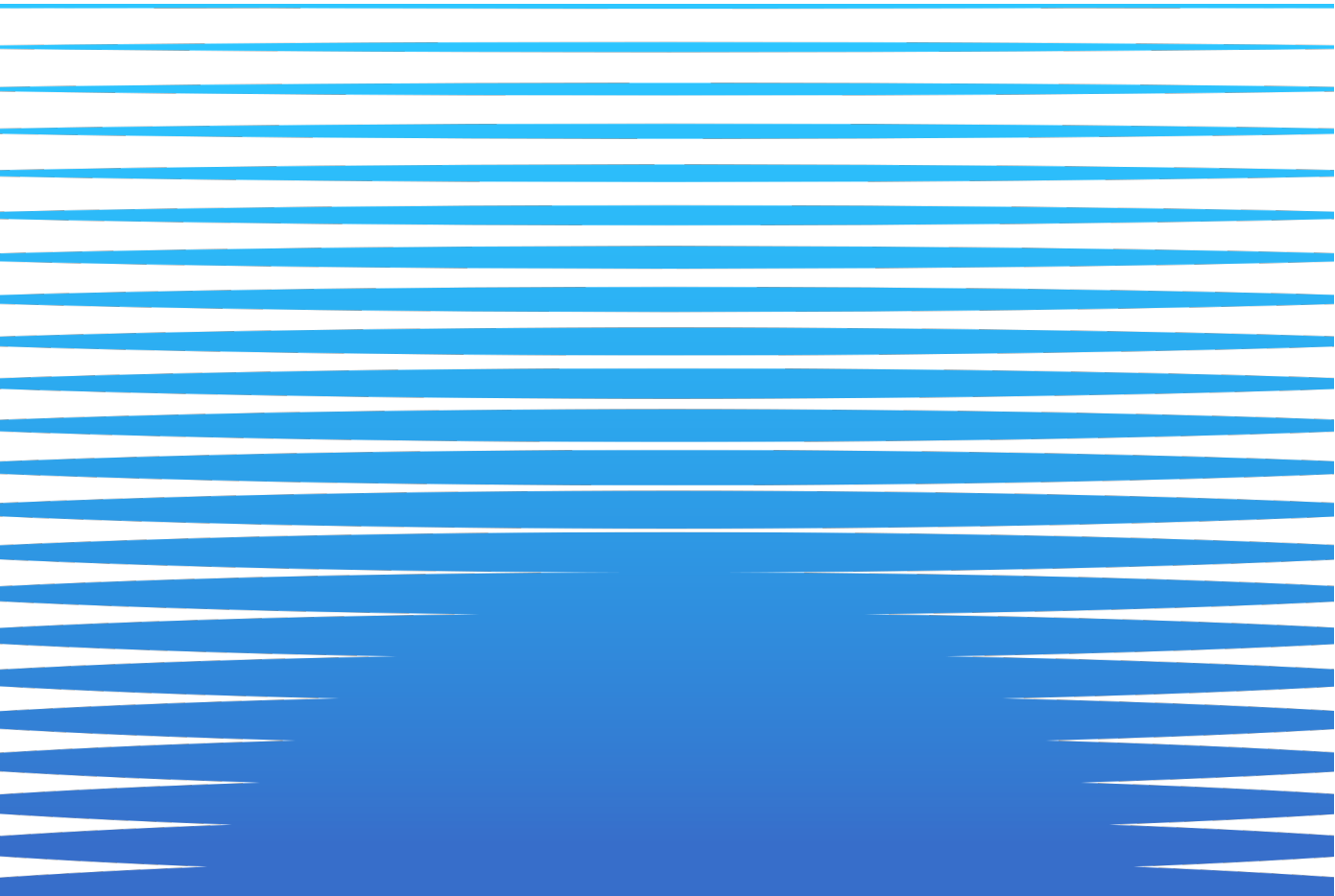# A*CENSUS II:
Archives Administrators Survey

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ITHAKA S+R

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Executive Summary

Seven hundred and forty-six archives administrators representing academic institutions, government agencies, nonprofit organizations, for-profit organizations, and community archives across the United States shared information about their organizations and their perspectives on key issues in the field by completing the A*CENSUS II Archives Administrators Survey. In this study, archives administrators are defined as the most senior leaders and decision makers for their archives, regardless of the size of the archives. This includes administrators who oversee large archives organizations, administrators who oversee archives units within broader institutions, and administrators who oversee small community archives collections.

This report shares findings on archives' budget and collection sizes, staff recruitment and retention, the impact of the COVID-19 pandemic, as well diversity, equity, inclusion, and accessibility practices. It examines the perspectives of archives administrators on the strategic directions of their organizations, the most significant challenges they are facing, as well as their own role within the organization. As a major nationwide survey of administrators within the archives profession, the findings in this report offer data on institutional as well as administrator demographics.

The Archives Administrators Survey is the second survey of A*CENSUS II, the first being the All Archivists Survey, initially reported in August 2022. While the All Archivists Survey gathered data on the experiences of individual archivists and memory workers on topics relevant to the archives profession, the Archives Administrators Survey compiles data on archives organizations through the perspectives and experiences of archives administrators. Data from these two surveys offer two viewpoints of the archives profession, each with salient findings. Taken together, they provide a snapshot of the current state of the profession. While this report focuses primarily on the Archives Administrators Survey findings, it occasionally compares findings from the All Archivists Survey as well.

A*CENSUS II demonstrates the power of collaboration across the archives profession. In addition to the 746 administrators who responded to the Archives Administrators Survey, the project was made possible through the volunteer work of a dedicated project team, a working group of advisors, and several partner organizations. This research study is funded by the Institution of Museum and Library Services (IMLS) and was jointly developed by the Society of American Archivists, Ithaka S+R, and the A*CENSUS II working group, whose members represent diverse sectors and roles within the archives profession.

It is our intent that the A*CENSUS II findings be circulated widely and freely with the archives community so that the information can be leveraged to positively impact the profession. The data provides an opportunity for archival organizations to benchmark against peer institutions, advocate for resources, understand staffing recruitment and skills trends, as well as make advances in diversity, equity, inclusion, and accessibility practices. Here are the most significant findings from the Archives Administrators Survey:

- **The large majority (88 percent) of administrators lead an archives department positioned within a larger institution.** Seventy-one percent of respondents are archives administrators at nonprofit organizations (36 percent) or academic institutions (35 percent).

- **The majority of administrators head archives that have relatively small staff sizes and budgets.** Nearly two-thirds (63 percent) of administrators lead departments with three or fewer full-time equivalent (FTE) staff. More than half (59 percent) of administrators have a total annual operating budget (excluding staff compensation) of less than 100k annually.

- **Archives accession vastly more physical archives each year than they deaccession.** On average, archives measuring physical collections by linear feet accession 100 linear feet of collections and deaccession less than one linear foot per year. Likewise, archives measuring by cubic feet accession 300 cubic feet of physical collections per year, deaccessioning just two cubic feet per year on average.

- **Over half of archives administrators noted that filling an archival gap of a historically marginalized population or subject is an important consideration for accepting a new archives collection.** At 56 percent, this was the third most common consideration after whether the collection fits the collecting scope (91 percent) and whether it is connected to existing collections (78 percent).

- **The most important skills for archivists in the next five years are related to technology and systems.** A staggering 81 percent of archives administrators report that skills related to technology and systems, such as digital asset management and digital preservation, are the most important to the staff in their department in the coming years.

- **Eighty-one percent of archives administrators say communication skills are valuable in their current position.** The ability to build and maintain strong relationships (61 percent) and the ability to manage change (56 percent) are the next most valuable skills for administrators.

- **In response to the financial impact of the COVID-19 pandemic, archives saw budget cuts in operations and staffing more than in other categories, with budgets for staffing the least likely to have recovered.** Of archives that experienced staffing budget cuts, 43 percent report that their budget has not recovered at all; in other words, the archives staffing budget is the same today as it was when the cuts were initially made at the start of the pandemic.

- **Lack of staff is the primary constraint on administrators' ability to execute strategy (75 percent), even more so than lack of financial resources (63 percent).** This may help explain administrators' prediction that their departments will increase or maintain the number of staff in their department over the next five years, with very few predicting reductions in workforce. This is true across all staff types (e.g. full time, part time, contract, volunteer, etc.).

- **Archives administrators underestimate the role of burnout in staff departures.** Administrators, when asked about voluntary staff departures, reported limited compensation, retirement, and lack of career advancement as the primary reasons. While

administrator responses are aligned with three of the top four reasons for archivists considering leaving the profession, there is a disconnect with burnout. In the All Archivists Survey, 35 percent of archivists considering leaving cite burnout, making it the second most common cause, while just 10 percent of administrators include burnout as a reason for staff departures in the Archives Administrators Survey.

- **Diversity, equity, inclusion, and accessibility (DEIA) practices and perspectives vary considerably depending on the specific aspect of DEIA in question.** For example, 58 percent of administrators agree that staff members in comparable positions are paid equitably. On the other hand, 48 percent disagree that the senior management in their department is diverse.
- **BIPOC (Black, Indigenous, and People of Color) individuals are underrepresented among archives administrators.** BIPOC individuals make up just 11 percent of archives administrators, while 88 percent of archives administrators are White.

Introduction

The A*CENSUS II Archives Administrators Survey is a major nationwide survey of senior administrators within the archives profession. This research study gathered information on the hiring, budget, strategic direction, and diversity, equity, inclusion, and accessibility practices of archives departments and organizations in the United States, as well as the perspectives of archives administrators on key issues in the field. The survey collected both institutional and administrator demographic data as well. By sharing data on their archives organizations and departments, survey respondents have helped the archives field as a whole better understand the shape of the profession as it currently exists, as well as the direction it hopes to go.

Seven hundred and forty-six administrators leading archives at academic institutions, government agencies, nonprofit organizations, for-profit organizations, and community archives took the time to share data on their archives as well as their own experiences and perspectives as archives leaders. Findings from the Archives Administrators Survey can be leveraged across the archives profession in a multitude of ways. As a national survey of archives administrators, it provides data on institutional and administrator characteristics and strategic priorities. Furthermore, the findings offer an opportunity for archives to benchmark against peer institutions, advocate for resources, consider the strategic direction of their organization, and understand staffing recruitment and skill trends.

The Archives Administrators survey is the second of two A*CENSUS II surveys. The first, titled the All Archivists Survey, captured the experiences and perspectives of individual archivists and memory workers in the United States.[1] Data from the two A*CENSUS II surveys encapsulate the perspectives of archivists on the ground as well as the perspectives of administrators leading the organizations, providing two viewpoints of the profession. These findings, used in concert, provide a comprehensive snapshot of the current state of the archives profession. It is our hope

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[1] Makala Skinner and Ioana G. Hulbert, "A*CENSUS II All Archivists Survey Report," Ithaka S+R, 22 August 2022, https://doi.org/10.18665/sr.317224.

that the data in this report be shared widely and freely with the archives community so that it may positively impact the profession.

Methodology

Survey instrument development

The A*CENSUS II Archives Administrators survey instrument was developed collaboratively by the project team and a working group of advisers. Through an iterative process, Ithaka S+R, SAA, and the working group generated and agreed upon relevant themes important to the archives profession. Through this process, the Archives Administrators survey was developed to center on topics such as institutional demographics (including staff size, budget, and sector), diversity, equity, inclusion, and accessibility, the impact of the COVID-19 pandemic, and hiring and recruitment.

Based on these topics, Ithaka S+R drafted the survey instrument and received thoughtful feedback and guidance from SAA and the working group. Through a series of iterations, the instrument was updated and honed to implement this feedback. For the final review, the survey was tested through cognitive interviews with 12 administrators representing archives across sectors. Interviewees brought perspectives from academic institutions, government agencies, nonprofit organizations, for-profit organizations, and community archives. By testing the survey instrument through the cognitive interview process, Ithaka S+R received invaluable feedback that was implemented to further polish the instrument. The final draft of the instrument was administered through the Qualtrics platform. The survey included some questions with logic that activated depending on respondents' specific answers. Answers to survey questions without a natural order were randomized through Qualtrics platform settings to eliminate order bias.

Population and distribution

The target population of the Archives Administrators Survey was administrators leading archives in the United States. Archives administrators are defined as the most senior leaders and decision makers at their archives, regardless of archive size. An administrator may oversee a large archives organization, an archives department or unit situated within a broader institution, or a community archives collection. An archives administrator may manage employees or volunteers or, in some cases, may be the sole steward of an archival collection. The survey deliberately sought a target population of administrators working in a variety of archival contexts possessing a wide range of experience in order to be inclusive of the myriad archival bodies in the United States.

To reach as much of the target population as possible, we used a three-pronged outreach approach. First, the Society of American Archivists worked with partner organizations to produce a list of institutional email addresses. These email addresses were not personalized to an individual. This list was cleaned and deduped, ultimately resulting in 4,917 distinct email

addresses. Of the 4,917 initial invitations sent, 2,168 bounced, bringing the updated list of institutional email addresses to 2,749. Second, after individual archivists completed the first A*CENSUS II survey (All Archivists survey) they were given a description of the Archives Administrators survey population and asked if they met the criteria to be invited to this second survey. Respondents who self-identified themselves as administrators were invited to provide their name, email, and institution/organization in order to receive the Archives Administrators survey. They were also offered the opportunity to recommend up to three administrators of other archives and provide their contact information. Respondents who self-identified themselves as *not* meeting the criteria to be included in the Archives Administrators survey were given the opportunity to recommend up to three administrators who they felt did meet the criteria. The resulting list was cleaned and deduped, yielding 1,352 individual email addresses. Of the 1,352 personalized email invitations, 562 bounced, resulting in an updated list of 790 individuals. Third, since our goal was to reach as many administrators leading archives as possible, including those leading large organizations, departments within broader institutions, and community archives, we created and distributed open-access links to the survey instrument. These links were widely marketed on social media platforms including Twitter, Facebook, and LinkedIn by SAA, Ithaka S+R, the A*CENSUS II working group, and partner organizations. 1,698 individuals started the Archives Administrators survey through an open-access link.

All data and information gathered through the Archives Administrators survey is entirely anonymous. Names and email addresses were used solely for the purpose of distributing the survey and are not linked to survey responses in any way. Qualtrics platform settings ensured names and email addresses were automatically removed before creating the resulting dataset, so at no point was personally identifiable data attached to survey responses. Neither researchers at Ithaka S+R nor project leads at SAA have access to survey responses that are linked to names or email addresses.

The survey launched on March 7, 2022 and closed on April 25, 2022.

Participation

Of the 3,539 (2,749 not personalized, 790 personalized) email addresses that received survey invitations, 587 individuals completed the survey. In addition, 229 administrators completed the survey through an open-access link, providing a combined total of 816 responses. After the data was cleaned, the final dataset comprises 746 valid, complete responses. Due to the nature of open-access links (i.e., it is unknown how many archives administrators saw the open-access link but chose not to participate in the survey) it is not possible to calculate a response rate for the full response group.

Nearly two-thirds (63 percent) of survey respondents head archives with three or fewer full-time equivalent (FTE) staff and more than half (59 percent) report that their archives have a total annual operating budget (excluding staff compensation) of less than 100k annually. More detailed institutional demographic data is provided in the report and the appendix of charts and tables. Since, to the knowledge of the project team and working group, no complete, comprehensive list of all archival bodies in the United States exists, there is no way to know the

extent to which the respondent group and subsequent findings in this report are generalizable to the full archives profession. All findings should be considered with the institutional demographics of the response group in mind.

Survey respondents come from a variety of backgrounds, both in regards to institutional affiliation and individual demographics. The majority of Archives Administrators Survey respondents are administrators at a nonprofit organization (36 percent) or academic institution (35 percent). The majority of respondents are White (88 percent), straight/heterosexual (74 percent), and women (68 percent). The report and accompanying figures provide more detailed institutional characteristics as well as administrator demographic characteristics.

Data analysis and reporting

This report includes aggregate and stratified findings derived from the Archives Administrators survey data. Ithaka S+R analyzed the data using frequency and descriptive analyses. For questions where respondents were directed to generate a number (e.g. on average, how many linear feet of physical archives collections, including rare books, are accessioned per year in your department?), we used an average (median or mean) and used frequencies for all other quantitative questions. In figures, we either include all answer options, the top options, or, for figures relying on Likert scales, the high and low end of the scales used. For example, in a seven point agreement Likert scale, we combine "Agree" and "Strongly agree" to indicate agreement and "Disagree" and "Strongly disagree" to indicate disagreement.

Percentages are rounded to the nearest whole number throughout the report; due to this, figure percentages may not add up to 100 percent and answer options with very low selection rates may round down to zero percent. For unrounded percentages, see the aggregate tables in the appendix. Figures derived from questions directing respondents to select multiple answers (e.g. "Please select up to five items") may result in percentages adding up to more than 100 percent.

In order to protect the anonymity of survey participants when stratifying the data, categories with a low number (defined as having an n of 30 or less) were rolled up or removed. This approach mitigates the risk of re-identification by ensuring no individual participant can be recognized by their responses.

The A*CENSUS II Archives Administrators dataset will be deposited with the Inter-university Consortium for Political and Social Research (ICPSR) and the SAA Dataverse for long-term preservation and access. Ithaka S+R and the Society of American Archivists are committed to encouraging and supporting archivists, students, and scholars to use and leverage the A*CENSUS II data in myriad ways to benefit the profession.

Collaboration

The A*CENSUS II study was led by the project team, who guided the survey development process, facilitated working group meetings, created partner organization relationships, established subcommittees, shared and promoted content, and provided feedback on the analysis and accompanying report. The members of the project team are:

- Jacqualine Price Osafo, Executive Director, Society of American Archivists
- Beth Myers, Director of Special Collections, Smith College
- Rachel Vagts, Special Collections and Digital Archives Manager, Denver Public Library
- Makala Skinner, Senior Surveys Analyst, Ithaka S+R

Earlier members of the Project Team included:

- Nancy Beaumont, Former Executive Director, Society of American Archivists
- Christine Wolff-Eisenberg, former Manager, Surveys and Research, Ithaka S+R

The A*CENSUS II working group provided guidance and feedback on this research study by identifying relevant areas of interest and value to the archives profession, developing thematic areas, and assisting in identifying groups and institutions that should be invited to participate in the survey. Through several discussion and playback sessions, the working group helped determine the themes included in the survey instrument, provided feedback at key stages of the process, and mobilized their networks to participate in the Archives Administrators Survey. The members of the A*CENSUS II working group are:

- Cheryl Beredo, Schomburg Center for Research in Black Culture, New York Public Library
- Paul Conway, University of Michigan
- Audra Eagle Yun, University of California, Irvine
- Meredith Evans, Jimmy Carter Presidential Library and Museum
- Jennifer Johnson, Cargill Incorporated
- Meredith Lowe, University of Wisconsin-Madison
- Jamie Martin, IBM Corporation
- Greta Pittenger, National Public Radio
- Aaron Ramirez, Pueblo City-County Library District
- Tom Ruller, New York State Archives
- Gayle Schechter, Council on Library and Information Resources
- Erin Passehl Stoddart, Michigan State University

Partner organizations across the profession generously helped to promote the A*CENSUS II Archives Administrators Survey through their membership and social media channels to ensure

the survey reached the widest possible audience. The groups that make up the partner organizations are:

- Academy of Certified Archivists
- American Association for State and Local History
- Arizona Archives Alliance
- Association for the Study of African American Life and History
- Association of Catholic Diocesan Archivists
- Association of Hawai'i Archivists
- Association of Moving Image Archivists
- Association of St Louis Area Archivists
- Association of Tribal Archives, Libraries, and Museums
- Chicago Area Archivists
- Conference of Inter-Mountain Archivists
- Council of State Archivists
- Delaware Valley Archivists Group
- Kentucky Council on Archives
- Los Angeles Archivists Collective
- Louisiana Archives and Manuscripts Association
- Miami Valley Archives Roundtable
- Michigan Archival Association
- Mid-Atlantic Regional Archives Conference
- Midwest Archives Conference
- National Archives and Records Administration
- National Association of Government Archives and Records Administrators
- New England Archivists
- Northwest Archivists
- Rare Books and Manuscripts Section, Association of College and Research Libraries, ALA
- Seattle Area Archivists
- Society of California Archivists
- Society of Florida Archivists
- Society of Georgia Archivists
- Society of Indiana Archivists
- Society of Mississippi Archivists
- Society of North Carolina Archivists
- Society of Ohio Archivists
- Society of Rocky Mountain Archivists

- Society of Southwest Archivists
- Society of Tennessee Archivists
- South Carolina Archival Association
- Special Libraries Association
- Twin Cities Archives Roundtable

Survey Findings

Organization profile

The majority (71 percent) of survey respondents are leaders at non-profit organizations (36 percent) and academic institutions (35 percent) (see Figure 1). Eighteen percent of administrators lead archives at government agencies, and just 3 percent of respondents indicated that they lead archives at for-profit organizations.

Figure 1 - Which of the following best describes the sector of your archives?
Percentage of respondents that selected each answer choice.
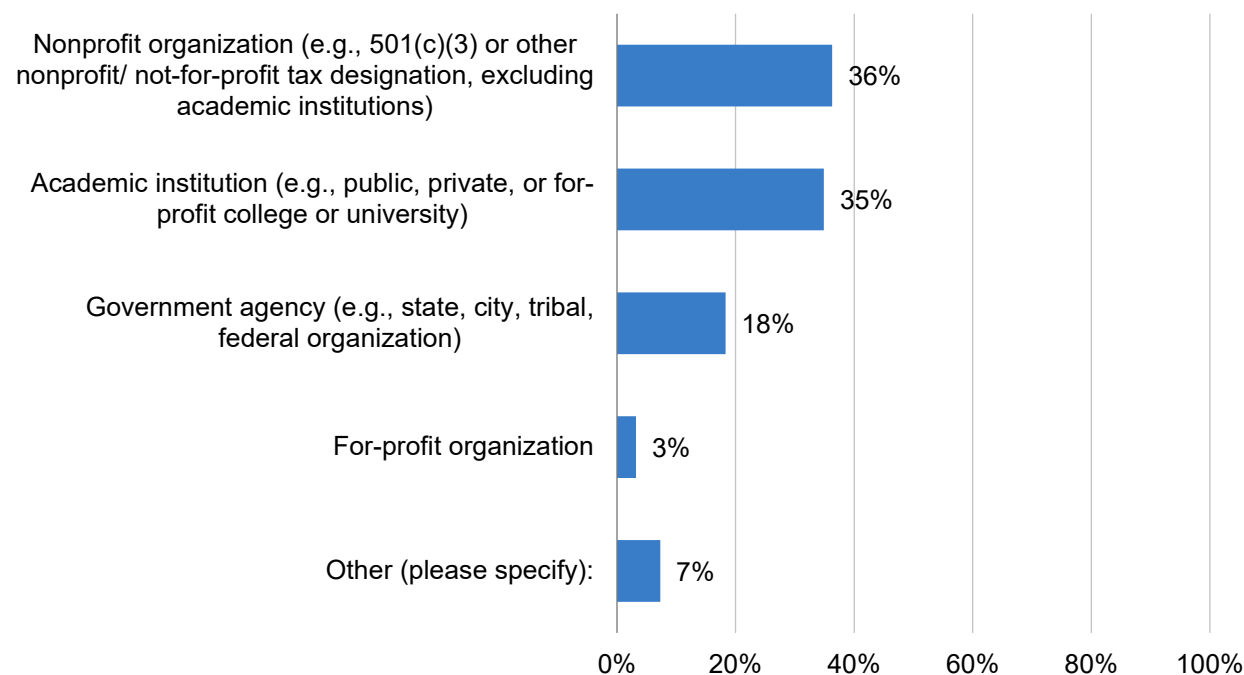
The vast majority of administrators work in a department that is positioned within a larger institution (88 percent) (see Figure 2). Just 11 percent of administrators work in stand-alone archives. Compared with archives in other sectors, archives in the nonprofit sector have the highest proportion that are stand-alone organizations. While 75 percent of nonprofit organizations are positioned within a larger institution, 24 percent are not. Due to the low

number of archives (n= <30) that are stand-alone organizations in the academic, government, and for-profit sectors, we are unable to provide exact percentages for those sectors.

