.69	0.95	1.20	1.75
Presented at regional meetings	0.52	0.68	0.96	1.77
Taught at national/international workshops/seminars	0.56	0.67	0.68	2.86
Taught at regional workshops/seminars	0.48	0.48	0.49	0.86

Source questions: Q42 (attended); Q44 (presented); Q46 (taught); Q36a=1 (ACA); Q36a=5 (COSHRC); Q36a=8 (SAA)

Table 7.1b Mean number of times respondents reported participating in professional activities sponsored by national, international, or regional professional associations in the last five years, by employer

Activity	All (n=5620)	Acad (n=1793)	Fed gov (n=565)	State gov (n=594)	For-profit (n=270)	Nonprofit (n=1151)
Attended national/international meetings	2.44	2.95	2.52	1.59	2.65	2.18
Attended regional meetings	2.10	2.43	1.79	2.02	1.94	2.12
Presented at national/international meetings	0.69	0.89	1.04	0.48	0.70	0.55
Presented at regional meetings	0.52	0.63	0.54	0.67	0.48	0.41
Taught at national/international workshops/seminars	0.56	0.56	0.67	0.40	1.07	0.69
Taught at regional workshops/seminars	0.48	0.53	0.34	0.70	0.29	0.43

Source questions: Q42 (attended); Q44 (presented); Q46 (taught); Q21 (employer)

Table 7.2 Mean number of times respondents reported participating in professional activities sponsored by national, international, or regional professional associations in the last five years, by position

Activity	Archivists or manuscript curators (n=2890)	Managers (n=443)	Another field or occupation (n=748)	Archival educators (n=38)
Attended national/international meetings	2.1	4.35	2.68	9.73
Attended regional meetings	2.25	2.9	1.78	3.76
Presented at national/international meetings	0.58	1.44	0.57	6.16
Presented at regional meetings	0.51	1.05	0.35	1.88
Taught at national/international workshops/seminars	0.29	1.31	2.07	1.56
Taught at regional workshops/seminars	0.27	0.91	1.02	1.11

Source questions: Q42 (attended); Q44 (presented); Q46 (taught); Q1 (position)

Table 7.3. Mean number of times respondents reported participating in professional activities sponsored by national, international, or regional professional associations in the last five years, by whether archives is a first career

Activity	First career (n=1898)	Not first career (n=3243)
Attended national/international meetings	2.43	2.43
Attended regional meetings	2.21	1.99
Presented at national/international meetings	0.85	0.59
Presented at regional meetings	0.68	0.42
Taught at national/international workshops/seminars	0.64	0.49
Taught at regional workshops/seminars	0.52	0.45

Source questions: Q42 (attended); Q44 (presented); Q46 (taught); Q29 (first career)

Table 7.4a Percentage of all respondents and members of SAA, ACA, and COSHRC who indicated that they had authored, co-authored, or edited an archival publication or held a leadership position within a professional association

	All (n=5620)	SAA (n=2409)	ACA (n=593)	COSHRC (n=55)
Published	27.0%	31.3%	44.2%	61.1%
Held position	44.0%	51.5%	71.0%	87.0%

Source questions: Q45 (published); Q49 (leadership position); Q36a=1 (ACA); Q36a=5 (COSHRC); Q36a=8 (SAA).

Table 7.4b Percentage of all respondents and those working for specific types of employers who indicated that they had authored, co-authored, or edited an archival publication or held a leadership position within a professional association

	All respondents (n=5620)	Academic institution (n=1793)	Federal govt (n=565)	State govt (n=594)	Nonprofit (n=1151)	For-profit (n=270)
Published	27.0%	30.8%	32.4%	28.8%	23.1%	20.5%
Held position	44.0%	52.7%	34.9%	42.6%	38.0%	38.9%

Source questions: Q45 (published); Q49 (leadership position); Q21 (employer)

Table 7.4c Percentage of those working in specific positions who indicated that they had authored, co-authored, or edited an archival publication or held a leadership position within a professional association

Activity	Archivists or manuscript curators (n=2890)	Managers (n=443)	Another field or occupation (n=748)	Archival educators (n=38)
Published	28.3%	41.9%	15.6%	79.4%
Held position	43.4%	68.4%	41.4%	85.3%

Source questions: Q45 (published); Q49 (leadership position);Q1 (position)

leadership revealed contrasts that were largely based on professional association and employment (Table 7.4a and Table 7.4b).