Figure 2 - Is your department positioned within a larger institution?
Percentage of respondents that selected each answer choice.
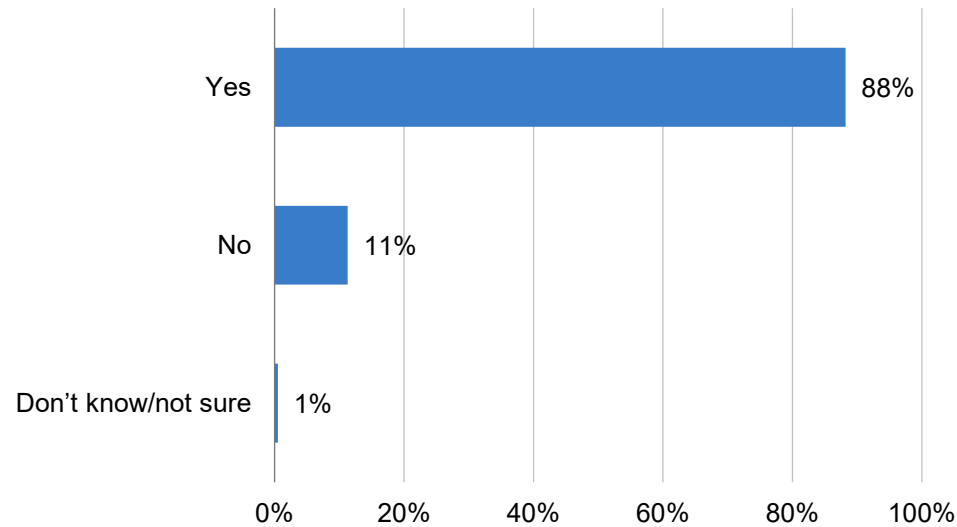
Eighteen percent of respondents work at a community archive compared with 76 percent who do not (see Figure 3). Archives in the nonprofit sector are the most likely to be community archives. Twenty-nine percent of administrators who are leaders of nonprofit organizations said their org is a community archive compared with 62 percent of nonprofit archives administrators who said their organization is not a community archive. Due to the low number of archives (n= <30) that are community archives in the academic, government, and for-profit sectors, we are unable to provide exact percentages for those sectors.

Figure 3 - Is your archives department or organization a community archive?
Percentage of respondents that selected each answer choice.
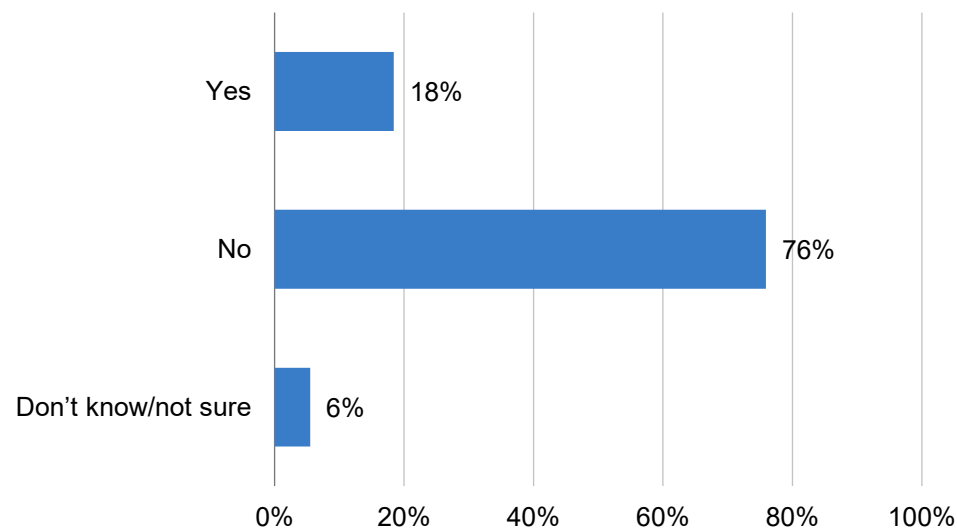
Of the archives administrators included in this report, nearly two-thirds (63 percent) head departments with three or fewer full-time equivalent (FTE) staff (see Figure 4). It is important to note that "full-time equivalent" is defined as staff hours adding up to a full-time position, regardless of the number of specific staff members. For example, two staff members who work 20 hours per week are equivalent to one FTE staff member, and one staff member who works 40 hours per week is equivalent to one FTE staff member. Over a third of administrators (38 percent) have just one FTE staff member in their department. And 25 percent have between four and 10 FTE staff. Just 10 percent of administrators head archives with more than 10 staff.

Figure 4 - How many FTE (full-time equivalent) staff are in your department?
Percentage of respondents that selected each answer choice.

FTE Staff	Percentage
1	38%
2-3	25%
4-5	12%
6-10	12%
11-15	3%
16-20	2%
21-30	2%
31-50	2%
51-75	1%
76-100	0%
101-150	0%
151-200	0%
More than 200	0%
Don't know/not sure	2%
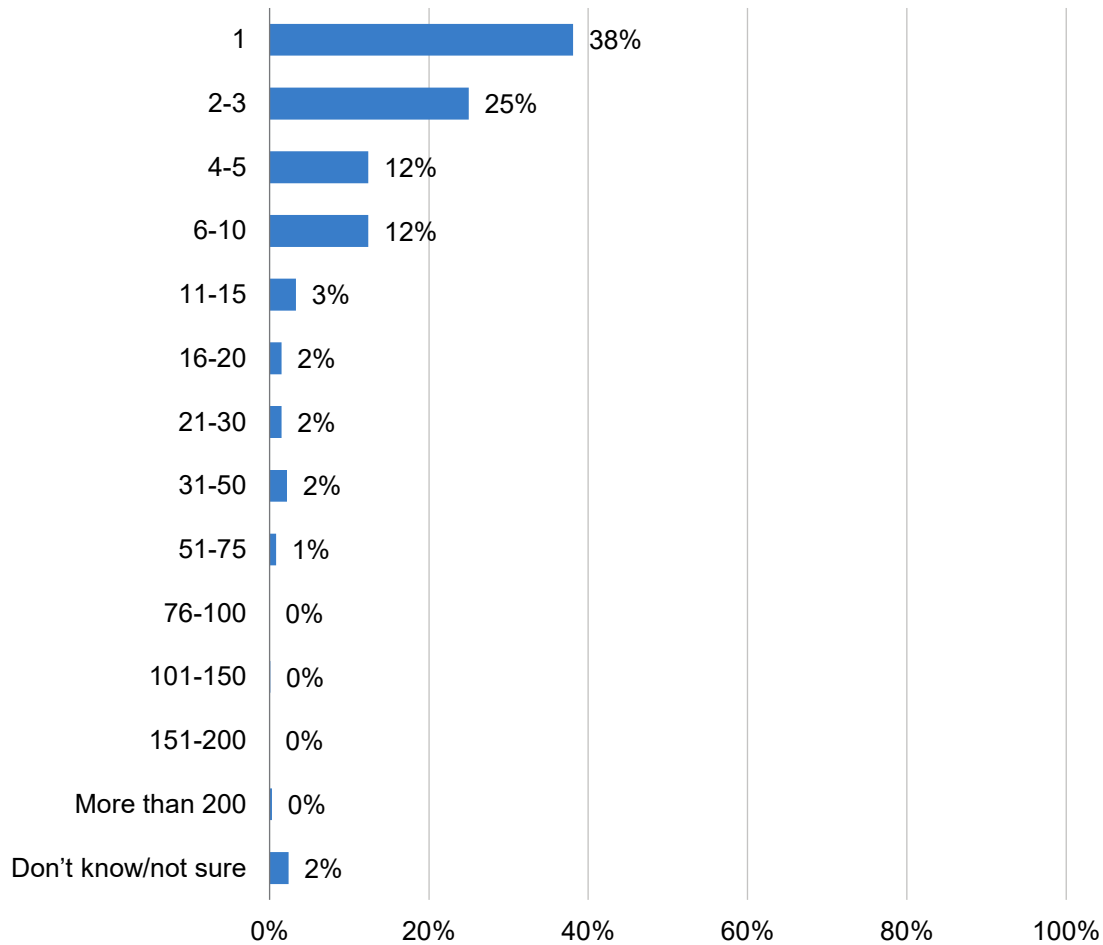
Eighty-two percent of administrators have full-time, permanent staff in their department and 30 percent have part-time permanent staff (see Figure 5). Volunteers are the second most common staff type, with 39 percent of administrators reporting volunteers in their department. Other staff types such as students (32 percent) and paid interns (25 percent) are also somewhat common. Only a small proportion of archives include contract roles in their department, with 11 percent of administrators having staff on contract lengths of less than one year, 14 percent with staff on one- to three-year contracts, and just four percent of administrators on contracts that last more than three years.

Figure 5 - Which of the following staff types does your department have? Please select all that apply.

Percentage of respondents that selected each answer choice.
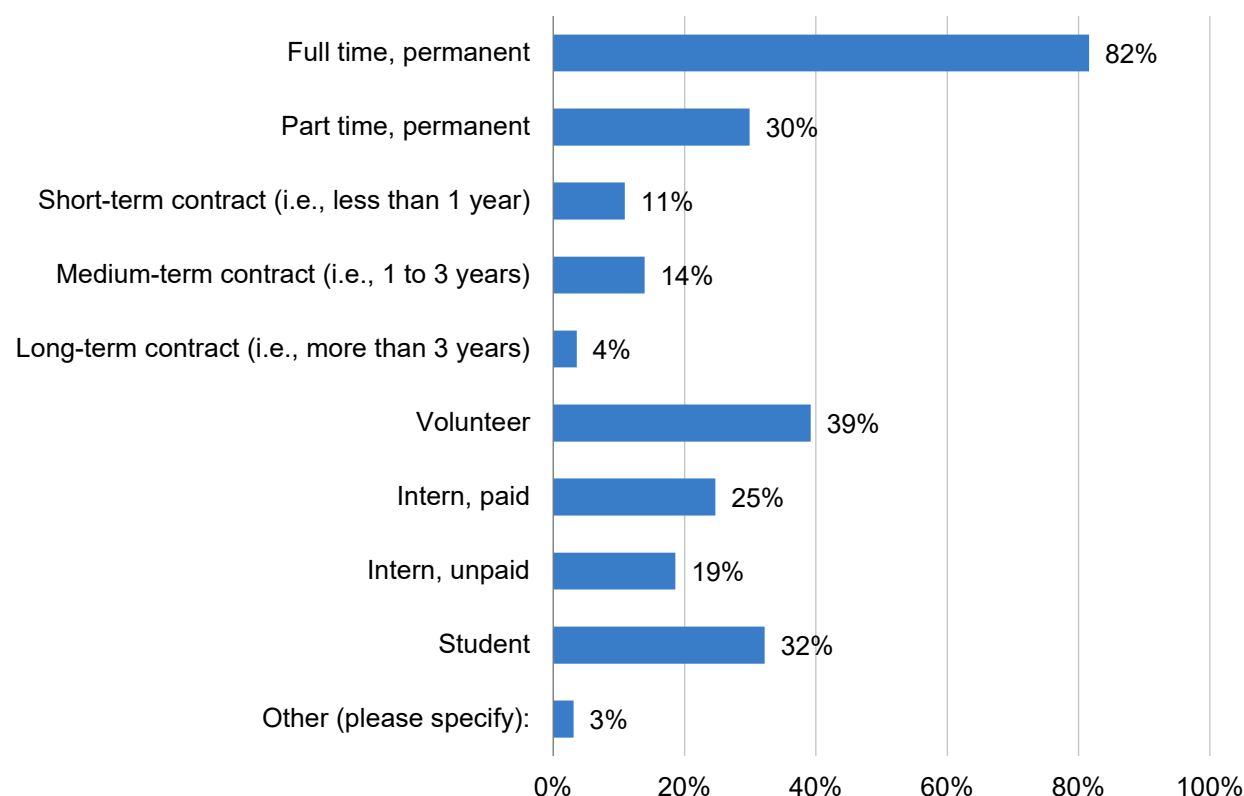
Academic archives (91 percent) and government archives (93 percent) are more likely to count full-time permanent staff among their employees than nonprofit organizations (67 percent) (see Figure 6). Conversely, nonprofit archives are the most likely to have volunteers (52 percent). Nearly half (48 percent) of government archives also have volunteers. Though students cannot be included in the figure because too few government and nonprofit archives have student roles (see Methodology), they play an important role at academic institutions. Notably, 73 percent of academic archives report student roles in their departments.

Figure 6 - Which of the following staff types does your department have? Please select all that apply.

Percentage of respondents that selected each answer choice, by Sector.

■ Academic institution (e.g., public, private, or for-profit college or university)

■ Government agency (e.g., state, city, tribal, federal organization)

■ Nonprofit organization (e.g., 501(c)(3) or other nonprofit/ not-for-profit tax designation, excluding academic institutions)
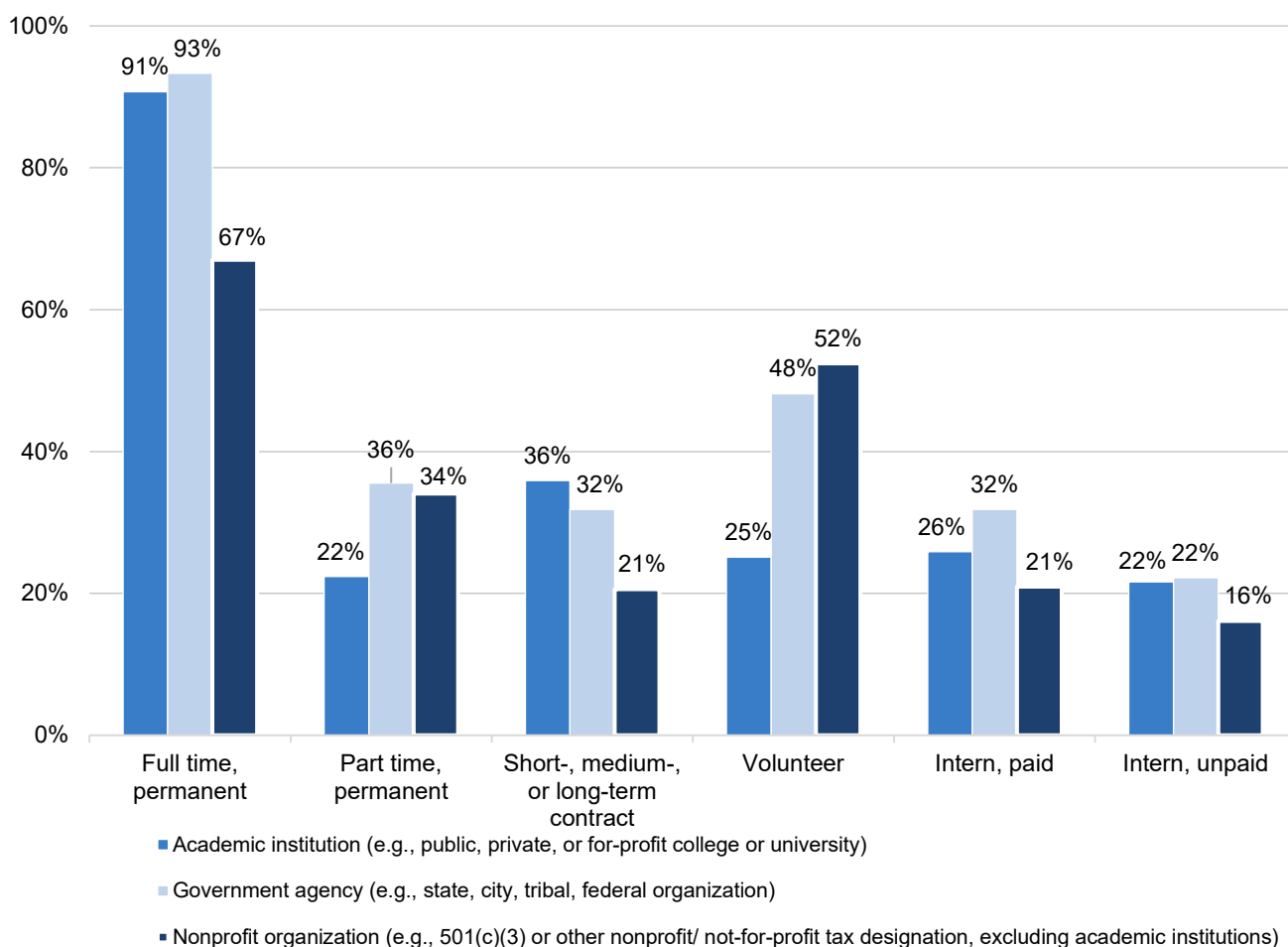
Salaried exempt is by far the most common staff pay type, with 74 percent of administrators reporting this pay type in their department (see Figure 7). This is followed distantly by hourly (47 percent) and salaried, non-exempt (28 percent) staff pay types. Seventeen percent of administrators lead archives that have unpaid roles in their department as well.

Figure 7 - Which of the following staff pay types does your department have? Please select all that apply.

Percentage of respondents that selected each answer choice.
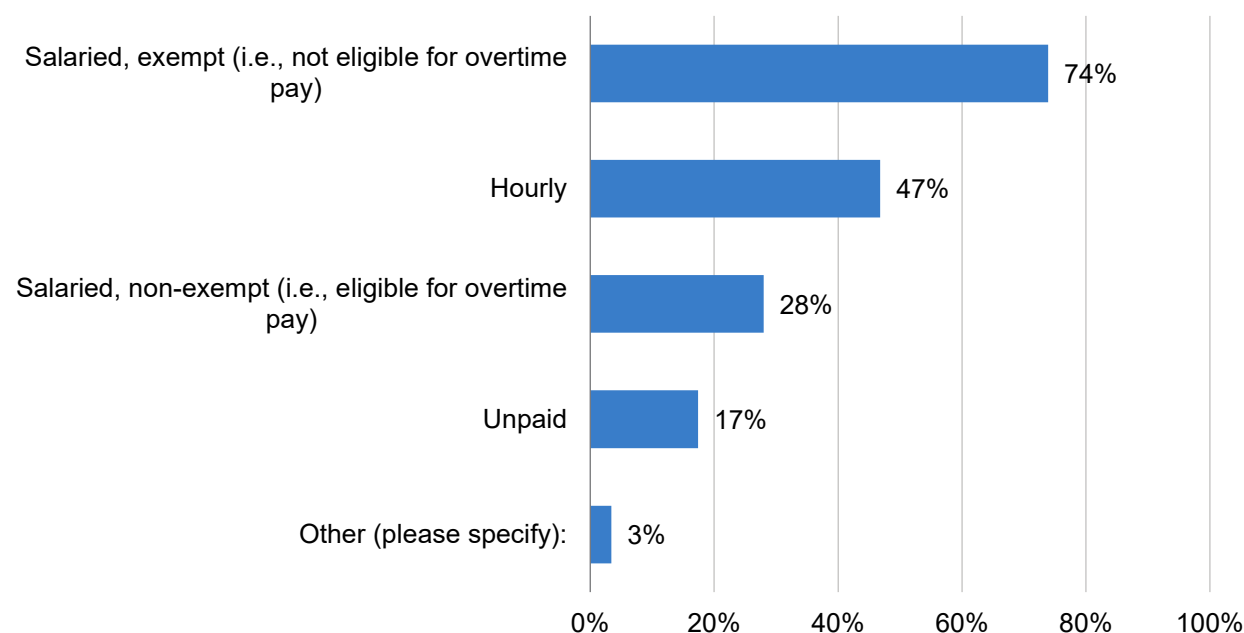
Funding and spending

Sixty-one percent of administrators who reported their archives total annual operating budget (excluding staff compensation), have a budget of less than 100k annually (see Figure 8). Of respondents in this research study, nearly half of administrators (44 percent) have an annual operating budget of less than $20,000. Just 18 percent of archives have a total annual operating budget of $200k or more. While similar proportions of academic and nonprofit archives have a budget of more than $100k (21 and 22 percent respectively), government agencies are more than twice as likely to have an operating budget (excluding staff compensation) of more than $100k (55 percent) (see Figure 9). Conversely, the majority of academic (79 percent) and nonprofit (78 percent) archives report an operating budget of less than $100k, with just 45 percent of government agencies falling into this budgetary bucket.

Figure 8 - Please indicate the total annual operating budget (excluding staff compensation) for your department:

Percentage of respondents that selected each answer choice.

Budget Range	Percentage
Less than $20,000	44%
$20,000 - $49,999	17%
$50,000- $99,999	11%
$100,000 - $199,999	10%
$200,000 - $499,999	7%
$500,000-$999,999	4%
$1,000,000 - $1,999,999	3%
$2,000,000 - $4,999,999	2%
$5,000,000 - $9,999,999	1%
More than $10,000,000	1%
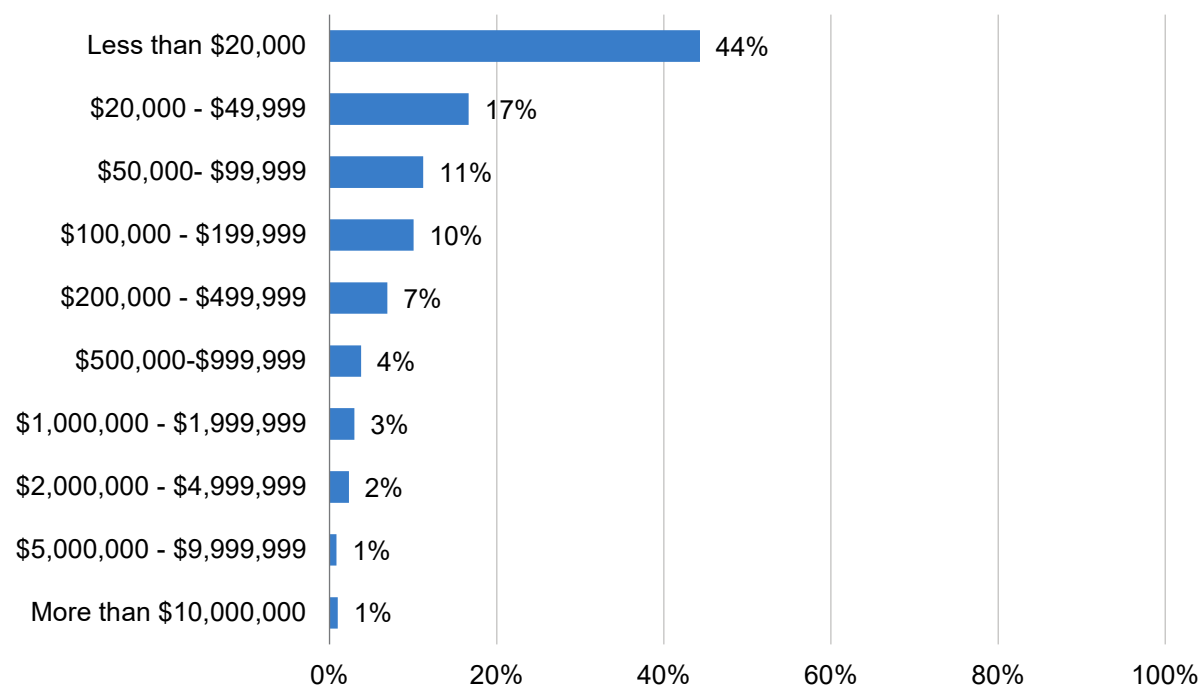
Figure 9 - Please indicate the total annual operating budget (excluding staff compensation) for your department:

Percentage of respondents that selected each answer choice, by sector.

■ Academic institution (e.g., public, private, or for-profit college or university)

■ Government agency (e.g., state, city, tribal, federal organization)

■ Nonprofit organization (e.g., 501(c)(3) or other nonprofit/ not-for-profit tax designation, excluding academic institutions)
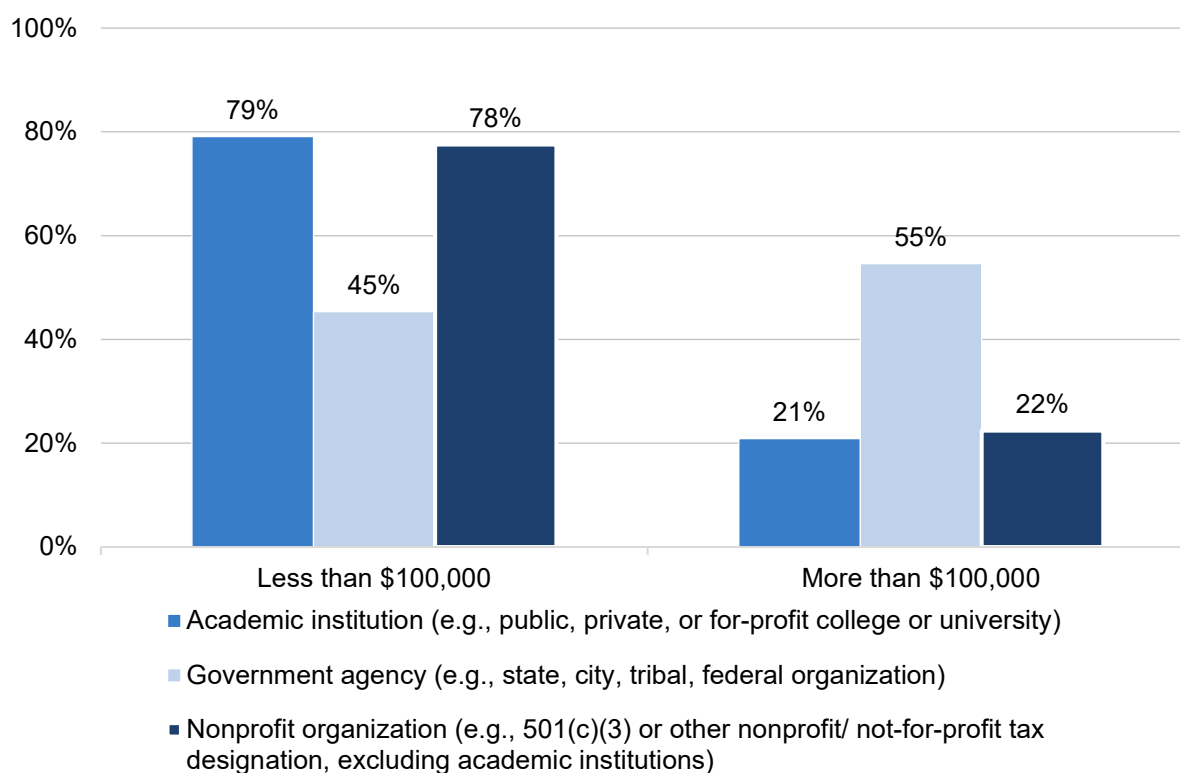
Operating budgets are derived from many different sources, and how they are funded depends largely on sector. In academic archives, the college or university provides 33 percent of the operating budget funding on average, followed by the endowment (11 percent), and state government (5 percent) (see Figure 10). On the other hand, government agencies intuitively fund their operating budgets much more with government funding. On average, 33 percent of government archives' operating budgets are derived from local government funding; 20 percent is derived from federal funding, and 18 percent is derived from state funding. The top three sources of funding for nonprofit archives' operating budgets are donations/contributions (11 percent), endowment (6 percent), and memberships (5 percent).