Overall, only 27% of respondents had authored an archival publication. ACA members and SAA members authored publications at a higher rate than overall (44.2% and 31.3% respectively); members of COSHRC reported a rate of 61.1%. By definition, COSHRC members occupy leadership positions within their states, so the high publication figure is not surprising. The high (79.4%) rate for archival educators is also to be expected due to publication pressures (Table 7.4c).

It should be noted, however, that the numbers of COSHRC members and archival educators (Tables 7.4a and 7.4c) were small (55 and 38, respectively)

relative to other categories. Across all institutional categories (i.e., academic, government, nonprofit, for-profit), managers reported a higher rate of authorship than employees (Table 7.4c). Federal government employees were more likely to publish than those in state government (Table 7.4b). Those for whom archives was their first career published at a higher rate than those for whom archives was not their first career (33.4% versus 22.6%) (Table 7.5, Percentage of those who reported that archives was or was not their first career and indicated that they had authored, co-authored, or edited an archival publication or held a leadership position within a professional association, at www.archivists.org).

Holding an elected or appointed leadership position is clearly an easier route than publishing for individual professional participation. Archivists tend to be heavily engaged in day-to-day activity, which leaves little time for research and writing. Overall, 44% of respondents reported having held such a position (Table 7.4b). Again, COSHRC members and educators ranked highest with 87% and 85.3%, respectively, having held leadership positions, followed by ACA members at 71% and SAA members at 51.5%. Managers in all employment categories were more likely to have held office than those whom they supervised (Table 7.4c). First-career respondents reported a higher rate of office holding than those for whom archives was not their first career (47.8% versus 41.5%) (Table 7.5).

Attitudinal Data: Documented participation in "extramural" archival activities is one way to identify those who have assumed or are likely to assume leadership positions. The level of participation necessary to gain leadership positions requires efforts that extend beyond the job-related duties to one's employer. This means that leadership generally requires a comparatively greater degree of loyalty toward the profession, as well as identification with one's professional colleagues. The A*CENSUS survey asked several questions that elicited such attitudinal responses, including respondents' attitudes toward the profession and its related organizations.

One question asked about the strength of respondents' ties to the archival profession, on a scale of 1–7, with 7 being the strongest. The overall mean for 5,055 respondents was 5. Given the lack of prior data, it is hard to ascertain

Table 7.5. Percentage of those who reported that archives was or was not their first career and indicated that they had authored, co-authored, or edited an archival publication or held a leadership position within a professional association

	First career (n=2898)	Not first career (n=3243)
Published	33.4	22.6
Held position	47.8	41.5

Source questions: Q45 (published); Q49 (leadership position); Q29 (first career)

Table 7.6 Mean strength of ties to the archival profession

	1 = not strong at all <===> 7 = very strong
All A*CENSUS respondents	5.00
Affiliation	
SAA members	5.51
ACA members	5.89
COSHRC members	6.21
Employer	
Academic employees	5.17
Academic managers	5.52
Government employees	4.94
Government managers	5.20
Nonprofit employees	4.98
Nonprofit managers	5.31
For-profit employees	4.91
For-profit managers	5.20
Position	
Archivists and manuscript curators	5.34
Managers	5.39
Other field or occupation	4.19
Archival educator	6.06
Student	5.11
Was archives a first career?	
Yes	5.45
No	4.77

Source questions: Q51 (ties); Q36a=1 (ACA); Q36a=5 (COSHRC); Q36a=8 (SAA); Q21 (employer); Q1 (position); Q29 (first career)

specifically what a particular number signifies. The mean response for members of COSHRC was 6.21; for members of ACA, it was 5.89; and for SAA members, it was 5.51. For educators, the mean response was 6.06, while academic managers came in at 5.52 and general academic employees at 5.17. For persons in other types of employment, the responses were generally slightly lower, although the differences were small (Table 7.6).