Figure 10 - What percentage of your department's operating budget (excluding staff compensation) is derived from the following sources? Please provide your best estimate. Percentages must add to 100%

The average (mean) percent entered by respondents for each choice, by sector.

Top Five Choices for Academic Institutions

Answer	Average (mean)
College and university (excluding state government funding)	33%
Endowment	11%
State government	5%
Donations/contributions	3%
Foundations, trusts, and grants	2%

Top Five Choices for Government Agencies

Answer	Average (mean)
Local government	33%
Federal government	20%
State government	18%
Foundations, trusts, and grants	4%
Donations/contributions	3%

Top Five Choices for Nonprofit Organizations

Answer	Average (mean)
Donations/contributions	11%
Endowment	6%
Memberships	5%
Foundations, trusts, and grants	4%
Local government	3%

On average, 24 percent of archives' operating budgets are allocated to supplies and/or office management (see Figure 11). Fifteen percent of budgets are dedicated to digital asset/content management such as systems and vendors, and collections/acquisitions and conservation/preservation take up 12 percent and 11 percent of the operating budget respectively. Supplies and/or office management receive the highest allocation across sectors as well (see Figure 12). Academic and government archives dedicate 13 percent of their operating budget, on average, to supplies and/or office management, and nonprofit archives allocate 11 percent to this budget line. Digital asset/content management, including systems, vendors, and memberships, receives the second highest budget allocation for nonprofit and academic archives. On average, nonprofit and academic archives allocate 9 percent and 8 percent of their budgets respectively to this line item. For government archives, however, facilities receive the second biggest piece of the operating budget, at 9 percent.

Figure 11 - What percentage of your department's operating budget is allocated to the following areas? Please provide your best estimate. Percentages must add to 100 percent.
The average (mean) percent entered by respondents for each choice.

Answer	Average (mean)
Supplies and/or office management	24%
Digital asset/content management (e.g., systems, vendors, memberships)	15%
Collections and/or acquisitions	12%
Conservation and/or preservation	11%
Facilities	10%
Special projects	7%
Professional development for staff	7%
Programming, outreach, and/or teaching	4%
Field work (e.g., donor relations, logistics, etc.)	2%
Other (please specify):	7%

Figure 12- What percentage of your department's operating budget is allocated to the following areas? Please provide your best estimate. Percentages must add to 100 percent
The average (mean) percent entered by respondents for each choice, by sector.

Top Five Choices for Academic Institutions

Answer	Average (mean)
Supplies and/or office management	13%
Digital asset/content management (e.g., systems, vendors, memberships)	8%
Collections and/or acquisitions	7%
Conservation and/or preservation	5%
Special projects	3%

Top Five Choices for Government Agencies

Answer	Average (mean)
Supplies and/or office management	13%
Facilities	9%
Collections and/or acquisitions	9%
Conservation and/or preservation	7%
Digital asset/content management (e.g., systems, vendors, memberships)	6%

Top Five Choices for Nonprofit Organizations

Answer	Average (mean)
Supplies and/or office management	11%
Digital asset/content management (e.g., systems, vendors, memberships)	9%
Facilities	7%
Conservation and/or preservation	6%
Collections and/or acquisitions	5%

When administrators were asked how they would allocate funds if they received a 10 percent increase in their department's budget next year, priorities around digital preservation and technology as well as staffing surfaced. Fifty percent of administrators would put a budget increase towards digital preservation and 36 percent would put it towards technology and systems (see Figure 13). On the staffing side, 45 percent would put the budget increase towards new staff or redefined positions, and 34 percent would direct it towards staff salary increases. Items less likely to receive the budget increase would be marketing and outreach (12 percent) and rare materials and special collections (9 percent).

Figure 13 - If you received a 10 percent increase in your department's budget next year in addition to the funds you already expect to receive, in which of the following areas would you allocate the money? Please select up to five items.

Percentage of respondents that selected each answer choice.
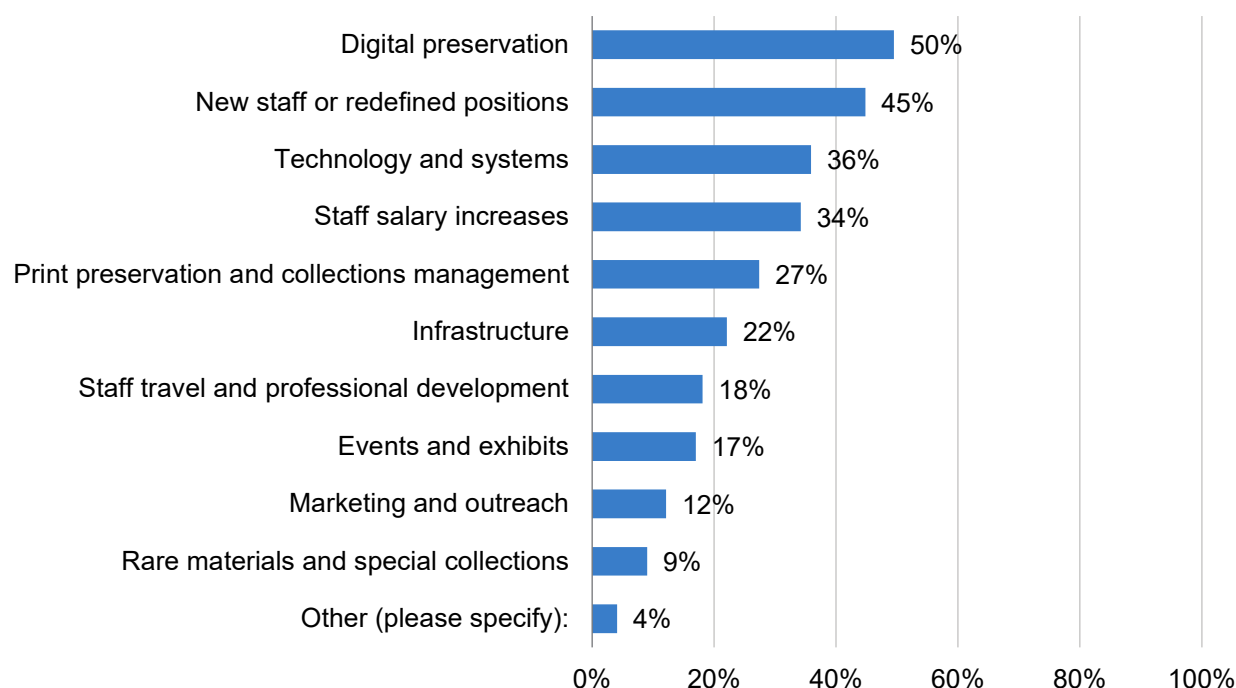
Collection size

Just over half of administrators report that their archives measure physical archives in linear feet (51 percent), and a quarter measure in cubic feet (see Figure 14). Twenty-three percent of respondents indicated that their archive does not currently measure its physical collections. Most archives (84 percent) measuring in linear feet store 19,999 or fewer linear feet of physical archives, with only 16 percent of archives surpassing that (see Figure 15). Nearly half (45 percent) of archives measuring in linear feet are concentrated between 500 and 4,999 linear feet of physical archives, or roughly the length of 1.5 to 14 football fields. Of archives measuring in cubic feet, 77 percent have up to 29,999 cubic feet of physical archives, with 50 percent concentrated between 500 to 9,999 cubic feet of physical archives (see Figure 16).

Figure 14 - What metric do you use to measure the physical archives collections in your department? Please select all that apply.

Percentage of respondents that selected each answer choice.
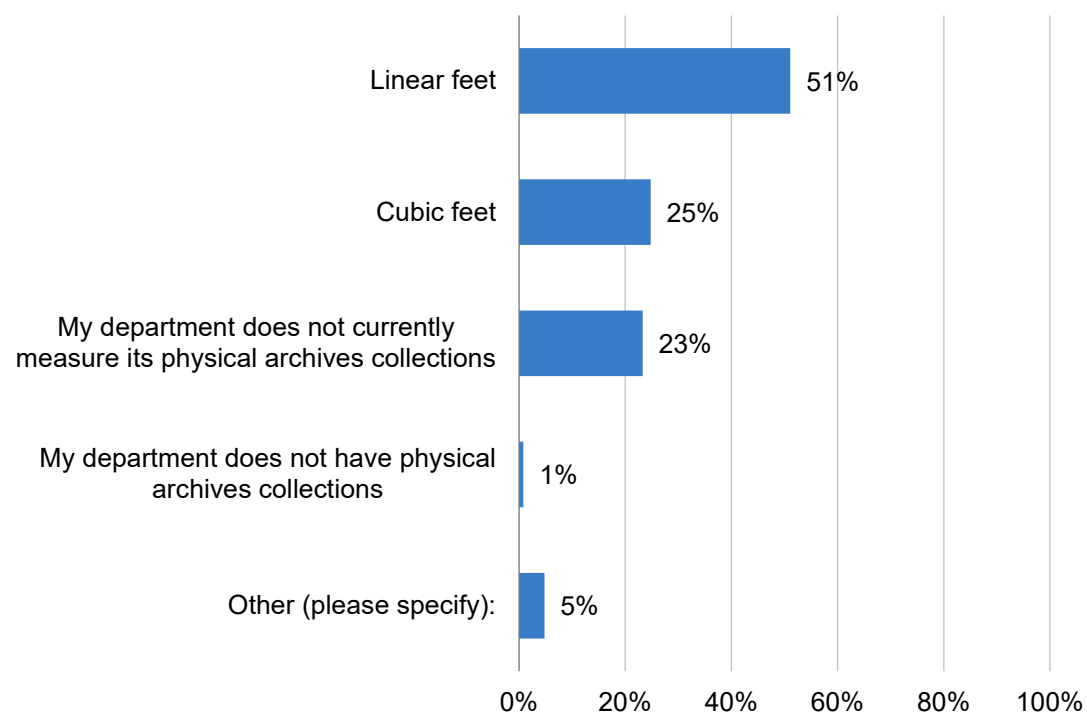
Figure 15 - How many linear feet of physical archives collections are in your department?
Percentage of respondents that selected each answer choice.

Category	Percentage
Less than 500	13%
500-1,999	25%
2,000-4,999	20%
5,000- 9,999	15%
10,000-19,999	12%
20,000-29,999	4%
30,000-39,999	2%
40,000-49,999	2%
50,000-59,999	2%
60,000-69,999	2%
70,000-79,999	0%
80,000-89,999	1%
90,000-99,999	0%
More than 100,000	2%
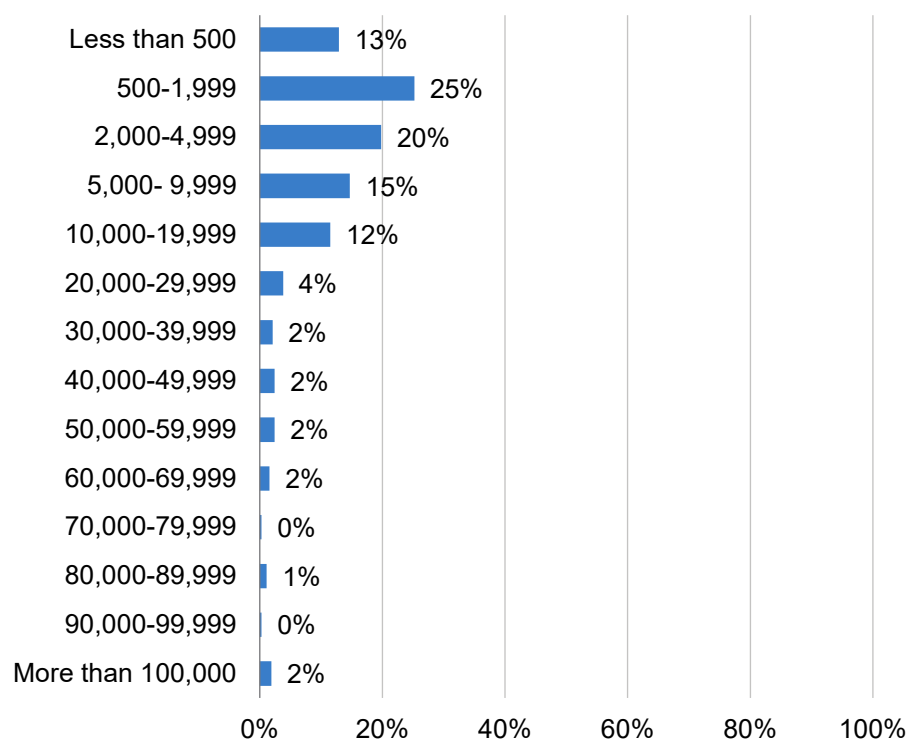
Figure 16 - How many cubic feet of physical archives collections are in your department?
Percentage of respondents that selected each answer choice.

Category	Percentage
Less than 500	8%
500-1,999	17%
2,000-4,999	17%
5,000- 9,999	16%
10,000-19,999	11%
20,000-29,999	8%
30,000-39,999	4%
40,000-49,999	4%
50,000-59,999	3%
60,000-69,999	1%
70,000-79,999	3%
80,000-89,999	1%
90,000-99,999	1%
More than 100,000	6%
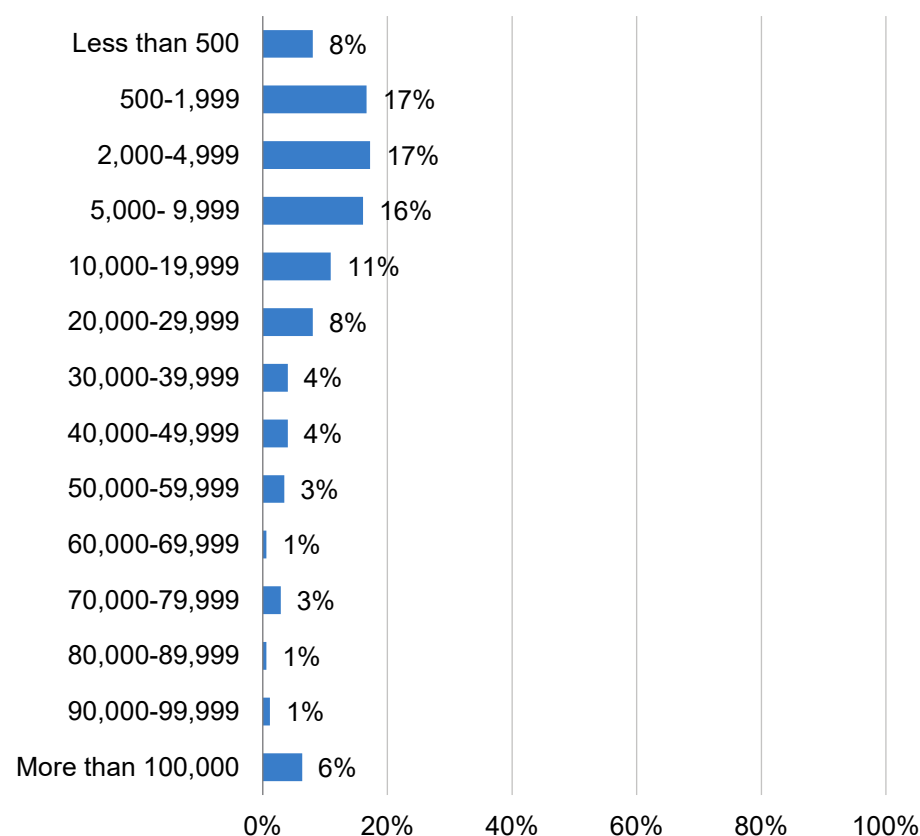
Importantly, both archives that measure physical collections in linear feet and those that measure in cubic feet are accessioning significantly more collections per year than deaccessioning. One hundred linear feet are accessioned each year on average (median) compared with less than one linear foot deaccessioned each year. While almost half of archives deaccession at least one linear foot of physical collections per year (48 percent), the numbers are notably small (see Figure 17). Forty-two percent deaccession 1-50 linear feet per year with just 7 percent deaccessioning more than 50 feet. This is significant considering that 62 percent of archives add more than 50 feet per year.

Figure 17 - On average, how many <u>linear feet</u> of physical archives collections (including rare books) are accessioned in your department? And, on average, how many linear feet of physical archives collections (including rare books) are deaccessioned in your department?

Percentage of respondents that entered each answer choice.
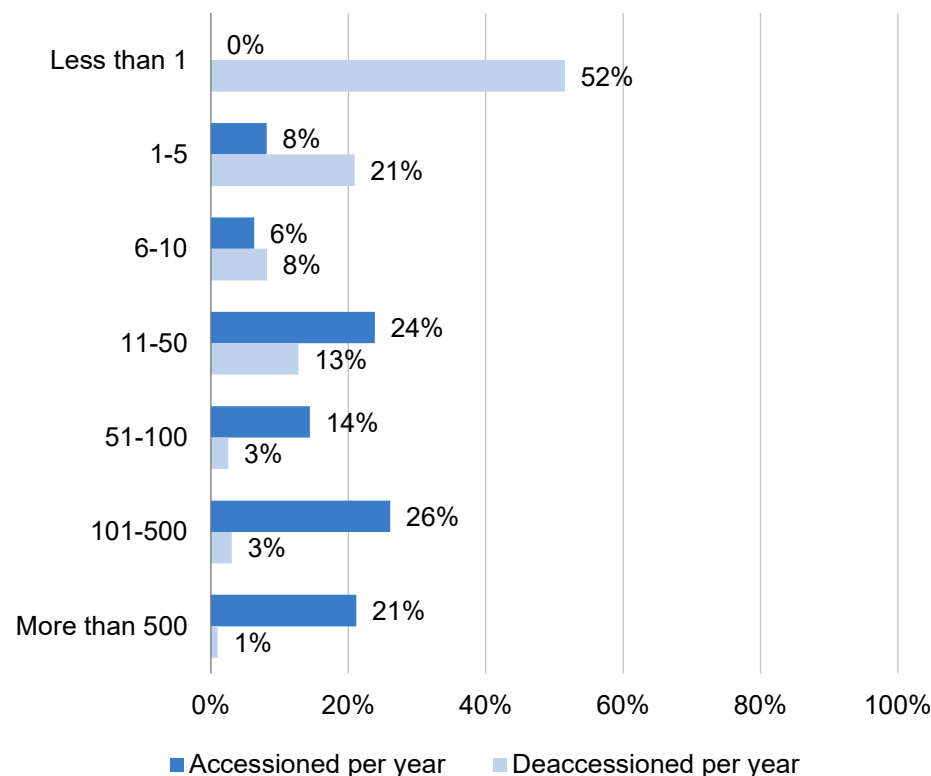
The same is true for archives measuring collections in cubic feet. Three hundred cubic feet of physical archives collections, including rare books, are accessioned each year on average compared with just two cubic feet that are deaccessioned each year on average (median). Sixty percent of archives measuring collections in cubic feet deaccession five cubic feet or fewer each year (see Figure 18). Conversely, 64 percent or archives measuring collections in cubic feet accession more than 100 cubic feet of archival material each year, resulting in significant incoming collections and very few outgoing ones.

The common practice of accessioning more physical materials than deaccessioning each year, regardless of how those physical materials are measured, highlights the question of sustainability. If archives continually need more collection storage space, the cost of housing those collections grows as well. Given this, it is unsurprising that 71 percent of administrators report collection storage space as one of the most significant challenges facing their department (see Figure 28).

Figure 18 - On average, how many <u>cubic feet</u> of physical archives collections (including rare books) are accessioned in your department? And, on average, how many cubic feet of physical archives collections (including rare books) are deaccessioned in your department?

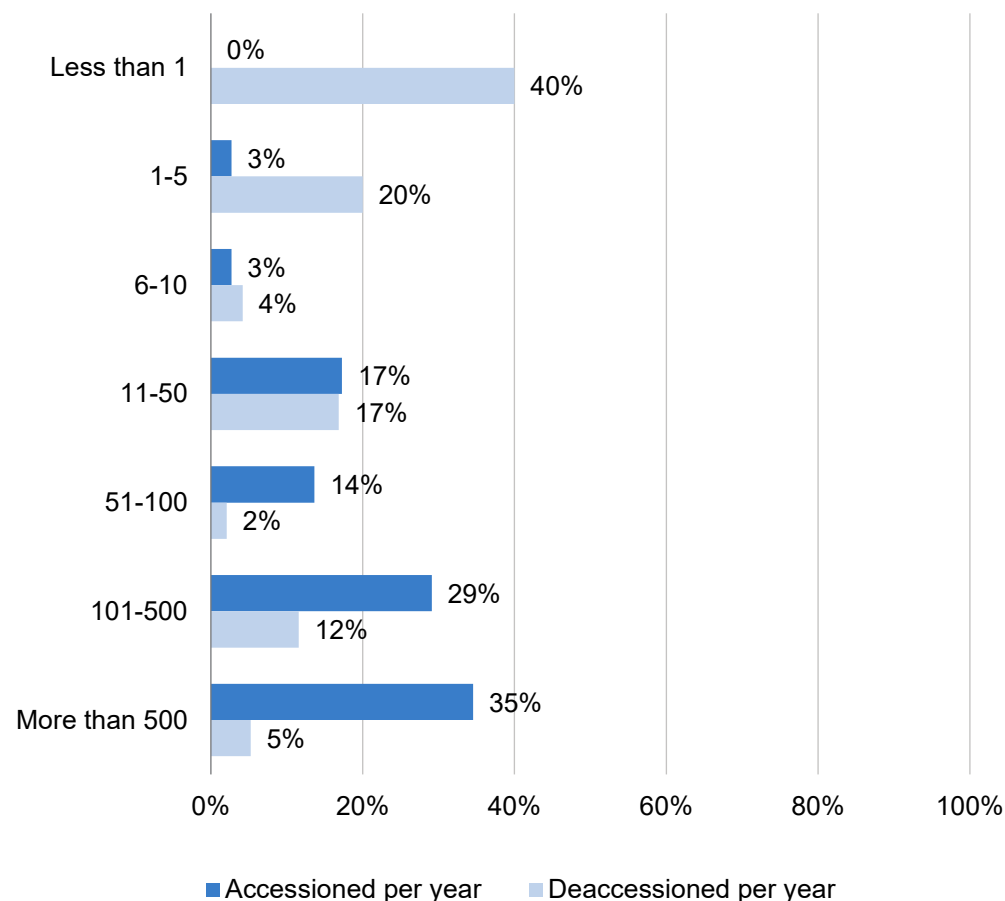*Percentage of respondents that entered each answer choice.*

In terms of digital archives collections, 40 percent of administrators house four or fewer terabytes (TB) of digital collections, with 21 percent concentrated at 1-4 TB (see Figure 19). As with physical archives, about a quarter (28 percent) do not currently measure the amount of digital collections in their archives. With the explosion of born digital content over the past two decades, digital archives are on track to become more important over time. How archives select which pieces of digital content to archive and the digital storage space and servers required to support those collections are likely to become more important over time as well. The data in this figure can serve as a baseline for the coming years.

Figure 19 - What is the total amount of digital archives collections in your department?
Percentage of respondents that selected each answer choice.

Answer choice	Percentage
1-499 Gigabytes (GB)	13%
500-999 GB	7%
1-4 Terabytes (TB)	21%
5-9 TB	8%
10-19 TB	6%
20-29 TB	3%
30-39 TB	1%
40-49 TB	1%
50-59 TB	1%
60-69 TB	1%
70-79 TB	1%
80-89 TB	0%
90-99 TB	0%
More than 100 TB	5%
My department does not currently measure its digital collections	28%
My department does not have digital collections	4%
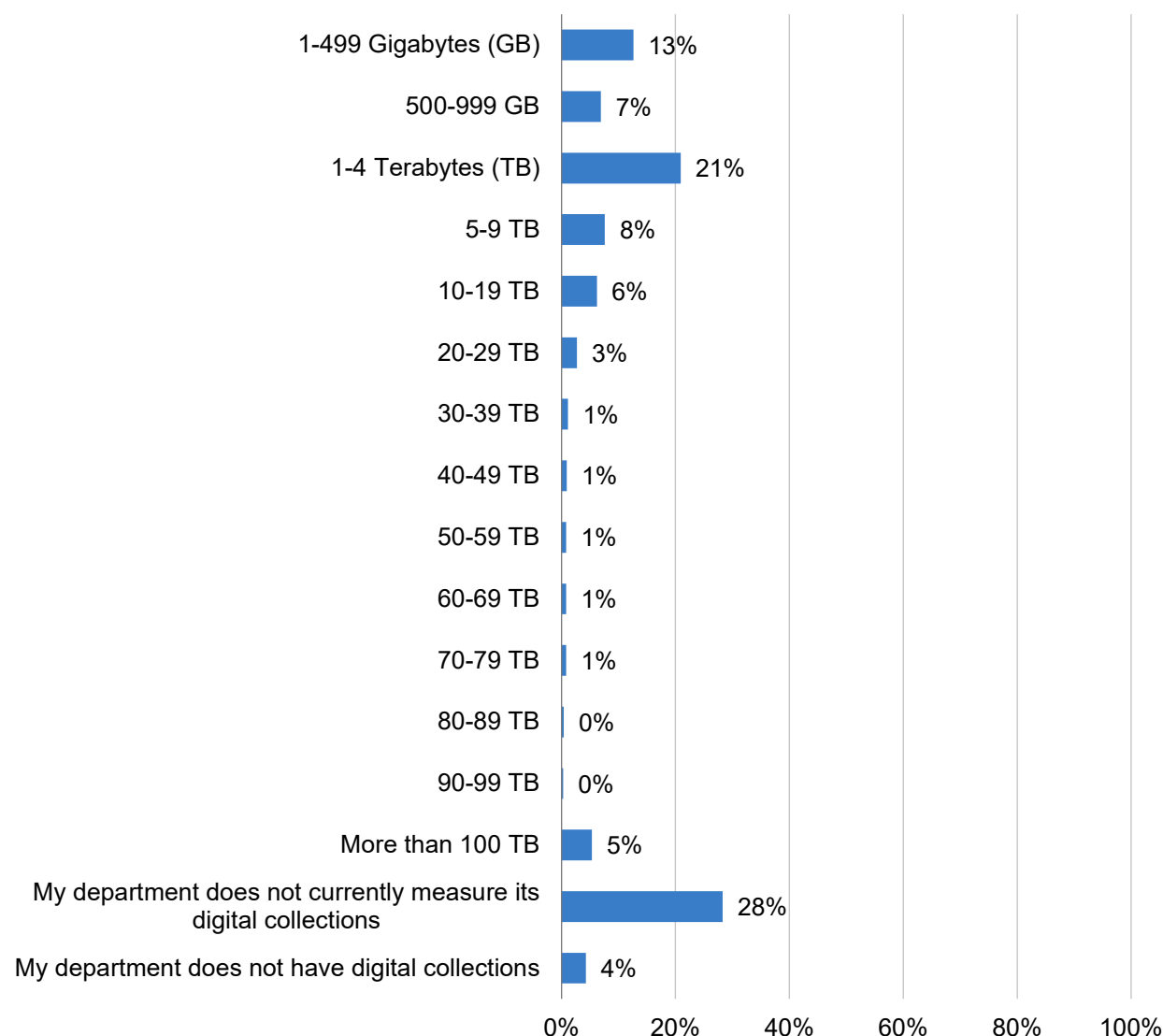
Nearly half of administrators report that collections in their department are publicly discoverable via the Standard Online Public Access Catalog (45 percent) or through a paper finding aid available onsite (45 percent) (see Figure 20). Encoded finding aids (39 percent) and PDFs or non-encoded finding aids (39 percent) are also common ways archives make their collections discoverable. Only about a quarter (27 percent) of administrators report alphabetical collection lists as a way for the public to find collections. Nine percent of administrators report that none of the collections in their department are publicly discoverable.

Figure 20 - In what way(s) are the collections in your department publicly discoverable? Please select all that apply.

Percentage of respondents that selected each answer choice.
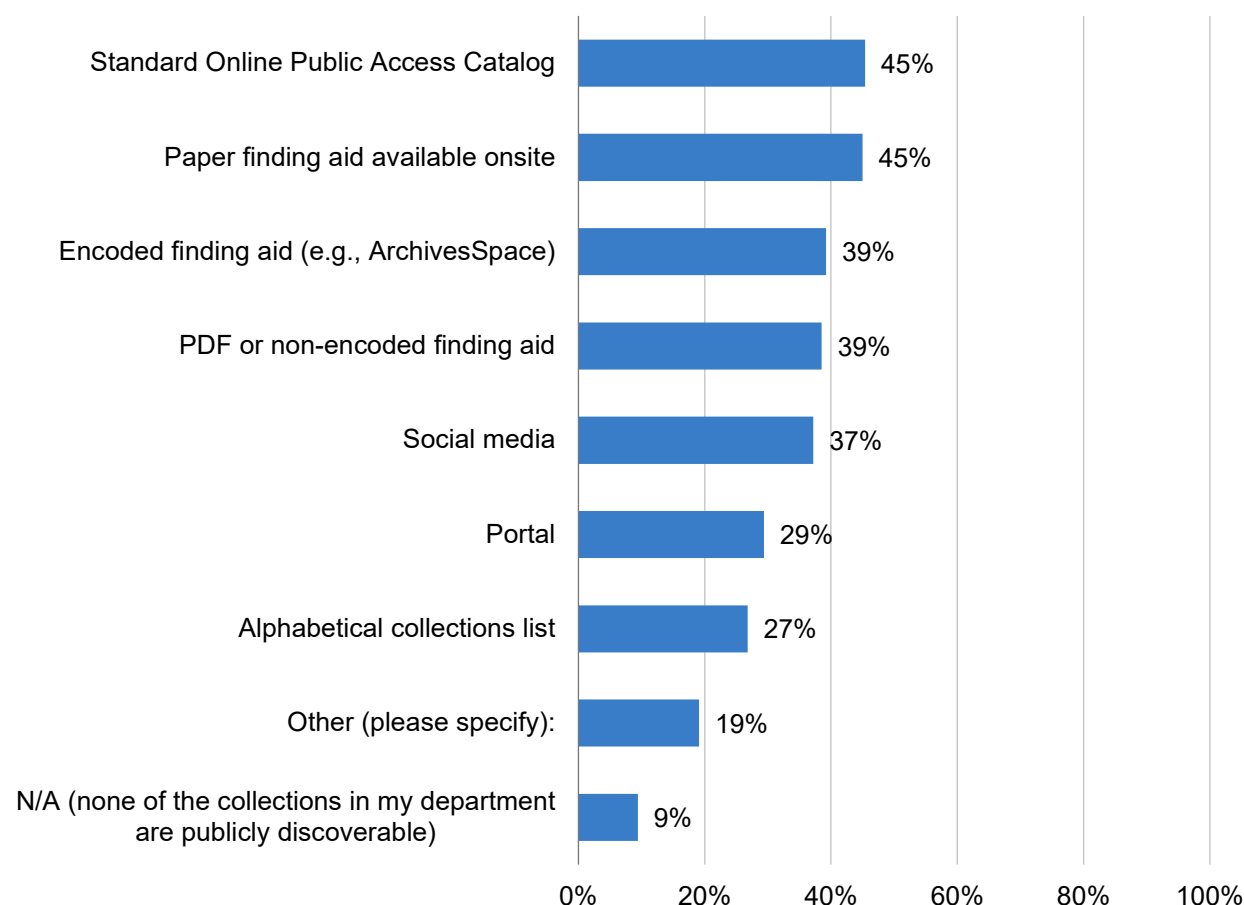
Administrators report a wide range in terms of the percentage of their archival collections that are publicly discoverable online. The majority (86 percent) make at least some proportion of their archives discoverable online, while only 14 percent do not (see Figure 21). However, the proportion varies widely, with 20 percent of administrators reporting that just 1 to 9 percent of their collections are publicly discoverable online, while 19 percent of administrators report that between 80 to 99 percent of their collections are publicly discoverable.

Figure 21 - What percentage of the collections in your department are publicly discoverable online (e.g., can be found through websites, portals, social media, etc.)?
Percentage of respondents that selected each answer choice.
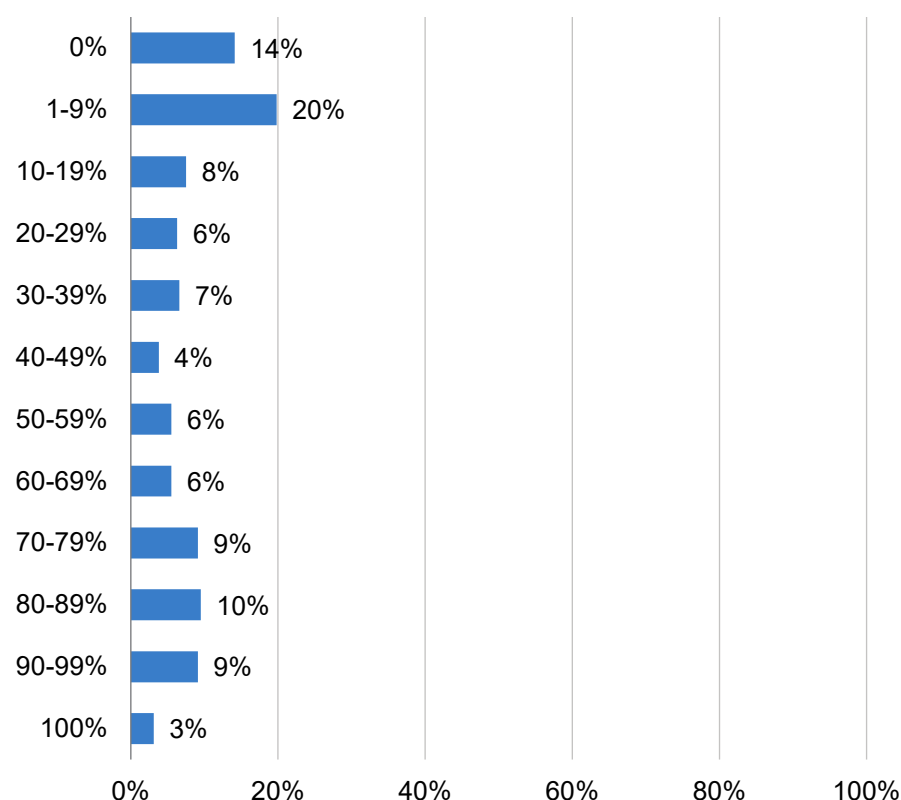
Academic institutions make a higher proportion of their archival collections publicly discoverable online compared with government and nonprofit archives (see Figure 22). Half of academic institutions report that 70-100 percent of their archives are publicly discoverable compared with 32 percent of government agencies and just 18 percent of nonprofit organizations. Conversely, nonprofit organizations are more likely to have a smaller proportion of their collections publicly discoverable online: 55 percent report that 0-19 percent of their collections are publicly discoverable online compared with 44 percent of government agencies and just 18 percent of academic institutions.

Figure 22 - What percentage of the collections in your department are publicly discoverable online (e.g., can be found through websites, portals, social media, etc.)?
Percentage of respondents that selected each answer choice, by sector.

■ Academic institution (e.g., public, private, or for-profit college or university)

■ Government agency (e.g., state, city, tribal, federal organization)

■ Nonprofit organization (e.g., 501(c)(3) or other nonprofit/ not-for-profit tax designation, excluding academic institutions)
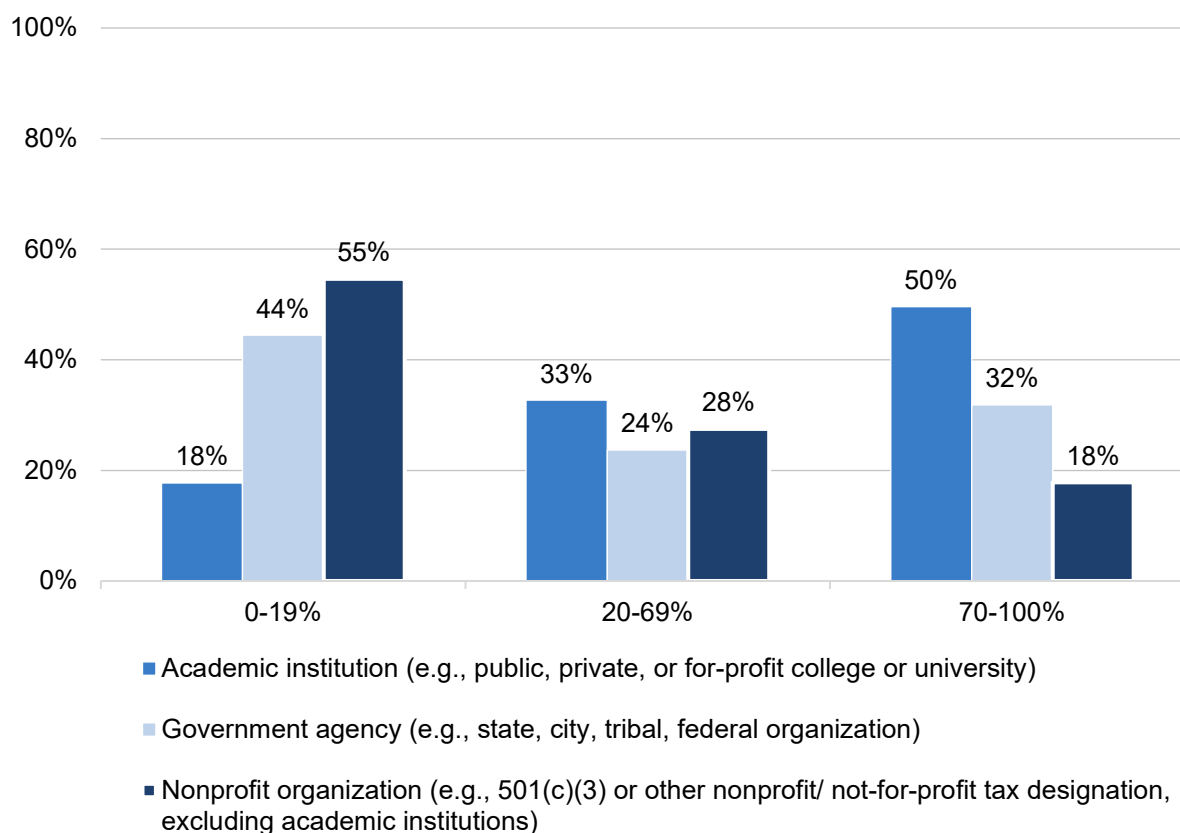
When archives are considering accepting new collections, far and away the number one factor is whether it fits the collecting scope of the archives (91 percent) (see Figure 23). The second most important consideration is if the new collection is connected to existing collections (78 percent). Notably, more than half (56 percent) of administrators also say that whether a new collection fills an archival gap of historically marginalized population or subject is an important consideration; this was the third most common response. Factors such as a commitment by a predecessor (10 percent) or an accompanying financial gift to the department (6 percent) are much less important considerations.

Figure 23 - What are the main considerations in your department for accepting new archives collections? Please select up to five items.

Percentage of respondents that selected each answer choice.

Consideration	Percentage
Fits collecting scope	91%
Connected to existing collections	78%
Fills archival gap of historically marginalized population or subject	56%
Researcher demand	37%
Cost of stewardship (including long-term care and preservation)	33%
Institutional pressure (including both internal and external pressures)	30%
Teaching tool and/or pedagogical potential	28%
Required by law	22%
Commitment by predecessor staff	10%
Accompanying financial gift to the department	6%
Other (please specify):	6%
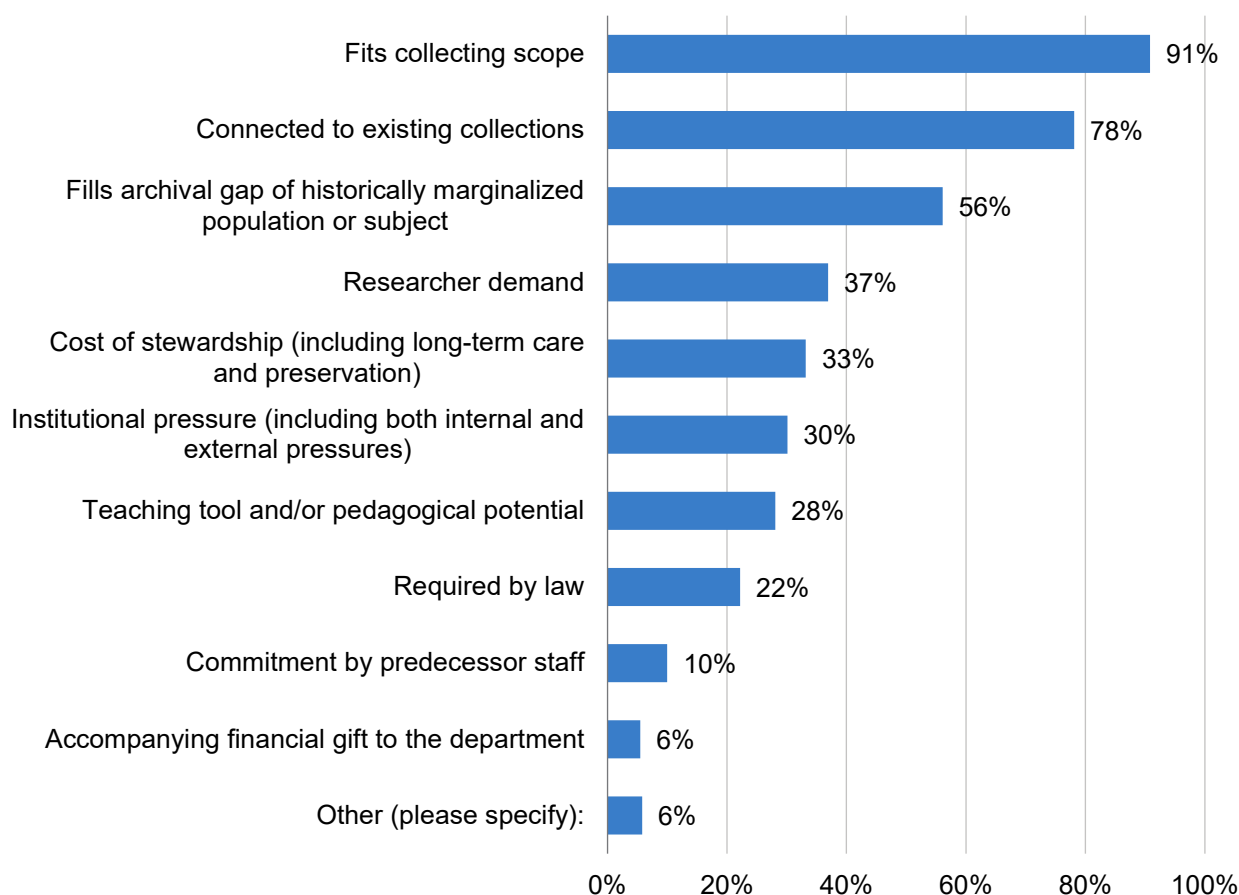
Digital preservation

The rising importance of digital collections is reflected in the skill sets that administrators seek for staff. In the next five years, skills in technology and systems, including digital asset management, digital preservation, and electronic records, will be the most important for staff (81 percent) (see Figure 24). The next most important skills are public services such as exhibits, public relations, and programming (60 percent), and arrangement and description (58 percent). The importance of technological skills is reflected in the All Archivists survey as well. When asked what they would most like to learn about in the next five years if there were no barriers to obtaining professional development, the top three answers were digital preservation (56 percent), digital asset management systems (43 percent), and digitization (39 percent) (see Figure 25). The fourth and fifth spots were also digital based: electronic records (38 percent) and metadata (37 percent). Both archivists and administrators recognize the growing need for digital skill sets to support the burgeoning role of digital collections.

Figure 24 - In the next 5 years, which of the following skills will be most important for the staff in your department to have? Please select up to five options.

Percentage of respondents that selected each answer choice.

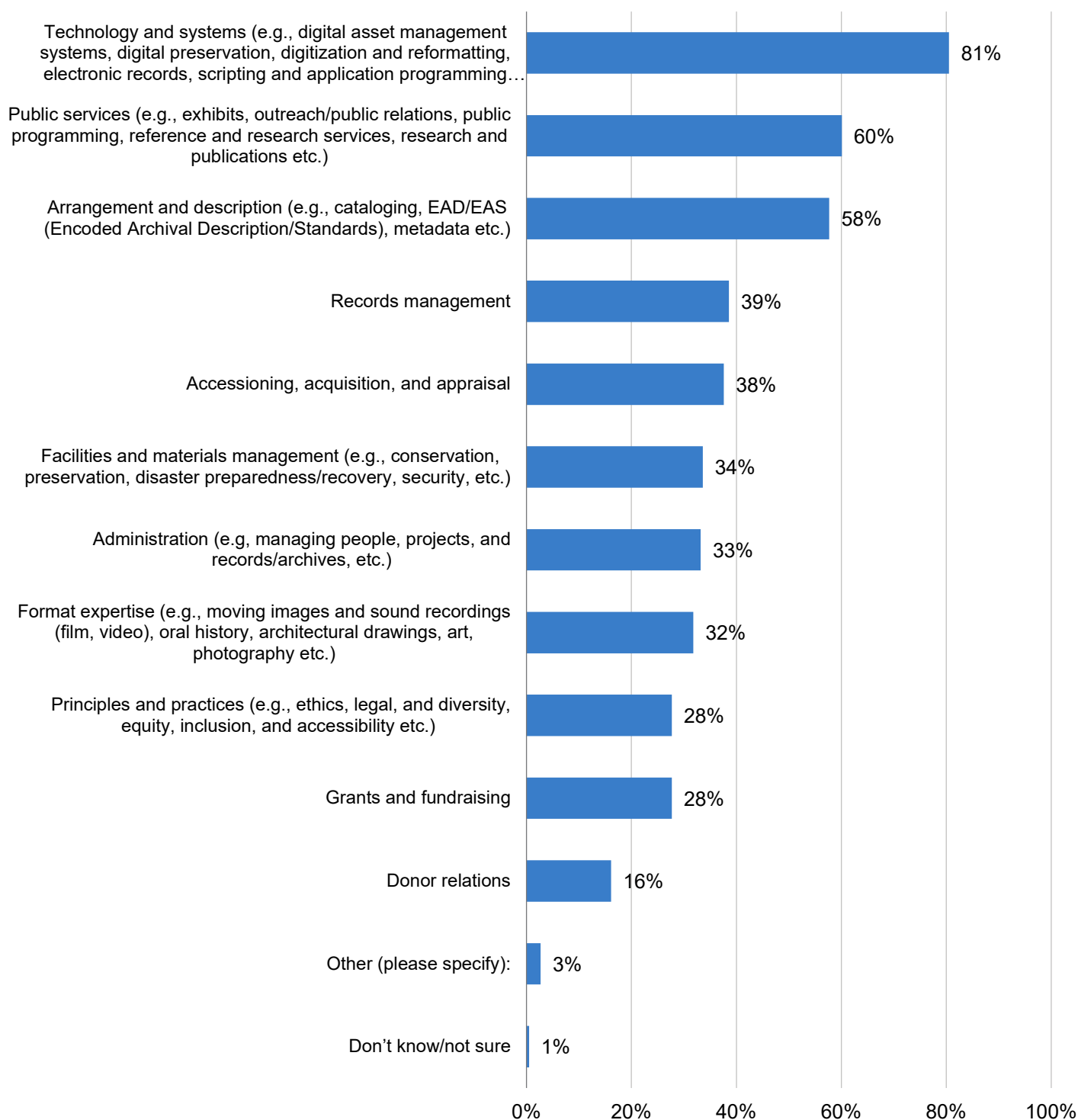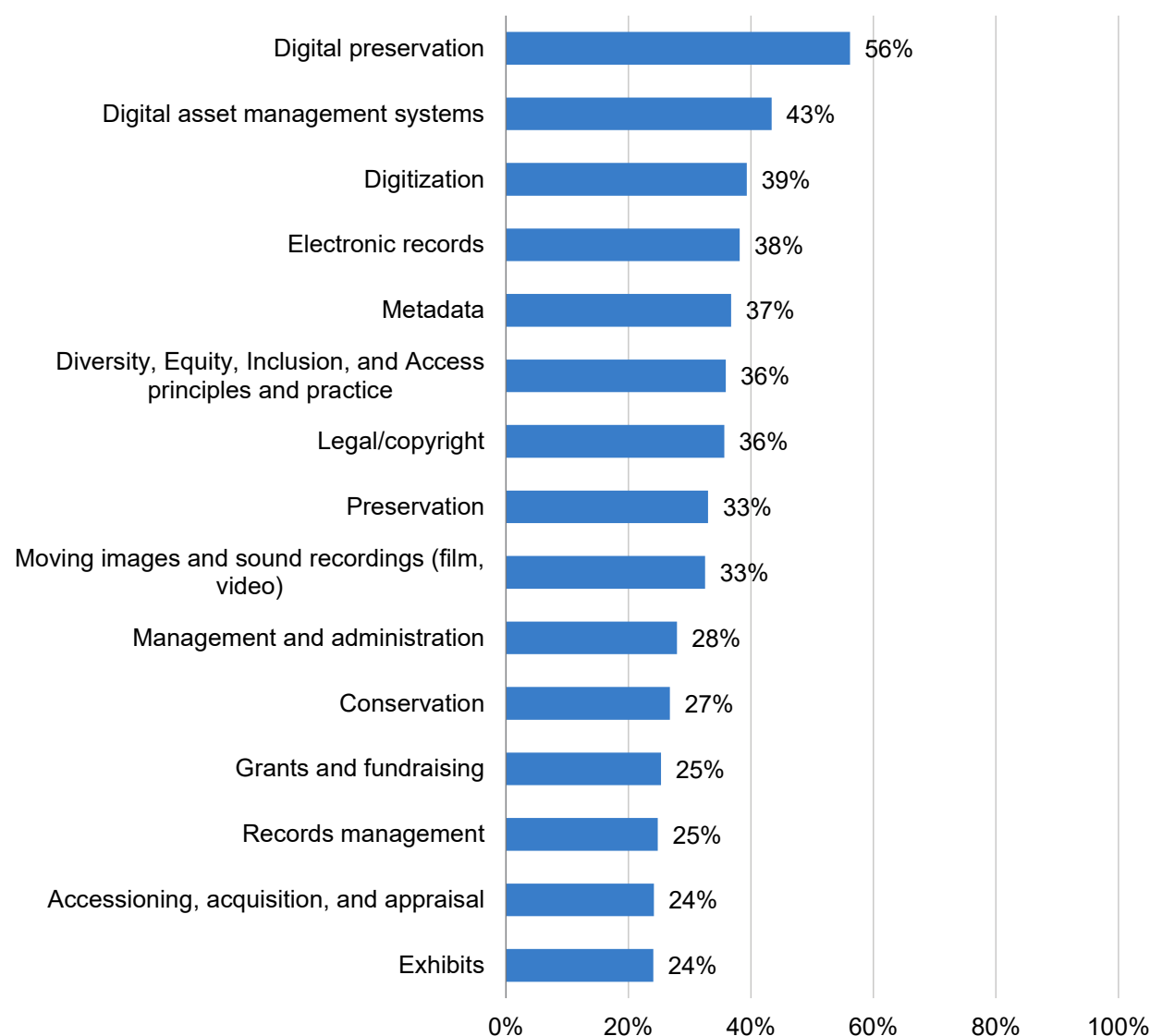| Skill	Percentage
Technology and systems (e.g., digital asset management systems, digital preservation, digitization and reformatting, electronic records, scripting and application programming…)	81%
Public services (e.g., exhibits, outreach/public relations, public programming, reference and research services, research and publications etc.)	60%
Arrangement and description (e.g., cataloging, EAD/EAS (Encoded Archival Description/Standards), metadata etc.)	58%
Records management	39%
Accessioning, acquisition, and appraisal	38%
Facilities and materials management (e.g., conservation, preservation, disaster preparedness/recovery, security, etc.)	34%
Administration (e.g, managing people, projects, and records/archives, etc.)	33%
Format expertise (e.g., moving images and sound recordings (film, video), oral history, architectural drawings, art, photography etc.)	32%
Principles and practices (e.g., ethics, legal, and diversity, equity, inclusion, and accessibility etc.)	28%
Grants and fundraising	28%
Donor relations	16%
Other (please specify):	3%
Don't know/not sure	1%

Figure 25 - If there were no barriers to obtaining professional development, which of the following would you most like to learn more about in the next 5 years? Please select all that apply. (All Archivists)

Percentage of respondents that selected each answer choice. Top 15 responses.