One might speculate that, because a greater percentage of academic archivists enter the profession through graduate education (40.8%), they might be influenced to begin their archival careers with stronger ties to the profession. It is interesting to examine the percentages of respondents in the various categories who credited graduate education as the primary source for their archival education (Table 7.7, Percentage of respondents who said that graduate education was their primary source for archival training or education, by affiliation, type of employer, and position, at www.archivists.org). In each employment category—academic, for-profit, and nonprofit—employees cited graduate education at a higher rate than managers. Younger archivists were also more likely to credit graduate school as the primary source of their education; for instance,

Table 7.7. Percentage of respondents who said that graduate education was their primary source for archival training or education, by affiliation, type of employer, and position

	Percentage for whom graduate education was primary archival training
All A*CENSUS respondents	35.1%
Affiliation	
SAA members	46.9%
ACA members	42.2%
COSHRC members	36.4%
Employer/position	
Academic employees	40.8%
Academic managers	40.0%
Government employees	28.1%
Government managers	27.1%
Nonprofit employees	34.0%
Nonprofit managers	33.3%
For-profit employees	36.2%
For-profit managers	27.0%
Archival educators	44.1%

Source questions: Source questions: Q9 (primary source education/training); Q36a=1 (ACA); Q36a=5 (COSHRC); Q36a=8 (SAA); Q21 (employer); Q1 (position)

68.3% percent of respondents between the ages of 25 and 29 named graduate education. That percentage decreased with every upward age range, going down to 19% for those in the 60–64 age bracket (Table 7.7 and Table 3.4.4, Percentage of archivists and manuscript curators citing each type as the primary source of archival training or education they have received to date, by age, at www.archivists.org). The trend for the younger archivists to be entering the profession through graduate archival education bodes well for the future of the profession. In addition, 81% said that they were not planning to leave archives for another career—another good sign.

Still another indication of strong ties to the profession is membership in professional associations. In her overall analysis, *A*CENSUS: A Closer Look*, Walch discusses the high overall response rate to the survey from association members. Eighty-one percent of those who filled out the survey belong to some professional association; 58% belong to SAA (Table 3.9.7, Membership in professional associations among all A*CENSUS respondents, in Appendix H). Those for whom archives was a first career were more likely to join SAA (54.4% versus 45.6%). Members of archival associations also indicated a stronger tie to the profession, with most reporting strength of ties ranging between 5 and 6 out of 7. As mentioned previously, the mean for ACA members was 5.89; for SAA members, 5.51; and for COSHRC members, 6.21 (Table 7.6).

This would indicate that those who felt more strongly connected to the profession were likely to belong to professional associations—and by extension, to participate in professional affairs. This is the population from which leaders come.

Managers, as a category, made strong appearances in the leadership data, and the A*CENSUS framers developed a specific set of questions aimed at soliciting additional data from this cohort. One question asked managers to describe their career path. There were 820 responses to this open-ended question, mostly illustrating a series of fairly predictable steps up the employment ladder, involving both longevity within institutions and movement from place to place. Those in academic settings tended to mention their education more often than those in government settings. Several mentioned being in the right place at the right time. Few spoke of leadership or larger professional issues.[6] Although success in management does not automatically signify leadership, the generally higher visibility of managers can result in leadership opportunities.

Demographic Data: Mapping the shape of the profession against its age is one way to look at sustaining leadership in the future. Archivists face the dual dilemma of retaining the experience of senior professionals whose careers may move them partially or completely out of archival roles while at the same time encouraging new leadership. As stated earlier, the flat hierarchy of archival organizations contributes positively to engaging new leadership, as does the growing number of graduate students moving into the profession. SAA currently has twenty student chapters, producing an ongoing stream of new members.

The A*CENSUS results indicate a steady entry into the profession over time, especially on the part of those for whom archives is their first career (36% of respondents). First-career archivists who entered the profession in the 1970s are mostly in their fifties; those who entered in the 1980s are in their forties, etc. Second-career archivists tend to be several years older. Currently there is a bulge in the age group of middle-aged (Baby Boomer) archivists; 55% of respondents are forty to sixty years old.