Category	Percentage
Digital preservation	56%
Digital asset management systems	43%
Digitization	39%
Electronic records	38%
Metadata	37%
Diversity, Equity, Inclusion, and Access principles and practice	36%
Legal/copyright	36%
Preservation	33%
Moving images and sound recordings (film, video)	33%
Management and administration	28%
Conservation	27%
Grants and fundraising	25%
Records management	25%
Accessioning, acquisition, and appraisal	24%
Exhibits	24%

While desirable staff skills are focused around technology and digital preservation skills, archives administrators find communication skills to be the most valuable in their role as administrator. Though 41 percent of administrators say that IT and technology skills have been some of the most valuable skills to have in their current positions, nearly twice as many administrators (81 percent) say that written, oral, and interpersonal communication skills have been the most valuable in their current positions (see Figure 26). The second most valuable competency for administrators is the ability to build and maintain strong relationships (61 percent), followed by the ability to manage change (56 percent).

Figure 26 - Which of the following knowledge, skills, abilities, and competencies have been most valuable for you in your current position? Please select up to five items or leave the question blank if none of these items apply.
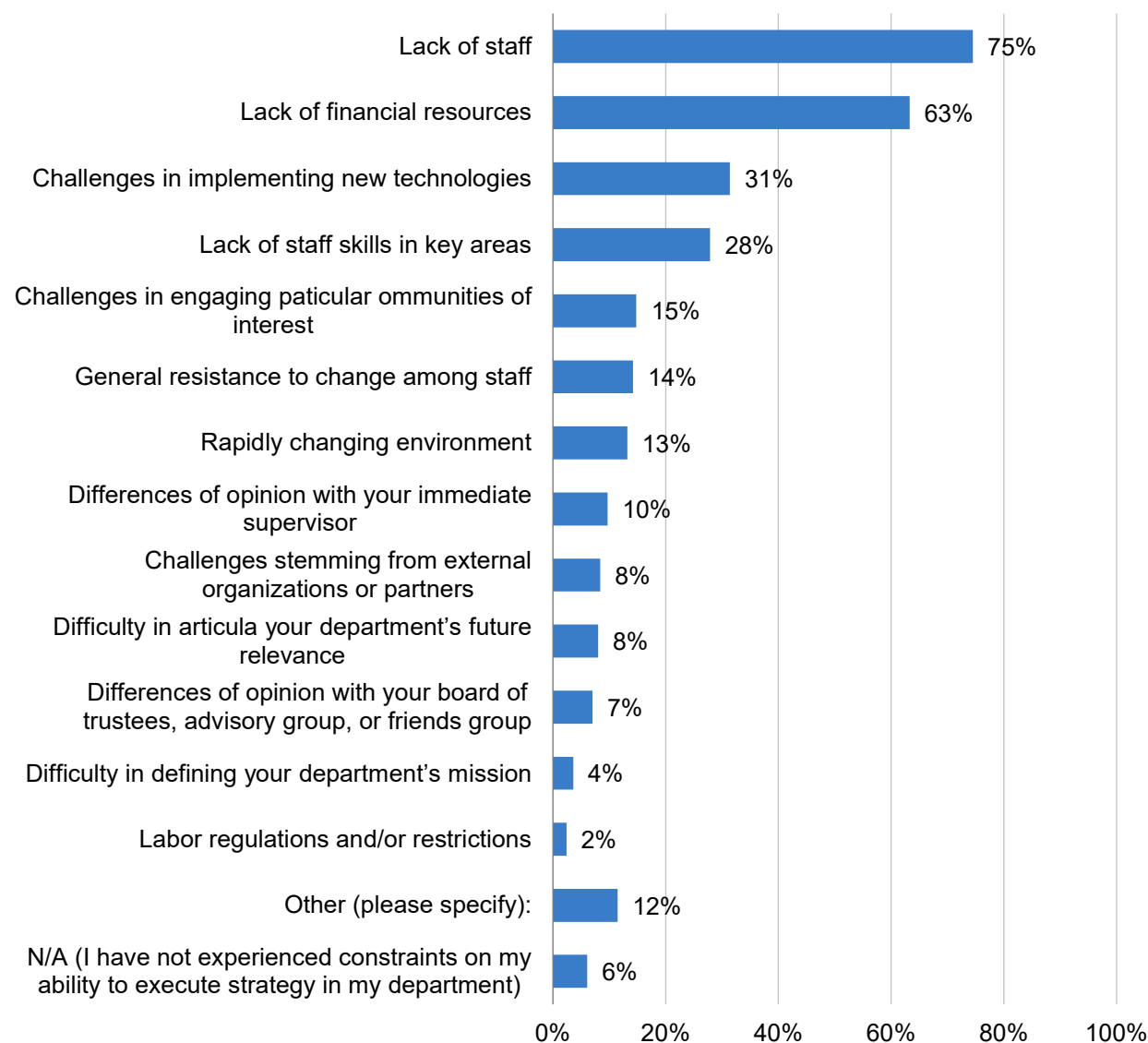*Percentage of respondents that selected each answer choice.*
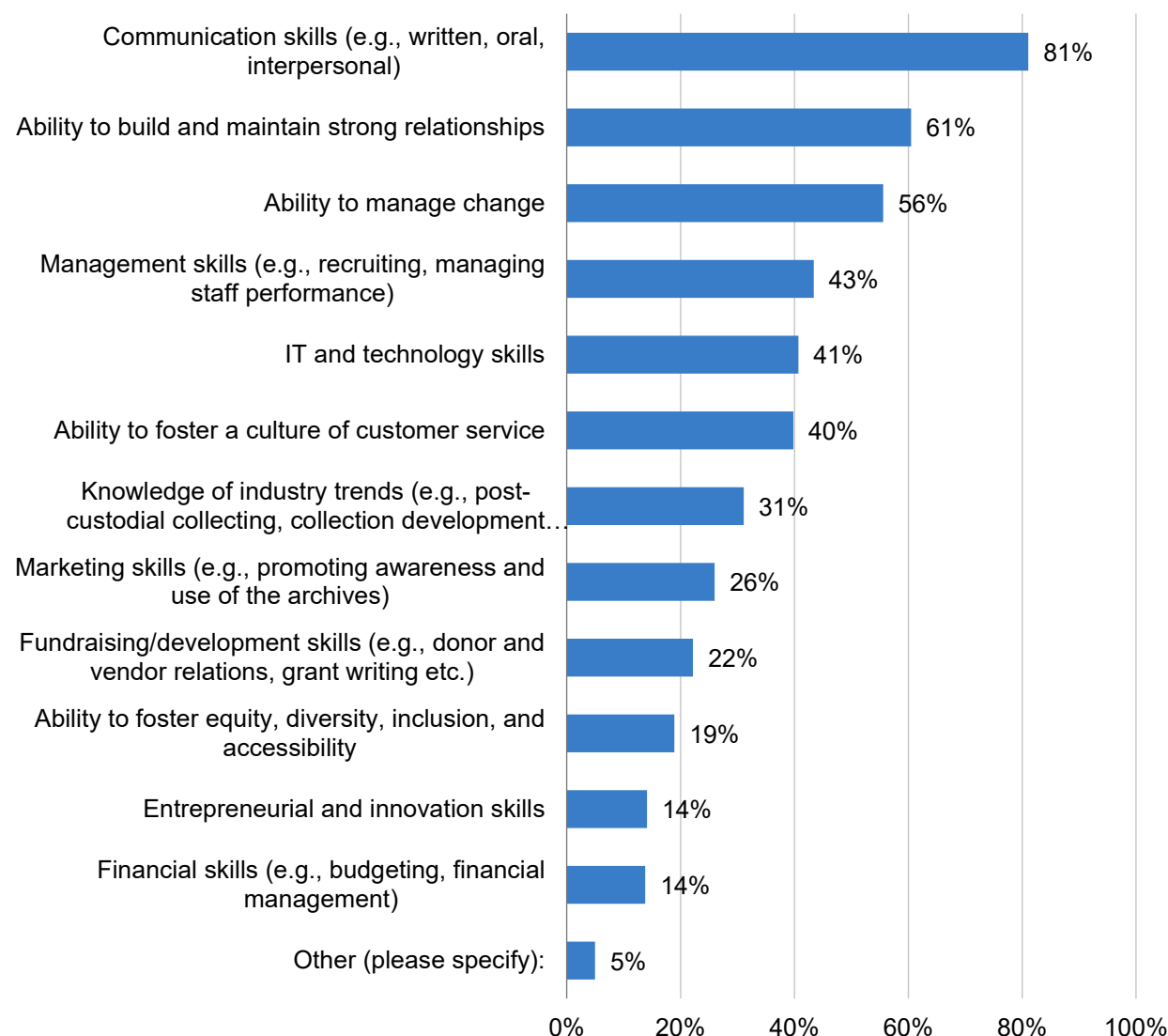
Strategy

Lack of staff is the primary constraint on archives administrators' ability to execute strategy, even ahead of financial resources (see Figure 27). Three-quarters of administrators identified lack of staff as a constraint compared with about two-thirds (63 percent) of administrators who identified lack of financial resources. Other notable constraints on administrators' ability to execute strategy in their department include challenges in implementing new technologies (31 percent) and lack of staff skills in key areas (28 percent).

Figure 27 - What are the primary constraints on your ability to execute strategy in your department? Please select up to five items.

Percentage of respondents that selected each answer choice.

Answer choice	Percentage
Lack of staff	75%
Lack of financial resources	63%
Challenges in implementing new technologies	31%
Lack of staff skills in key areas	28%
Challenges in engaging paticular ommunities of interest	15%
General resistance to change among staff	14%
Rapidly changing environment	13%
Differences of opinion with your immediate supervisor	10%
Challenges stemming from external organizations or partners	8%
Difficulty in articula your department's future relevance	8%
Differences of opinion with your board of trustees, advisory group, or friends group	7%
Difficulty in defining your department's mission	4%
Labor regulations and/or restrictions	2%
Other (please specify):	12%
N/A (I have not experienced constraints on my ability to execute strategy in my department)	6%

Likewise, 71 percent of respondents say that staffing is the most significant challenge facing their department in conjunction with collection storage space (see Figure 28). Funding, while also a crucial challenge, is only the third most significant challenge (63 percent). Less significant challenges include board of trustees, advisory group, or friends group support (10 percent), volunteer turnover (9 percent), and city and/or state regulations or codes (3 percent). The most significant challenges facing administrators' departments vary slightly by sector (see Figure 29). While administrators at academic institutions list staffing (84 percent) as the most significant challenge, collection storage space is the number one challenge for administrators at government agencies (73 percent) and nonprofit organizations (72 percent). Meanwhile, though

funding is the second most significant challenge at academic institutions (75 percent) and nonprofit organizations (61 percent), it was the fourth most significant challenge for government agencies (52 percent).

Figure 28 - What are the most significant challenges facing your department? Please select up to five options.
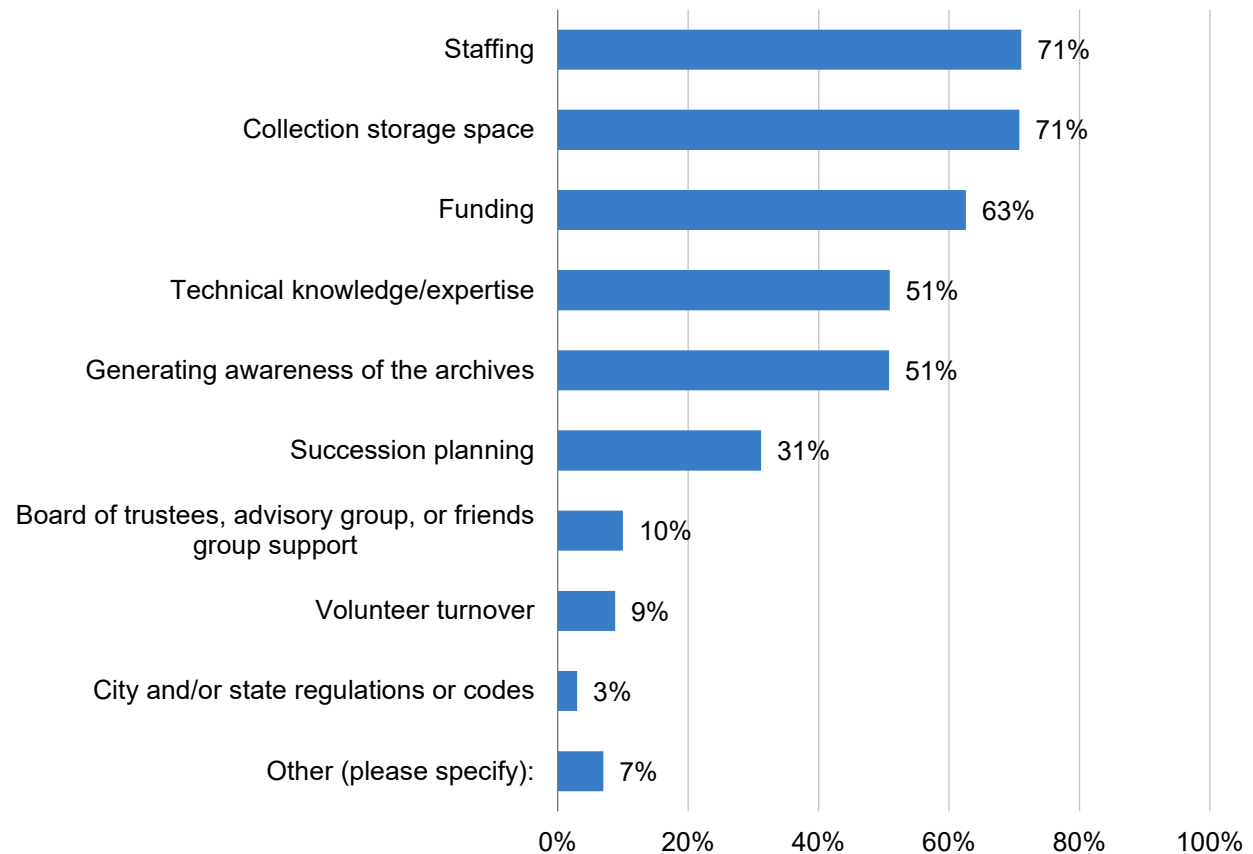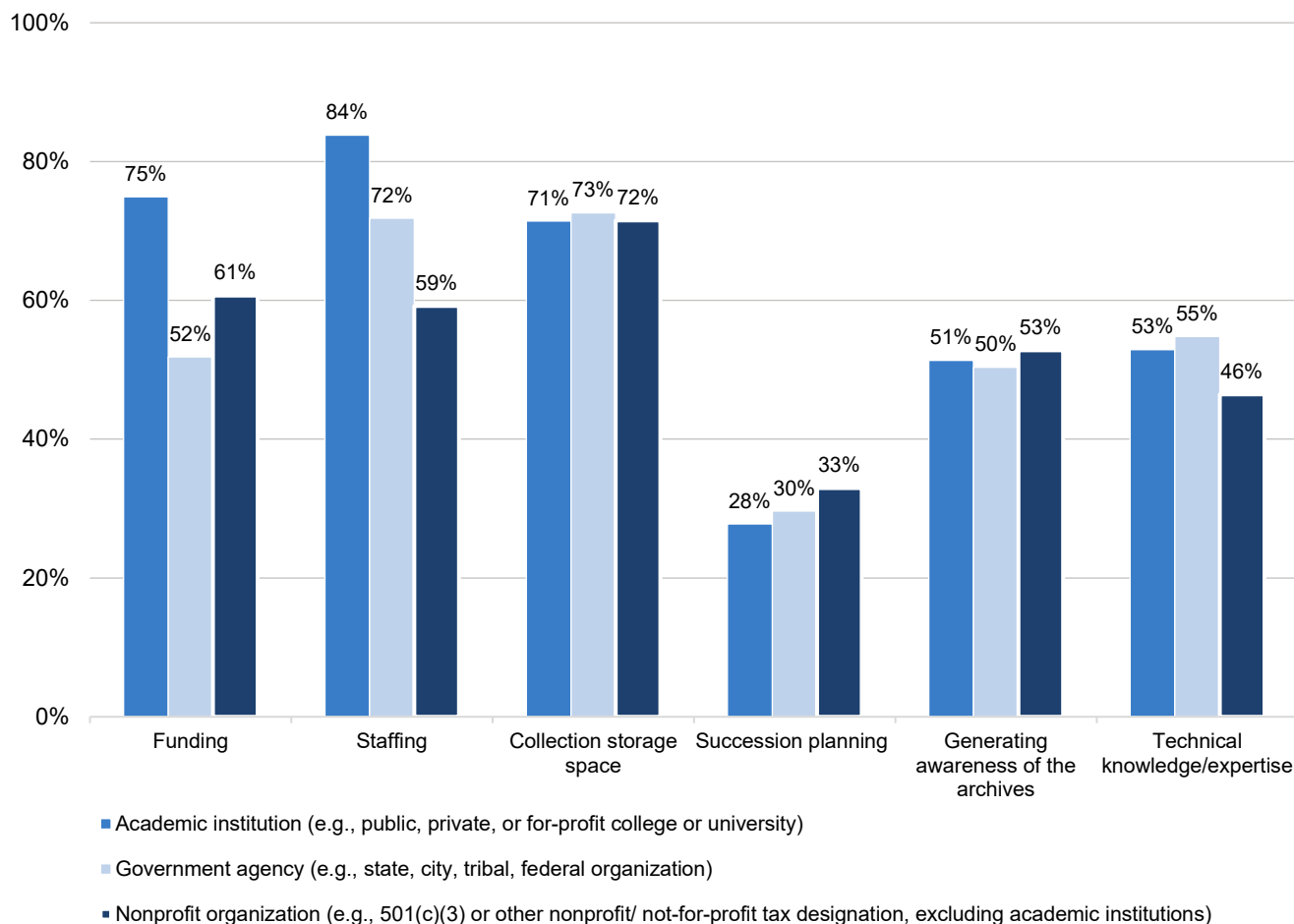*Percentage of respondents that selected each answer choice.*

Challenge	Percentage
Staffing	71%
Collection storage space	71%
Funding	63%
Technical knowledge/expertise	51%
Generating awareness of the archives	51%
Succession planning	31%
Board of trustees, advisory group, or friends group support	10%
Volunteer turnover	9%
City and/or state regulations or codes	3%
Other (please specify):	7%

Figure 29 - What are the most significant challenges facing your department? Please select up to five options.

Percentage of respondents that selected each answer choice, by sector. Top six choices.

- Academic institution (e.g., public, private, or for-profit college or university)
- Government agency (e.g., state, city, tribal, federal organization)
- Nonprofit organization (e.g., 501(c)(3) or other nonprofit/ not-for-profit tax designation, excluding academic institutions)

The pandemic

Insufficient staff is a recurrent theme throughout the administrators' survey findings, and one that is partially explained by fallout from the COVID-19 pandemic. In response to the pandemic, 28 percent of archives administrators experienced staffing budget cuts (see Figure 30). This was second only to operations cuts (30 percent). While more than two-thirds of archives departments that experienced cuts in operations, programming, and collections budgets due to the pandemic saw those budgets subsequently recover—at least in part—budget cuts to staffing have been slower to recover. Forty-three percent of archives that saw budget cuts to staffing report that their budget has not recovered at all; in other words, the archives staffing budget is the same today as it was when the cuts were initially made (see Figure 31). Comparatively, only 30 percent of archives that experienced budget cuts in collections and operations, and 31 percent of archives with programming cuts report no recovery. Interestingly, there appears to be

a subset (9 percent) of archives whose staffing budget is higher than pre-pandemic amounts, even after experiencing an initial cut. This is noteworthy because it is much larger than the proportion of programming (3 percent), collections (2 percent), and operations (1 percent) budgets that have surpassed their pre-pandemic budgets. In other words, nearly half of archives that experienced staffing budget cuts due to the pandemic have not recovered at all, and a small subset has not just restored their staffing budget to a pre-pandemic amount, but surpassed it. The Archives Administrators Survey was fielded in early 2022. The Great Reshuffle, which began in 2021 and saw staff departing employers at rapid rates, was very much ongoing when the survey was administered. Given this context, it may be that the exodus of staff affecting the US job market led some organizations to raise the budget for staff as a strategy to recruit or retain talent during a time of increased competition.