Many persons have raised concerns about the anticipated retirement of a large proportion of the profession's leaders. Only 8% of respondents indicated plans to retire in the next three years, but 19.7% plan to retire in three to nine years and another 22.9% in ten to nineteen years (Table 3.7.9, When expecting to end archival career, all respondents and managers, in Part 3, Section 7, *Career*

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[6] The one notable exception was the comment of a manager who claimed his/her path came by default. "There is a management void in archives. Too few of us choose to be leaders, so even our management does not lead. A person of very little ambition but enthusiasm, drive and self-motivation can easily become a leader in the profession and if those people are lucky and apply themselves to their career as much as to their jobs, they will find themselves in a management position, even it it's a mid-level one. If you want good archival managers, the archives profession needs to cultivate leadership, innovation and recognition."

Paths). The percentage for SAA members retiring after the next ten years is higher than the mean for planned departure, and the retirement rate for managers is higher in every bracket. So, while mass exodus is not imminent, the profession should be preparing to encourage newer members of the profession to take on leadership roles.

Conclusions

Leadership in professions is complex. Leaders are those who contribute toward the growth and progress of a profession and support that profession's ability to meet challenges. Leaders, by word and action, set examples for their colleagues to emulate or follow. Leadership does not equal management, nor is it defined by elected office, although such honors often go to those managers and officers who contribute in other ways.

Certain settings make it easier for an individual to take on leadership roles. Members of groups such as COSHRC and graduate archival educators are by the nature of their positions well situated to become leaders in the profession. In addition, their professional responsibilities require the larger perspective that characterizes leaders. The numbers in these two groups will, in all likelihood, remain small, limiting the overall effect of these archivists on the profession. Yet their visibility and the potential for motivating others remain high. Also, academic settings are more conducive to leadership activities, in that professional service and/or publication are often required for career advancement. Another advantage is that academic institutions are often involved in consortia that facilitate inter-institutional activity. And it is also true that archivists who take the step to affiliate with professional associations are more likely to go on to participate more extensively in professional leadership activities.

Attitude also plays a major role, and this factor resonates in all the leadership studies. The interest and willingness to put in the effort required by leadership suggest a strong bond with the profession and its goals. An individual has to be inclined to see the big picture and capable of wearing the multiple hats of individual archivist, institutional employee, and member of a profession. The A*CENSUS data indicate that the strongest positive attitudes toward the profession are held by the same categories of individuals who currently participate the most in professional activities. One would expect this trend to continue.

There are no clear directives that will enable the profession to identify specific leaders of the future. We need to be cognizant of the reality that a large number of our profession's leadership cohort will be retiring in the next few years, and that a new generation of leaders will be needed to replace them. I am encouraged by the fact that increasing numbers of archivists are entering the

field with graduate education as their chief preparation for the field. If the data are correct, these individuals will have stronger ties to the profession, which most likely will result in their willingness to participate in activities that will move them into leadership positions. The numbers all seem to be heading in the right direction.

The A*CENSUS data are anonymous and aggregate, but the results are consistent with my earlier research, which included much of the literature that has been written on the development of the archival profession. There will always be those who remain passive and unaffiliated. They will never become our leaders. Thus, the issue becomes how best to encourage individual archivists to feel strongly positive about their chosen field, because they are the people who will join professional associations, attend conferences, produce publications, and take on leadership positions. We need to focus attention on engaging newly minted archivists, as well as retaining existing leaders. This should be an important goal for the professional associations.

Leaders will continue to emerge out of the ranks as individuals pursue professional activities that build upon and are consistent with their own interests and the priorities of their institutions. This combination of interests is crucial.

The other special consultants' reports that are included as part of the A*CENSUS analysis address graduate archival education, continuing education, diversity, and certification. These topics represent potential areas of activism and involvement. It is incumbent upon the educational programs and national and regional professional associations to develop mechanisms that will encourage engagement in the larger issues of the profession – and thus create an environment in which leaders will emerge and develop.