Figure 30 - In response to the financial impact of the COVID-19 pandemic, did your department experience budget decreases of any size or duration in the following categories? Please select all that apply.
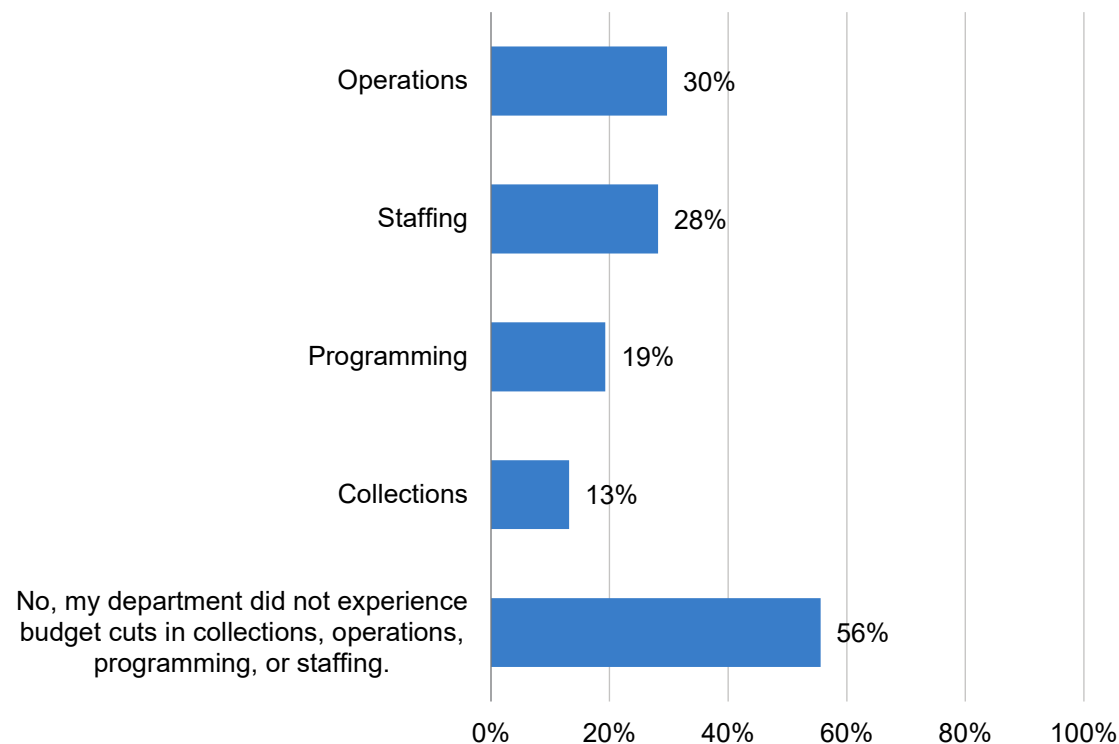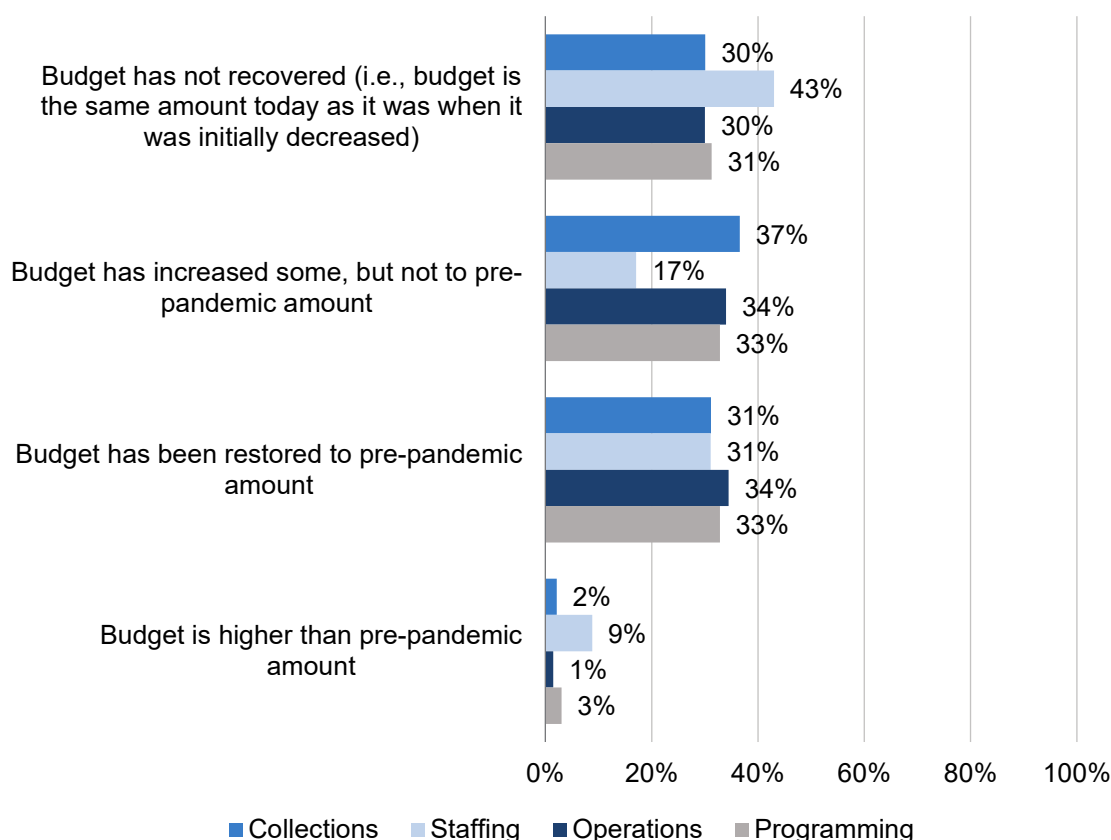*Percentage of respondents that selected each answer choice.*

Figure 31 - You indicated that, due to the financial impact of the COVID-19 pandemic, your department experienced a budget decrease in the category(ies) below. As of today, to what extent has the budget(s) recovered to its pre-pandemic amount?
*Percentage of respondents that selected each answer choice.*

The financial impact of the pandemic caused disruptions to staffing and benefits, and while those effects are still being felt in 2022, their impacts are substantially less than when the pandemic first hit in 2020. These disruptions or changes included reducing public service desk hours and/or locations, implementing hiring freezes and salary freezes, and reducing or eliminating professional development funds, among others (see Figure 32). 2020 saw the largest proportion of archives engage in changes for every item. In 2021, the proportion of administrators implementing these types of changes decreased across the board, and in 2022 only a small proportion of archives are still implementing these changes. For example, 41 percent of administrators said their archives instituted hiring freezes in 2020, compared with only 27 percent in 2021, and just 8 percent in 2022. The same is true for furloughs or hour reductions, going from 21 percent (2020), to 9 percent (2021), to only 1 percent (2022).

On the whole, archives were more likely to engage in pause measures such as hiring freezes and salary freezes during the pandemic compared with more severe measures such as cutting pay for department leadership or for all or most staff. The change least implemented in response to the financial impact of COVID-19 was eliminating currently filled positions (i.e. laying off staff);

while 9 percent of administrators reported layoffs in 2020, this decreased to just 2 percent by 2022. It's likely that some of the measures taken to combat the pandemic's financial impact have contributed to the present staffing shortage many archives are experiencing.

Figure 32 - In response to the financial impact of the COVID-19 pandemic, which of the following changes were in effect with regards to your department's staffing and benefits in the years below. Please select all that apply.
*Percentage of respondents that selected each answer choice.*
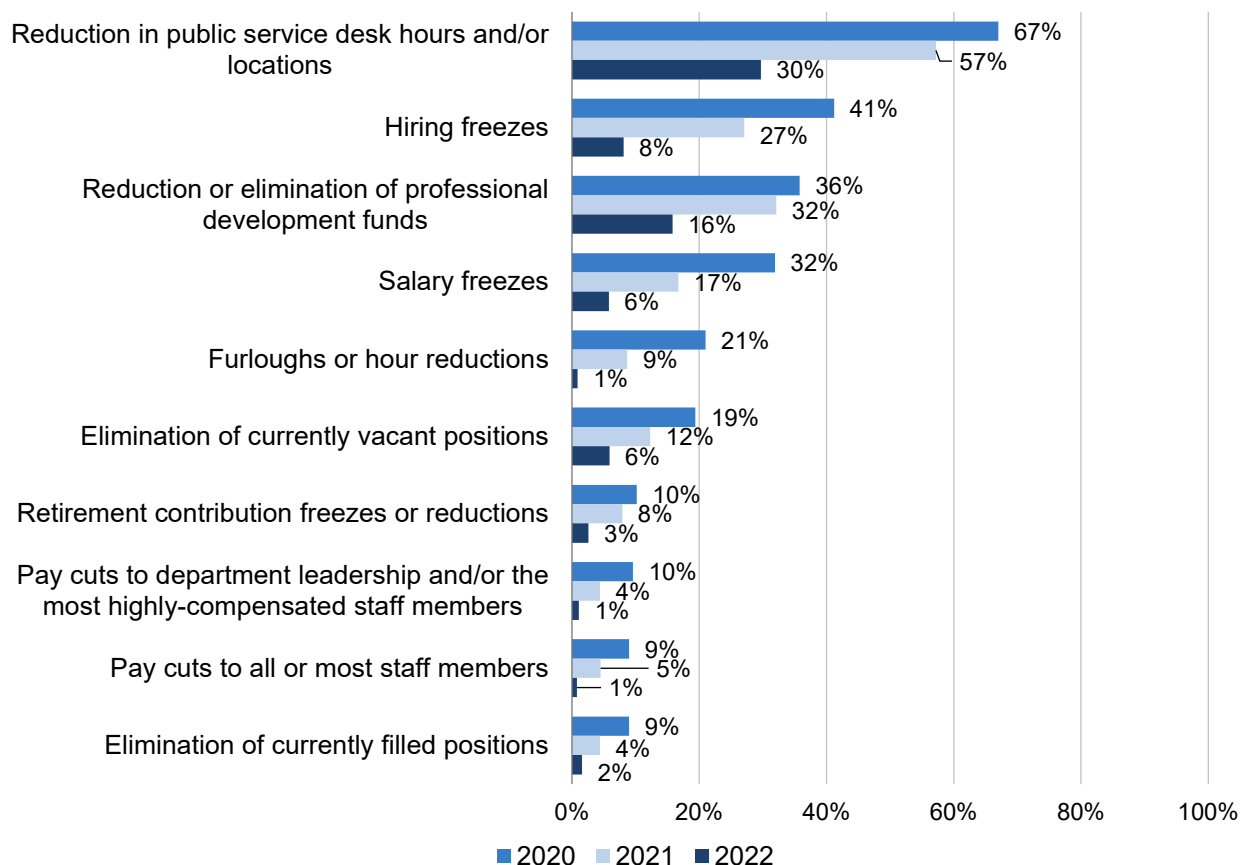
As has been the subject of much discussion both within organizations and across the media, the pandemic has significantly impacted work arrangements in most sectors, including archives. The majority of archives administrators report that their department has greater flexibility around working arrangements today than it did before the pandemic (54 percent) (see Figure 33). Fifty-five percent of administrators say that remote or hybrid working arrangements are granted to staff on an as-needed basis, and 43 percent relay that new policies have been created within their archives to formally enable remote or hybrid working arrangements for staff. There is less consensus among administrators as to whether remote work has benefited their department's ability to administer and provide access to collections; while nearly one third (31 percent) of administrators feel remote work has been beneficial, two in five (19 percent) disagree that this is the case.

Figure 33 - Please read the following statements and indicate the extent to which you agree or disagree.

Percentage of respondents that agree or disagree with each statement.
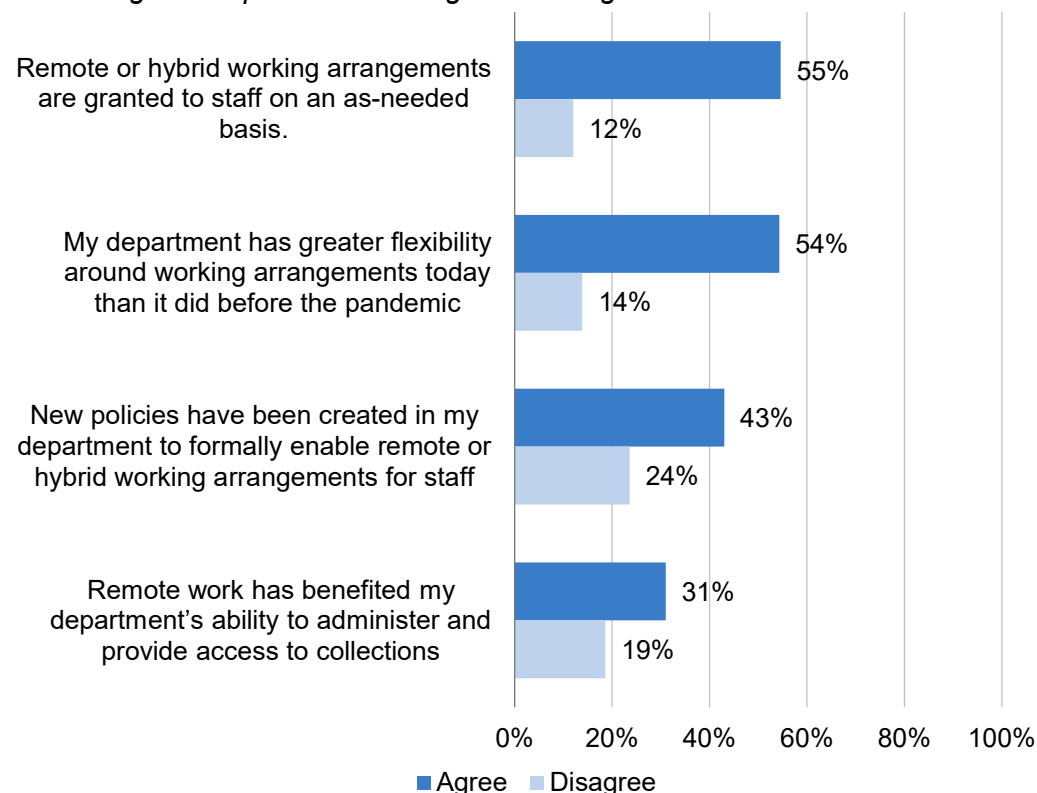
Staff recruitment and retention

Given that administrators list lack of staff (75 percent) as the primary constraint on their ability to execute strategy, and staffing (71 percent) as the most significant challenge facing their department, it is not surprising that most administrators predict their department will increase or maintain staff positions over the next five years (see Figure 34). Thirty-eight percent of administrators anticipate adding full-time, permanent staff roles and 59 percent anticipate no change; just 3 percent predict their department will reduce full-time permanent roles. This varies by sector. Archives at academic institutions are the most likely to add full time, permanent staff positions over the next five years (43 percent), while nonprofit organizations are the least likely (28 percent) (see Figure 35). Archives at government agencies are in the middle, with 36 percent of government archives administrators predicting they will add positions.
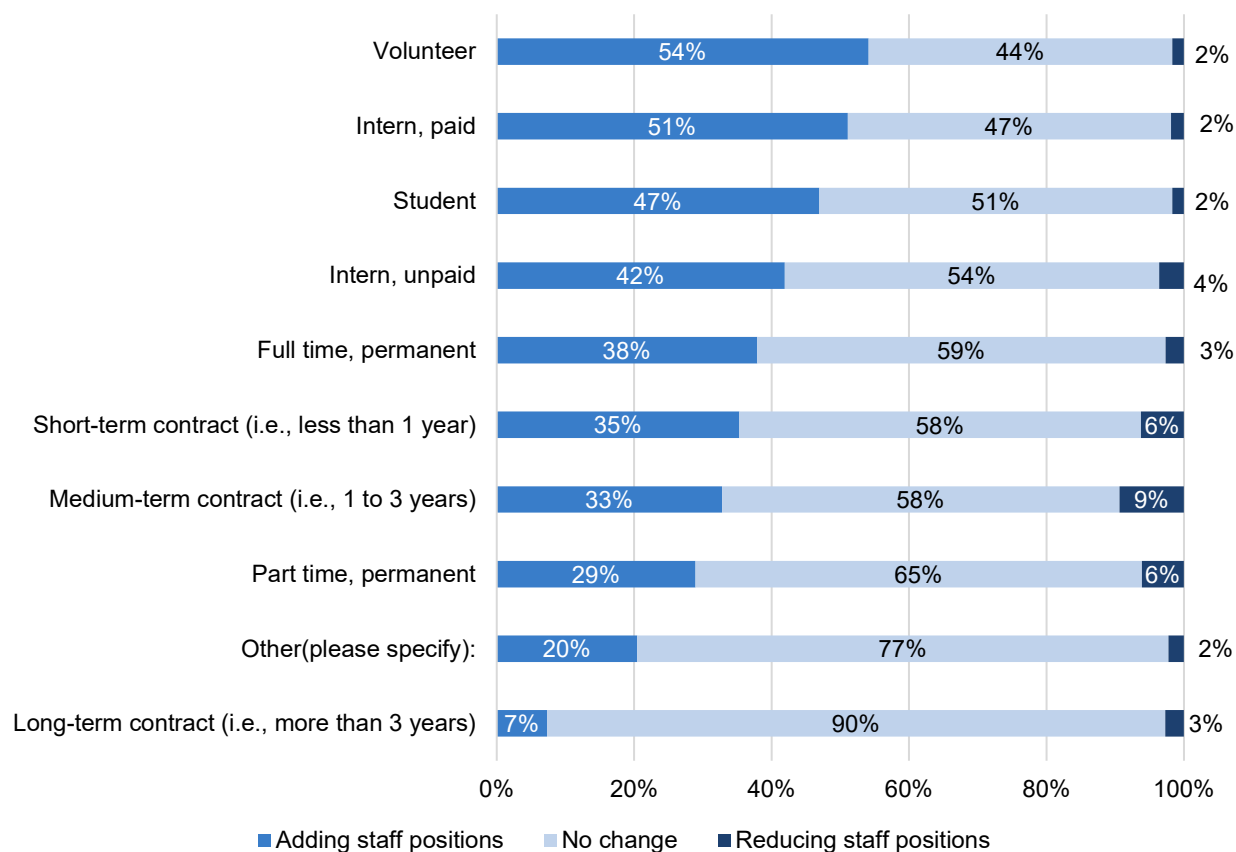
Figure 34 - In your best estimation, will your department add or reduce staff positions in the following staff categories over the next five years? For each staff category, please indicate whether you anticipate adding staff positions, making no change, or reducing staff positions.

Percentage of respondents that selected each answer choice.

Staff category	Adding staff positions	No change	Reducing staff positions
Volunteer	54%	44%	2%
Intern, paid	51%	47%	2%
Student	47%	51%	2%
Intern, unpaid	42%	54%	4%
Full time, permanent	38%	59%	3%
Short-term contract (i.e., less than 1 year)	35%	58%	6%
Medium-term contract (i.e., 1 to 3 years)	33%	58%	9%
Part time, permanent	29%	65%	6%
Other(please specify):	20%	77%	2%
Long-term contract (i.e., more than 3 years)	7%	90%	3%

■ Adding staff positions ■ No change ■ Reducing staff positions

Figure 35 - In your best estimation, will your department add or reduce staff positions in the following staff categories over the next five years? For each staff category, please indicate whether you anticipate adding staff positions, making no change, or reducing staff positions.

Percentage of respondents that selected adding full time, permanent staff positions, by sector.
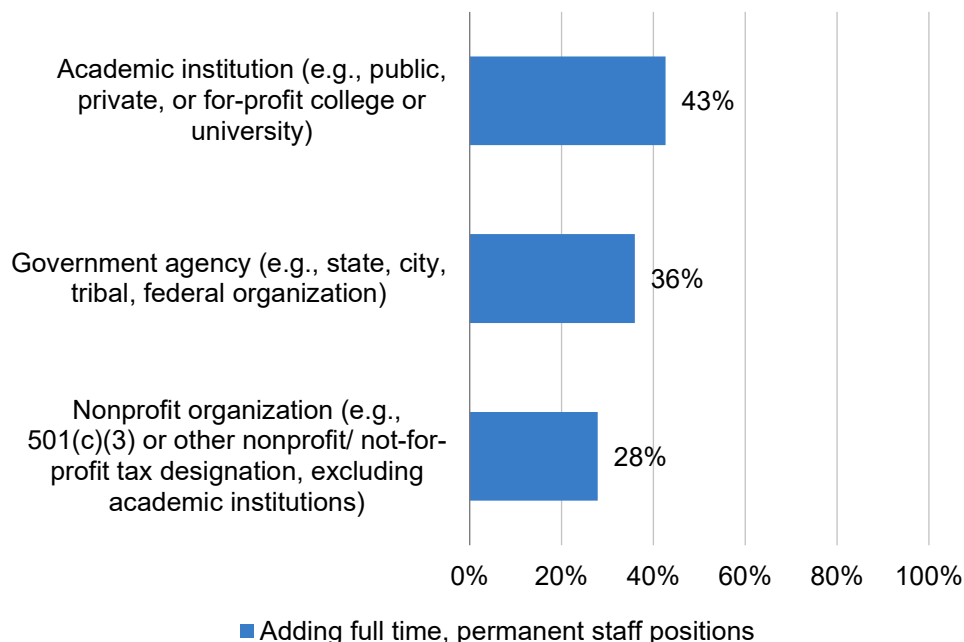
The most anticipated growth, however, is predicted to occur among volunteer, intern, and student positions. More than half of administrators believe their department will add volunteer roles (54 percent) and paid intern positions (51 percent). Nearly as many administrators predict an increase in student roles (47 percent) and unpaid internships (42 percent). This has implications for the archives workforce, as 61 percent of administrators with impermanent staff positions (i.e. short-, medium-, and long-term contract roles, paid and unpaid interns, students, and volunteers) say that they rarely or never extend permanent job offers to staff in these roles (see Figure 36). Only 30 percent sometimes offer permanent positions and just 9 percent often do.

Figure 36 - How often does your department extend permanent job offers to staff in impermanent (e.g., contract, intern, student, and/or volunteer) positions?
*Percentage of respondents that selected each answer choice.*
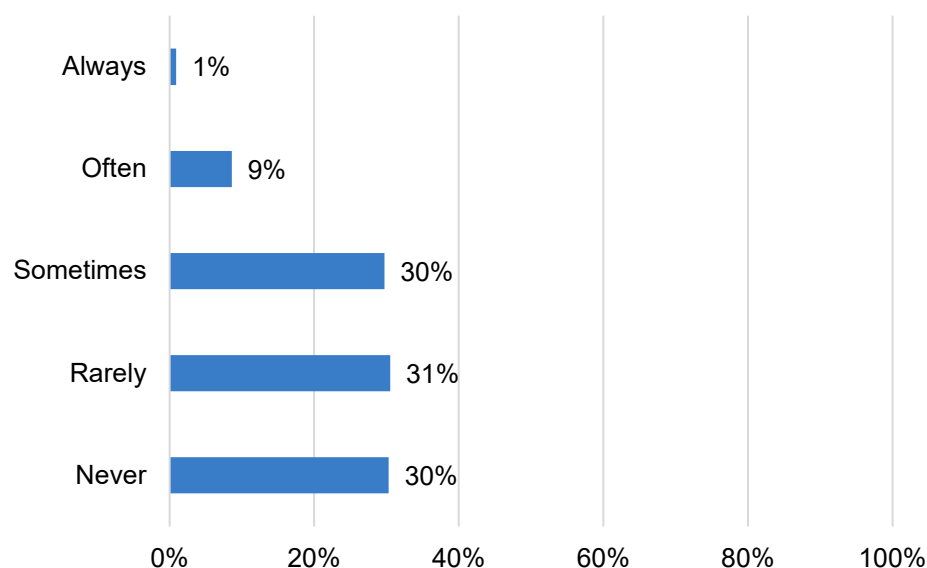
The higher anticipated increase of free (e.g. volunteers, unpaid interns) or inexpensive staff (e.g. students, paid interns) roles compared with full- and part-time permanent paid positions speaks to the financial constraints many archives are weathering, part of which is explained by the pandemic and its financial impact (see Figure 30). As discussed earlier, of archives that experienced staffing budget cuts due to the pandemic, 43 percent report that their budget has not recovered (i.e., that their budget is the same amount today as it was when it was initially decreased). This financial pressure exacerbates staffing challenges.

In fact, the number one most important factor driving hiring decisions among administrators is budget (80 percent) (see Figure 37). Budget surpasses the second most important factor—existing or upcoming projects (58 percent)—by 22 percentage points and the third most important factor—internal mandates (37 percent)—by a staggering 43 percentage points. Items such as social/cultural issues (19 percent) and national events (3 percent) play a comparatively small role in driving hiring decisions at archives.

Figure 37 - How important are the following items in driving hiring decisions in your department?

Percentage of respondents that rated each item as important.
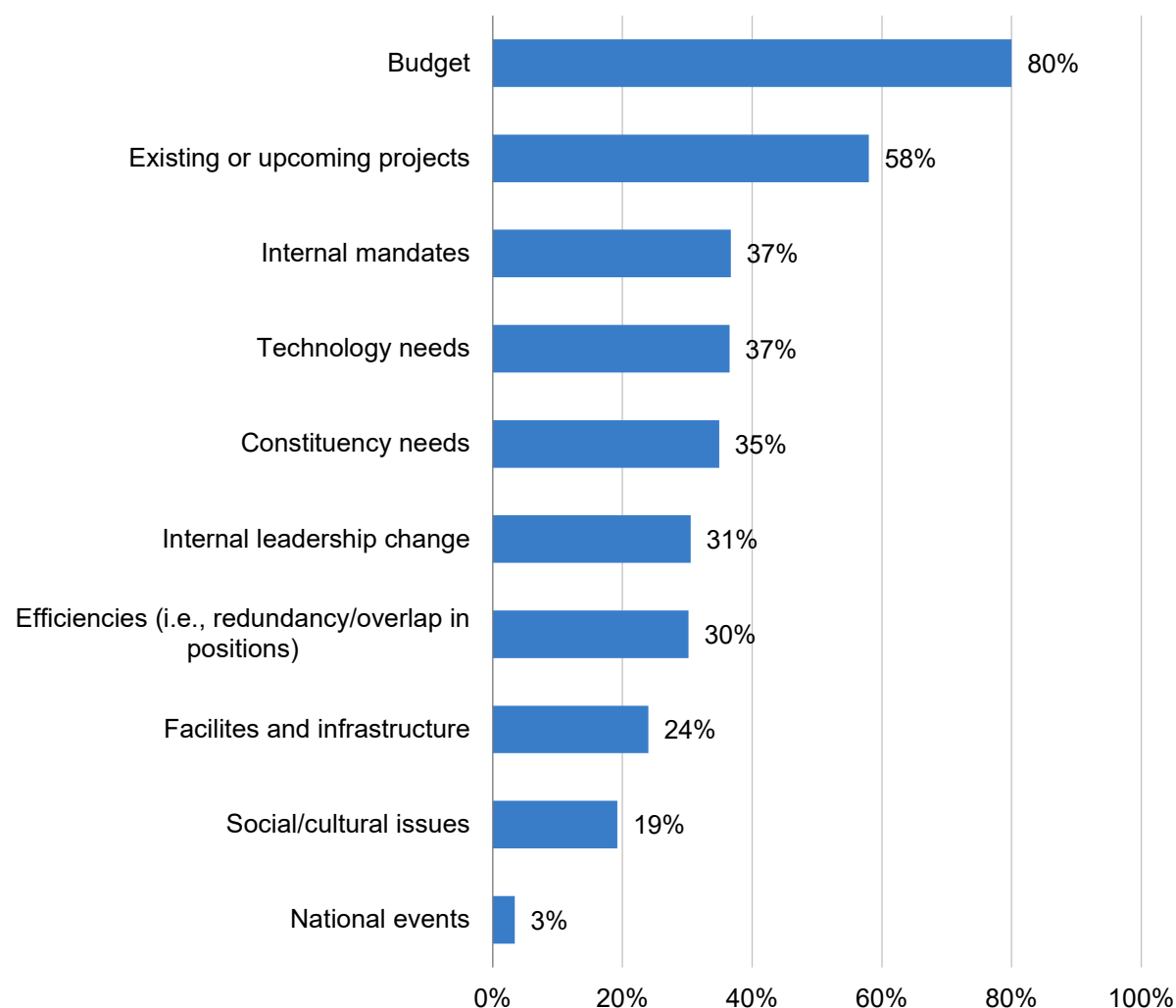
When archives hire new staff, the majority (65 percent) advertise the position by posting directly to their department's website or that of their parent organization (see Figure 38). Posting on job boards or listservs such as the SAA Job Board, Digital Library Federation Jobs Board, and Archives Gig is another common way job descriptions are distributed (45 percent). Only about a quarter (28 percent) of administrators report posting on job boards or listservs for historically underserved populations such as SAA Archivists and Archives of Color Section or the ACRL Women and Gender Studies Section. And posting in physical formats such as flyers or local newspapers appears to have become almost obsolete, with only 6 percent of archives engaging in this kind of advertising.

Figure 38 - Generally speaking, how often do you, a hiring manager, a human resources representative, and/or members of a search committee do each of the following when advertising job postings for archives positions?

Percentage of respondents that often do each item.
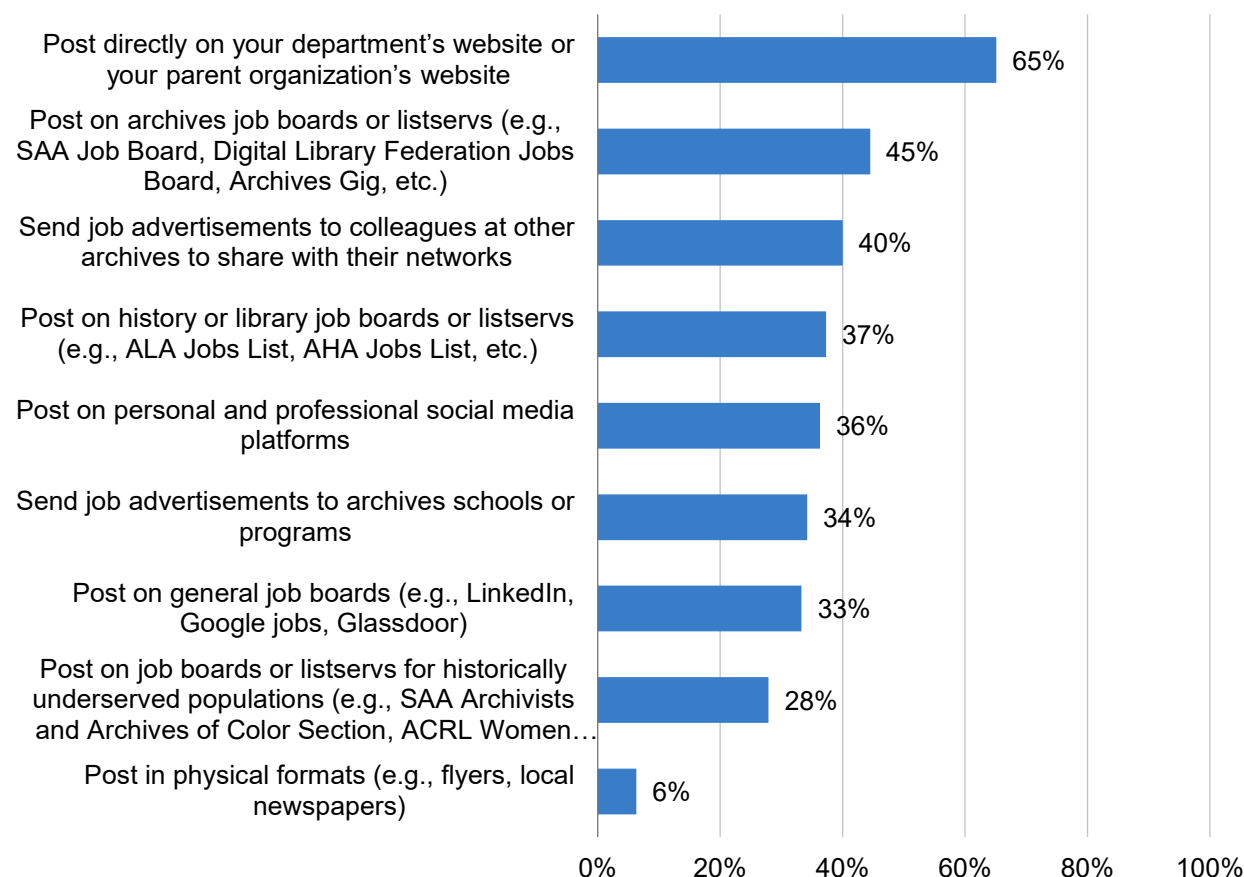
When recruiting or hiring staff, archives frequently include separate minimum requirements and preferred qualifications/skills in job advertisements (73 percent) and use structured interview scripts with each applicant for a position (62 percent) (see Figure 39). Just over half (53 percent) of archives list the salary or salary range in the job description. Conversely, very few archives use a screen reader to view and correct any accessibility concerns on the job description and application site (13 percent) or require applicants to submit or present a diversity statement (7 percent).

Figure 39 - Generally speaking, how often do you, a hiring manager, a human resources representative and/or members of the search committee do each of the following when recruiting and hiring staff?

Percentage of respondents that often do each item.
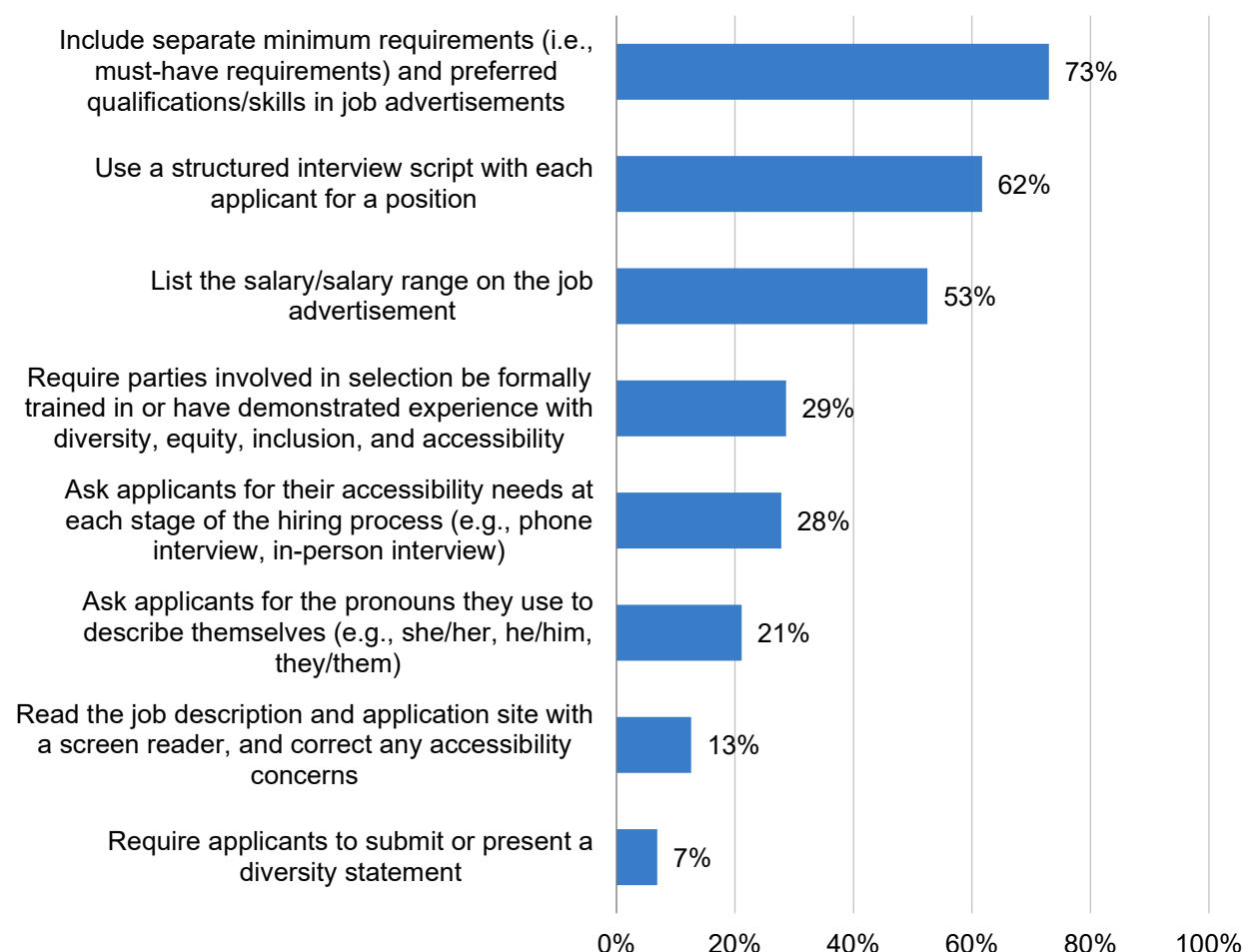
When it comes to staffing, the other side of recruitment is retention. Archives administrators report that the top three reasons staff voluntarily leave their department are limited compensation/salary (37 percent), retirement (35 percent), and lack of opportunity for career advancement (30 percent) (see Figure 40). When this data is compared to that of the All Archivists Survey, all archivists who are considering leaving the archives field within the next five years do list retirement (43 percent), limited compensation/salary (35 percent), and lack of opportunity for career advancement (33 percent) within their top four reasons for considering leaving. What is noticeably missing from administrator responses, however, is burnout.

Figure 40 - What are the reasons staff voluntarily leave your department? Please select all that apply (Archives Administrators). What are the top reasons you are considering leaving the archives field? Please select all that apply (All Archivists)

Percentage of respondents that selected each answer choice.
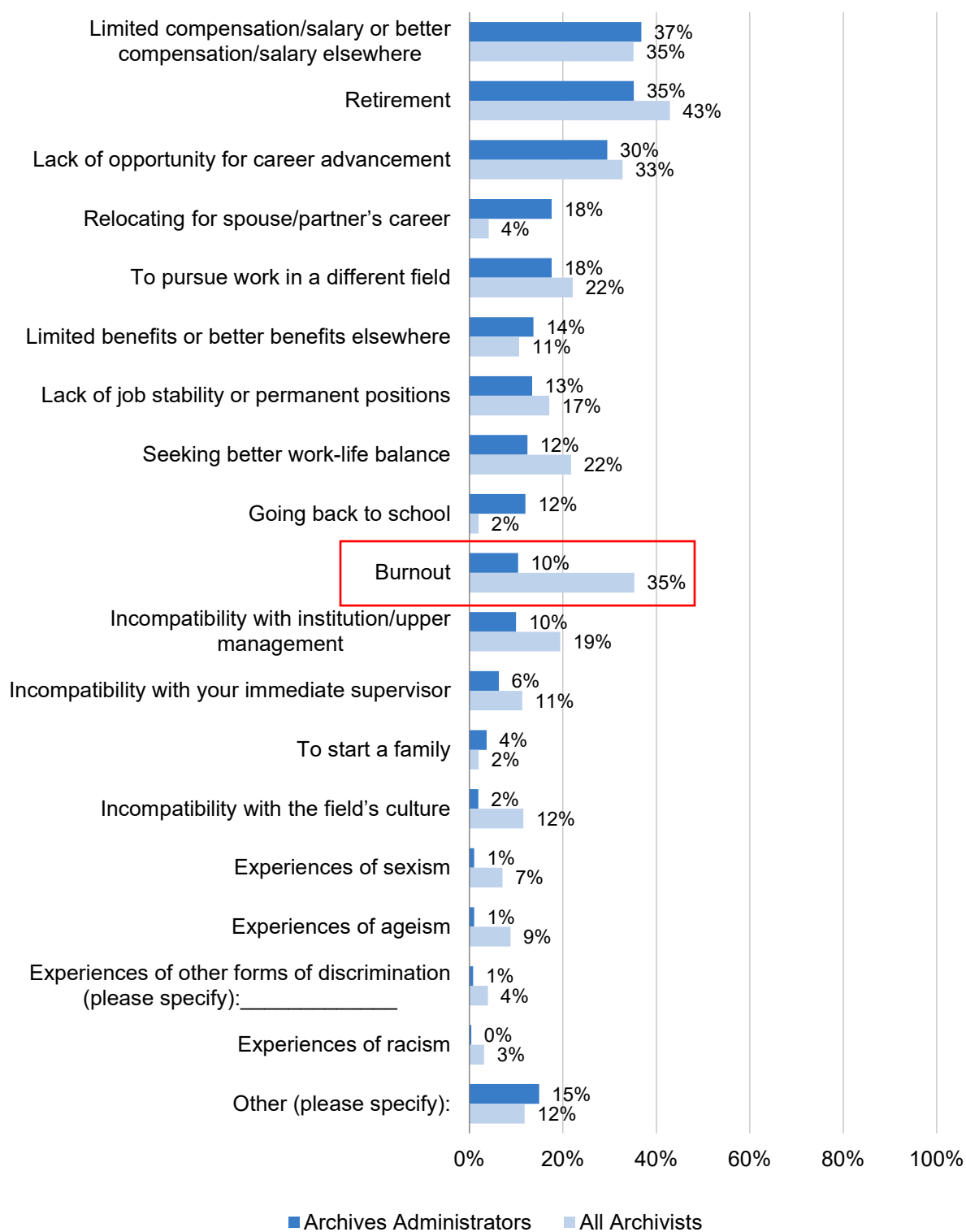
Comparing the data between the two surveys suggests that archives administrators underestimate the role of burnout in staff departures. Thirty-five percent of all archivists who are considering leaving the profession within the next five years attribute it to burnout; in fact, burnout ranked second among factors leading to departure among all archivists. Conversely, only 10 percent of administrators selected burnout as a reason for staff leaving their department, and it ranked as the 10th most prevalent reason. In a similar vein, administrators are more likely to report reasons outside of an archives' control for staff departures such as relocating for a spouse or partner's career (18 percent) or going back to school (12 percent), compared with archivists (4 percent and 2 percent respectively).

Another important disconnect between the survey responses of archives administrators and all archivists responses is related to experiences of discrimination. While 9 percent of all archivists considering leaving the profession indicate experiencing ageism and 7 percent report experiencing sexism, just 1 percent of administrators included these types of discrimination as reasons for staff departures. These gaps become more pronounced when we look at discrimination as a whole and examine experiences of racism, sexism, ageism, or another form of discrimination together. Seventeen percent of all archivists are considering leaving the archives profession due to some form of discrimination, while only 3 percent of archives administrators report this as a reason for voluntary staff departures.

It is clear that while administrators and archivists are aligned on some factors that lead to staff departures, such as limited compensation or retirement, there is a disconnect around other factors like burnout, incompatibility with the field's culture, and experiences of discrimination. What contributes to this disconnect? One possible explanation is that when staff leave, they may not fully disclose their reasons in order to maintain their relationship with their administrator. For example, departing staff may find that going back to school is a more acceptable reason for leaving a workplace than incompatibility with the institution or upper management. There are many reasons why staff might opt for more socially acceptable explanations rather than providing constructive feedback to their employer, not least of which is the power differential in their relationship. Many staff rely on recommendations from previous employers for future employment for example, making it essential to leave on good terms.

It could also be that the strain on archives resulting from staff shortages has played out, as archivists take on more work than administrators realize. If staff budgets have been cut, resulting in hiring freezes or position eliminations, but archives have not taken steps to appropriately adjust output expectations, staff may be working over capacity. In these cases, staff may be chronically expected to "pick up slack" for missing positions or carry out duties beyond their typical workload, contributing to burnout.

Still another possible reason for the disconnect between administrators and all archivists is the difference in the periods at which they were surveyed. Administrators are reporting on staff who have already left their roles, while all archivists are sharing why they are considering leaving the profession within the next five years. While large, disruptive events, such as the pandemic, may have been a catalyst for increased burnout, those staff members may still be in their roles. In

other words, perhaps staff who will leave the profession due to burnout have not yet departed and thus have not shared their reasons with administrators.

Diversity, equity, inclusion, and accessibility

The large majority (75 percent) of archives administrators believe their department's diversity, equity, inclusion, and accessibility strategies are aligned with the DEIA strategies of their parent institution (see Figure 41). Administrators were much less likely to agree that the board of trustees, advisory group, or friends group that works with their department is diverse (23 percent), and in fact almost one in three administrators disagreed that their board of trustees is diverse.

Figure 41 - Please read the following statements and indicate the extent to which you agree or disagree with each.

Percentage of respondents that agree/disagree with each item.
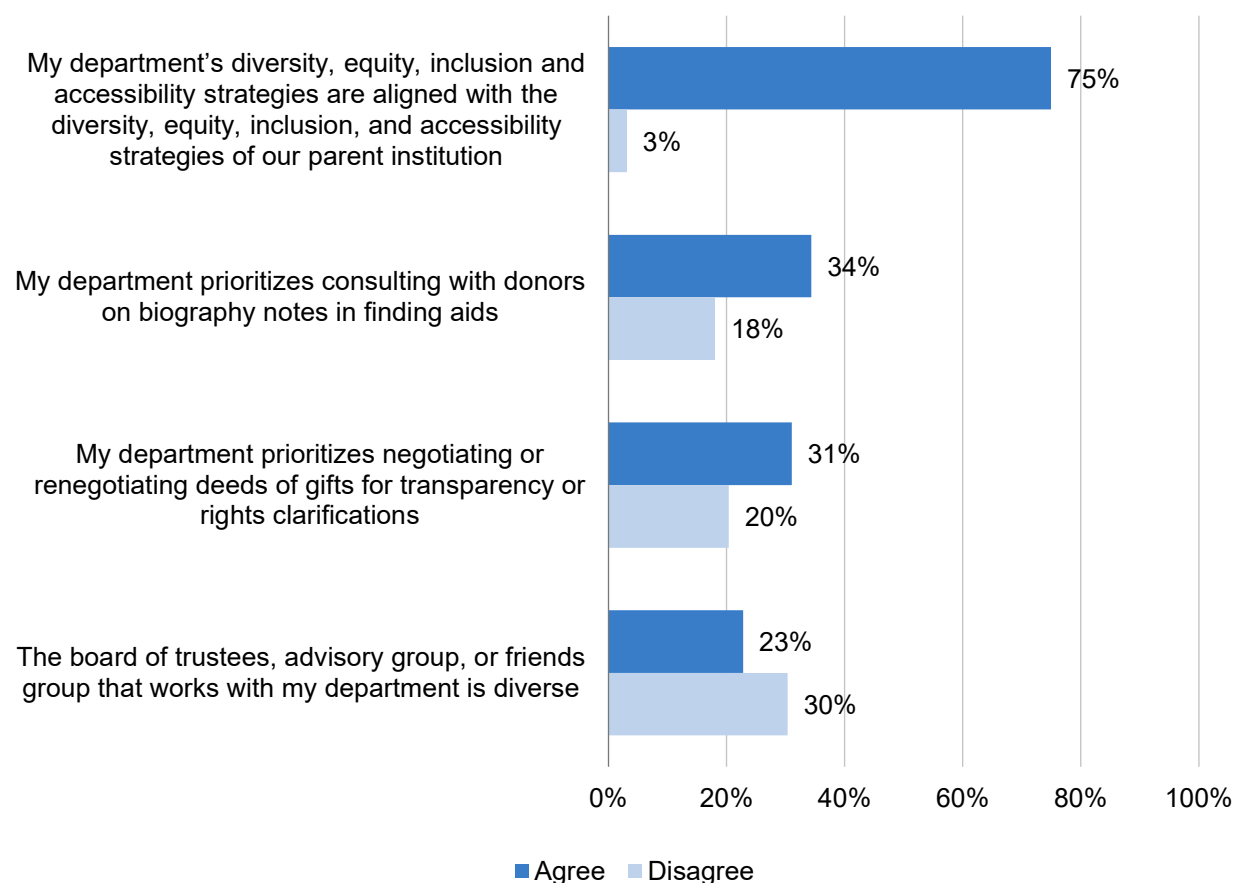

In terms of accessibility, administrators are most likely to agree that their department is accessible to disabled visitors (54 percent) (see Figure 42). Under half (43 percent) of administrators report that their department's website or that of their parent institution meets the Web Content Accessibility Standards. Only about one third (35 percent) of administrators

agree that the users who access the archives in their department are diverse and 13 percent disagree. Just 5 percent of administrators say their department prioritizes providing resources, such as finding aids in languages other than English, and 74 percent disagree with this.

Figure 42 - Please read the following statements and indicate the extent to which you agree or disagree with each.
Percentage of respondents that agree/disagree with each item.
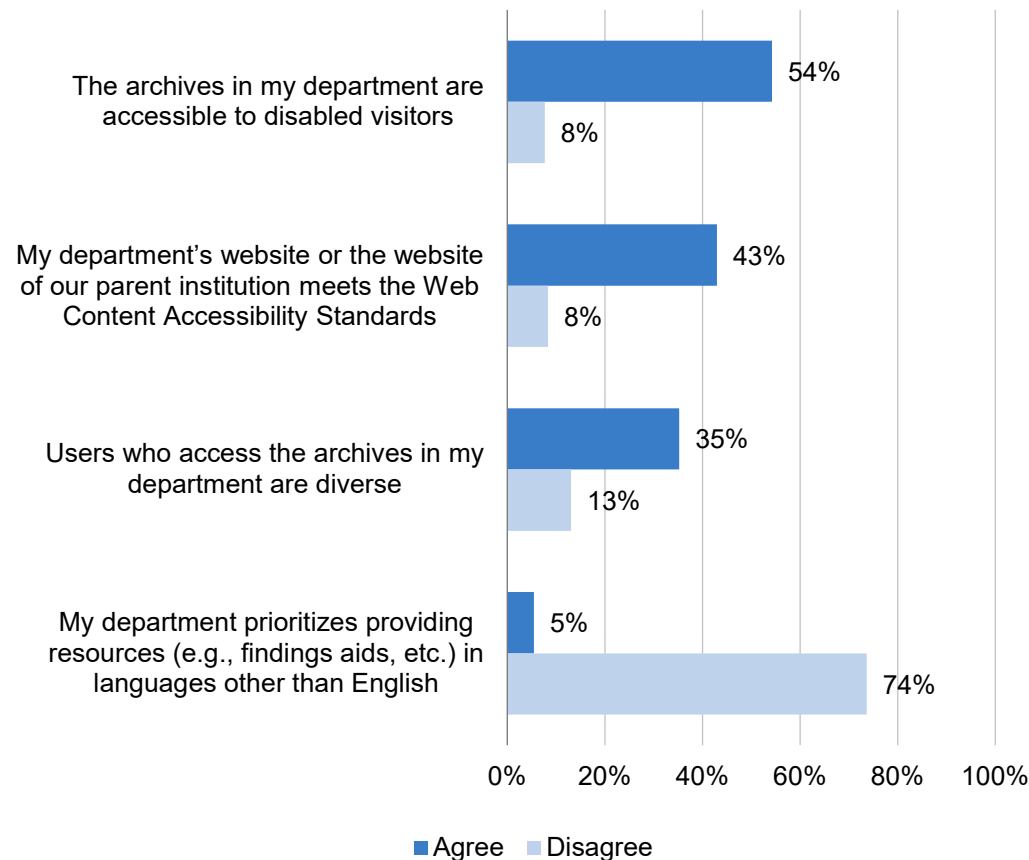
Just under half of the respondents agree that their department prioritizes exhibits featuring historically underrepresented communities (44 percent) and 15 percent disagree (see Figure 43). Similarly, about two in five administrators agree that their department prioritizes digitizing collections from historically underrepresented communities (40 percent), and that current collecting practices significantly focus on historically underrepresented communities (37 percent). Collecting materials in modern languages other than English, however, has not been a priority for many archives. Just 10 percent agree their department prioritizes this, while 57 percent disagree.

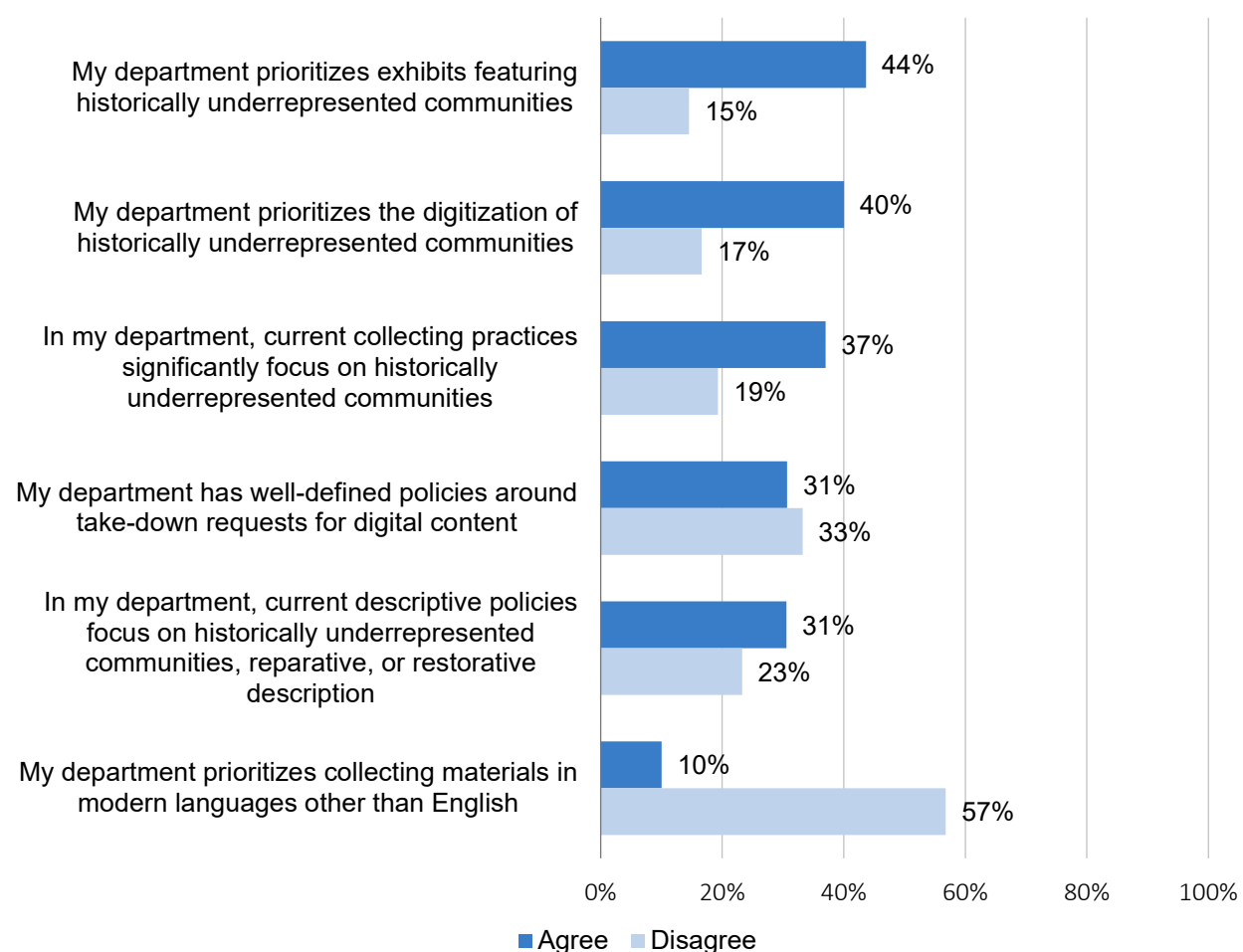**Figure 43 - Please read the following statements and indicate the extent to which you agree or disagree with each.**

Percentage of respondents that agree/disagree with each item.

More than half of administrators agree that staff members in comparable positions are paid equitably (58 percent) and that their department provides training for staff on diversity, equity, inclusion, and accessibility issues (54 percent) (see Figure 44). However, only 30 percent of administrators agree that their department prioritizes retaining staff from historically underrepresented communities, and 23 percent disagree. Administrators are most likely to disagree that the senior management in their department is diverse (43 percent) with just 17 percent agreeing. Likewise, more administrators disagree (31 percent) than agree (23 percent) that the staff in their department is diverse.

Figure 44 - Please read the following statements and indicate the extent to which you agree or disagree with each.

Percentage of respondents that agree/disagree with each item.
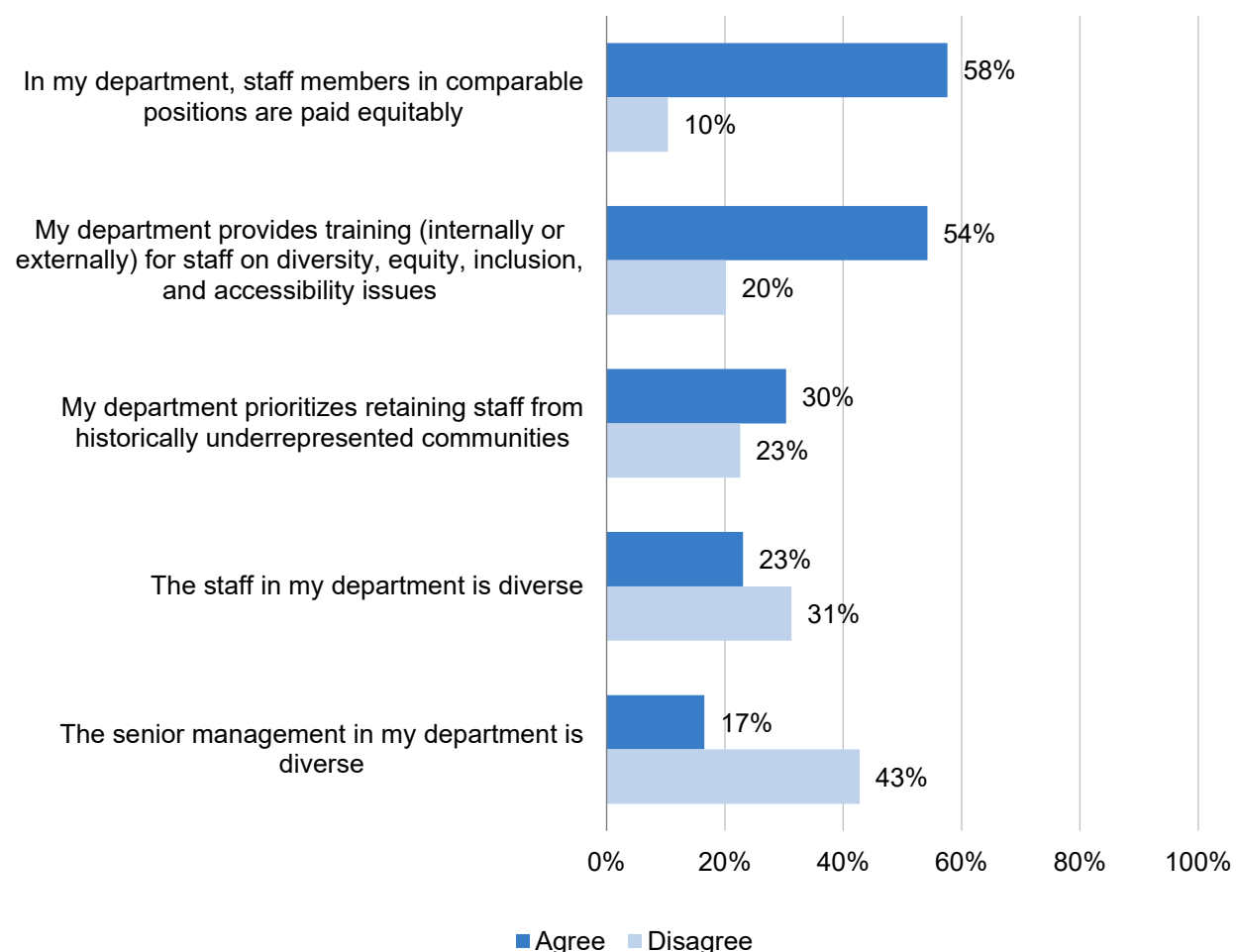
Fewer than one-third of administrators agree their department has well-developed strategies for increasing the diversity of its archival collections and/or subjects within the context of the department's collecting scope (30 percent) or that their department actively recruits staff from and within BIPOC communities (29 percent) (see Figure 45). Administrators are more likely to disagree than agree that their department has well-developed strategies for improving diversity, equity, and inclusion. Archives departments do not have a strong understanding of untapped audiences. Only 16 percent of administrators think their department does a good job of determining which audiences are not visiting or otherwise engaging with the archives, and only 17 percent think their department has well-developed strategies for reaching these audiences.

Figure 45 - Please read the following statements and indicate the extent to which you agree or disagree with each.

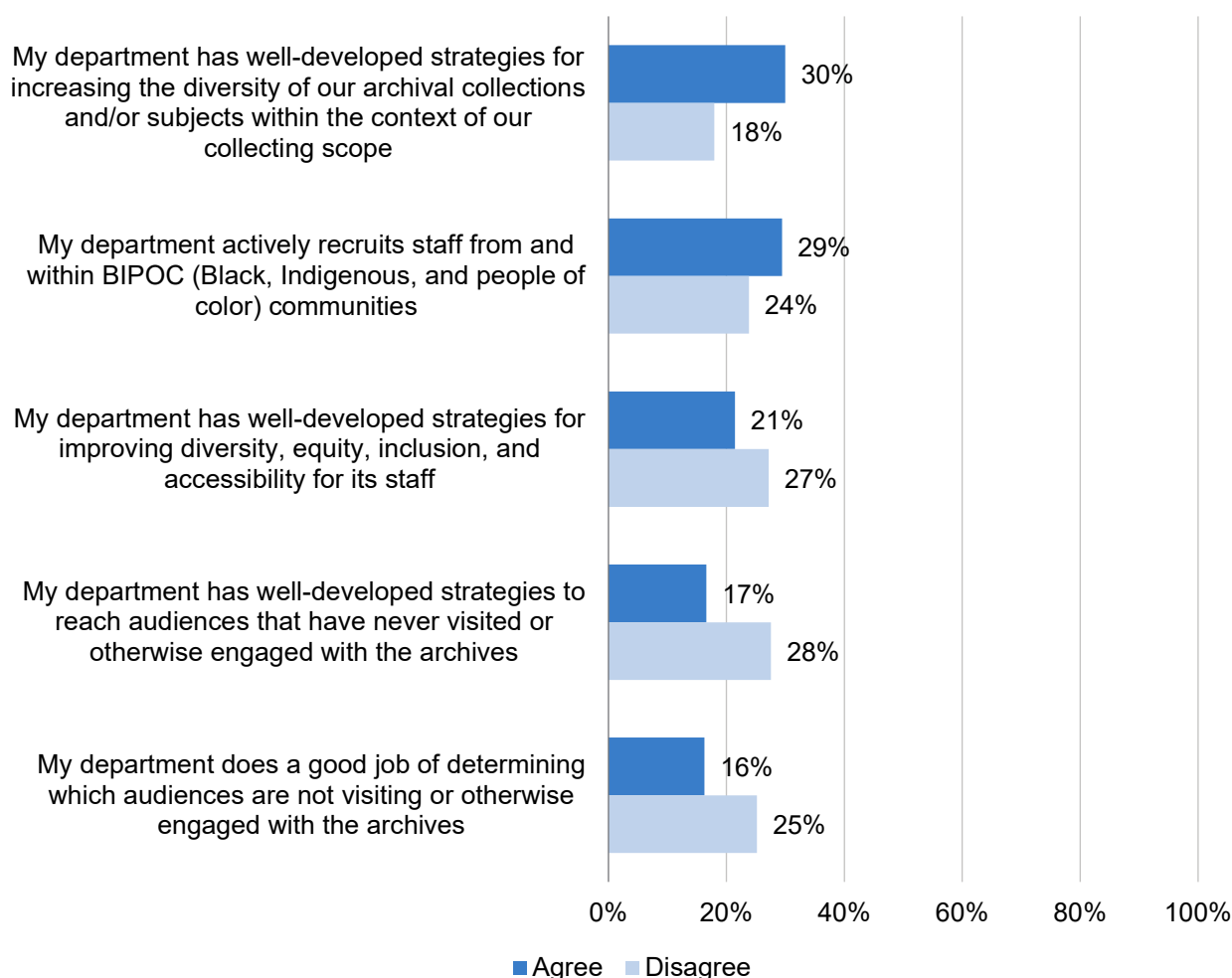*Percentage of respondents that agree/disagree with each item.*

Community archives

As discussed earlier, 18 percent of respondents work at a community archive. Of administrators leading a community archive, nearly half (46 percent) agree that archives are valued in the archives field, and only 4 percent disagree (see Figure 46). Community archives administrators who agree community archives are valued by the archives field cite the growing awareness of community archives in the broader profession and their contributions to the field. For example, there is recognition in the archives field that community archives demonstrate the relevance of archives to underserved populations and that they are able to establish or reestablish cultural or social history for these populations as well. Conversely, community archives administrators who disagree that community archives are valued by the archives profession relay that while there has been growing awareness of community archives, they still often find themselves marginalized, particularly in regards to grant funding and conference programming. For

example, the majority of conference sessions are centered on larger archives to the extent that it's difficult to adapt suggested strategies to the community archives context, which is typically much smaller in staff as well as budget.

About two in five (41 percent) community archive administrators agree that community archives are visible in the archives profession and only 4 percent disagree. While community archives administrators generally feel that community archives are valued and visible in the archives profession, less than one third (30 percent) think community archives are sustainable within the archives field, and 8 percent actively disagree that community archives are sustainable.

Figure 46 - Please read the following statements and indicate the extent to which you agree or disagree.
Percentage of respondents that selected Agree/Disagree.
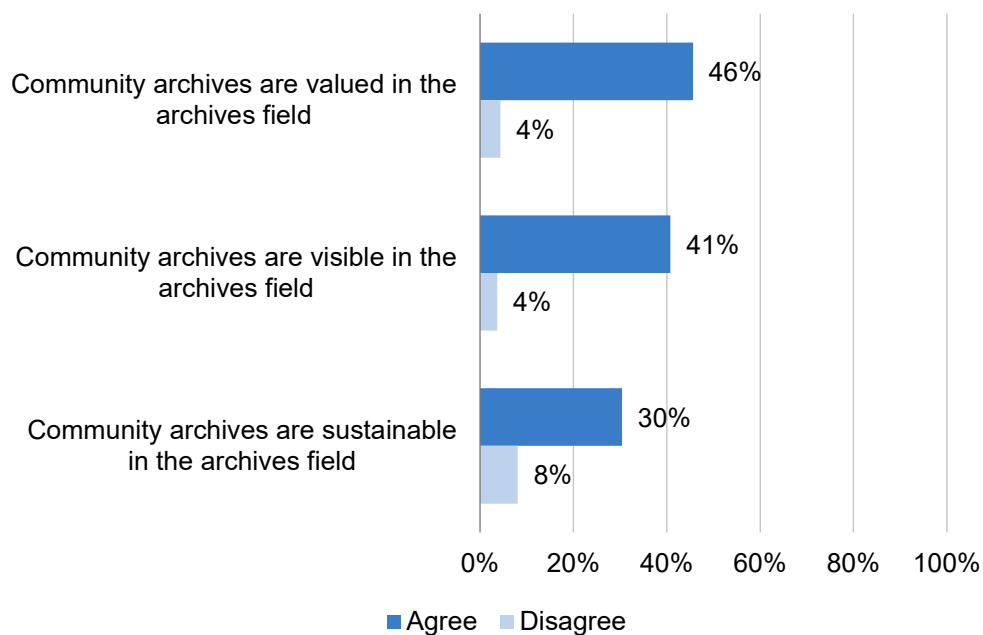
Archives administrator demographics

Archives Administrators are predominantly White (88 percent) (see Figure 47). The next highest proportion of administrators by race/ethnicity is Hispanic, Latino, Latina, or Latinx (4 percent), followed by Black or African American (3 percent). Collectively, 11 percent of administrator responses are BIPOC, and 88 percent are White (see Figure 48). While these proportions are similar to the full archivist population, BIPOC individuals are underrepresented among administrators. Sixteen percent of all archivists were BIPOC compared to just 11 percent of administrators.

Figure 47 - Please indicate your race-ethnicity(ies). Select all that apply.
Percentage of respondents that selected each answer choice.
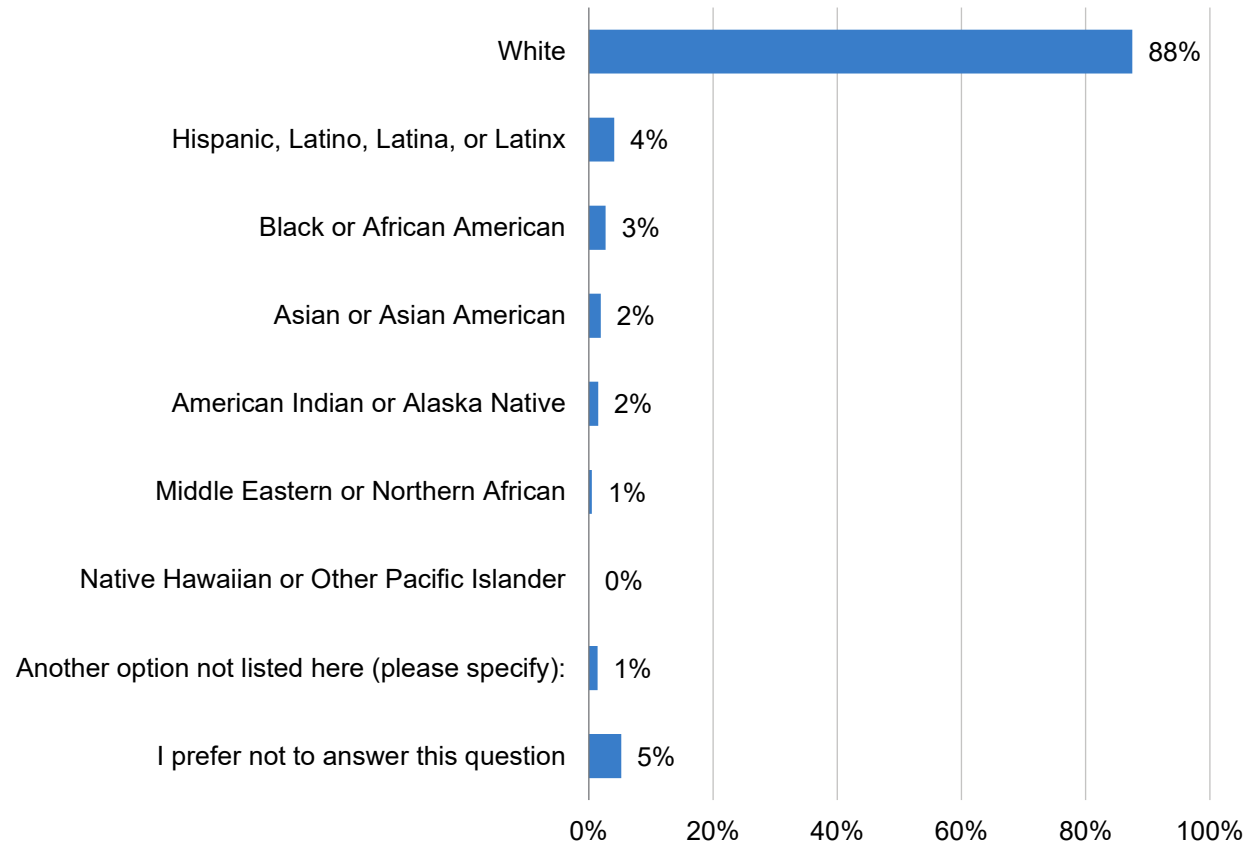
Figure 48 - Please indicate your race-ethnicity(ies). Select all that apply.
Percentage of respondents that selected each answer choice.
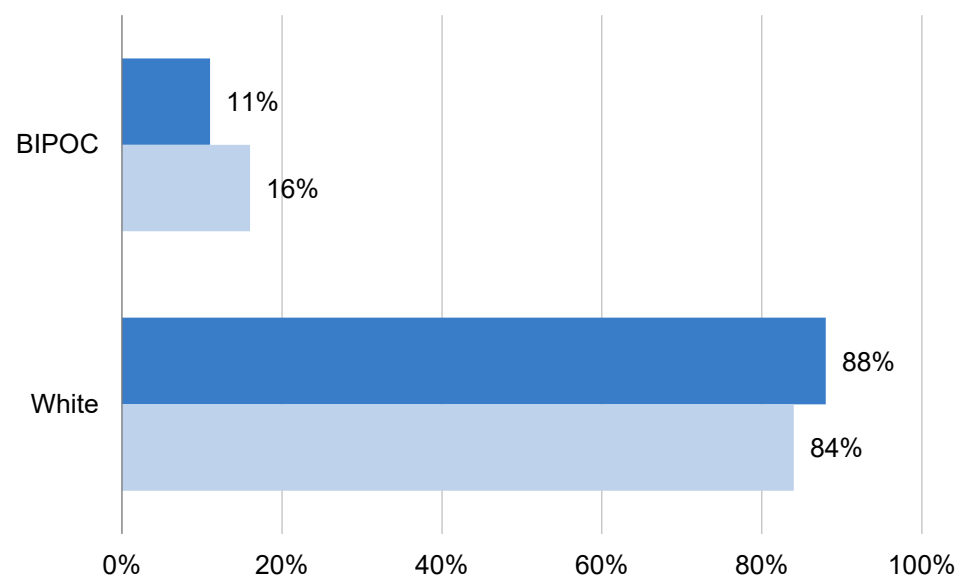
Archives administrators are predominantly women (68 percent) (see Figure 49). About a quarter (26 percent) of administrators are men, and just 2 percent are non-binary. The proportion of administrators by gender closely follows the proportion of all archivists (see Figure 50). Twenty-six percent of survey respondents selected man compared with 23 percent of all archivists, and 68 percent of administrators selected woman compared with 71 percent of all archivists.

Figure 49 - Please indicate your gender(s). Select all that apply.
Percentage of respondents that selected each answer choice.
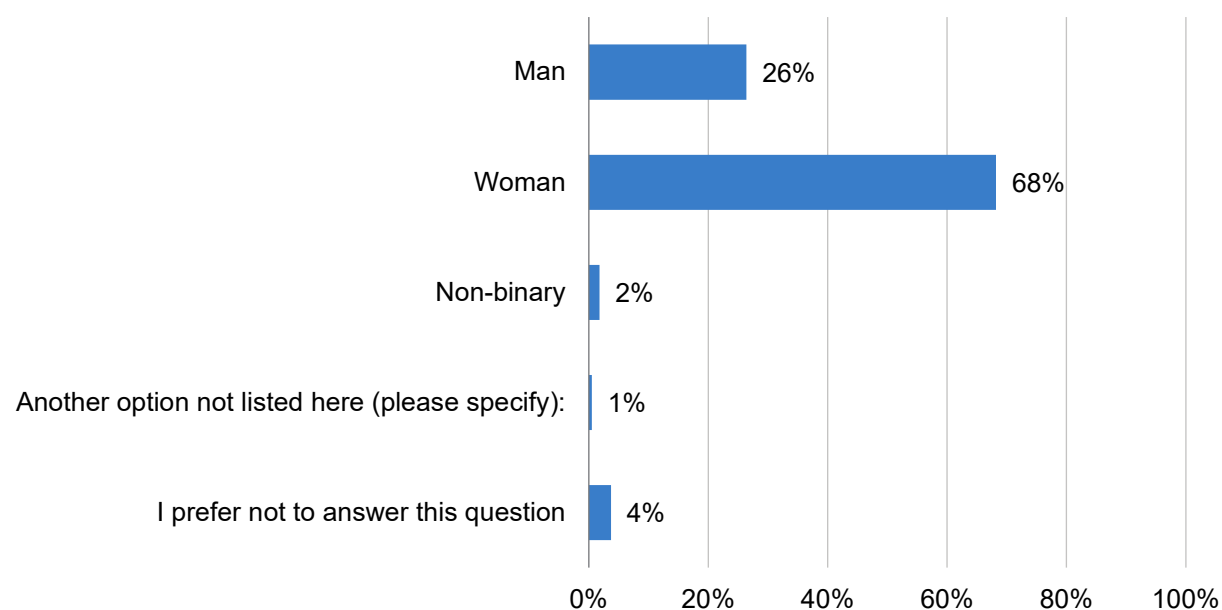
Figure 50 - Please indicate your gender(s). Select all that apply.
Percentage of respondents that selected each answer choice.
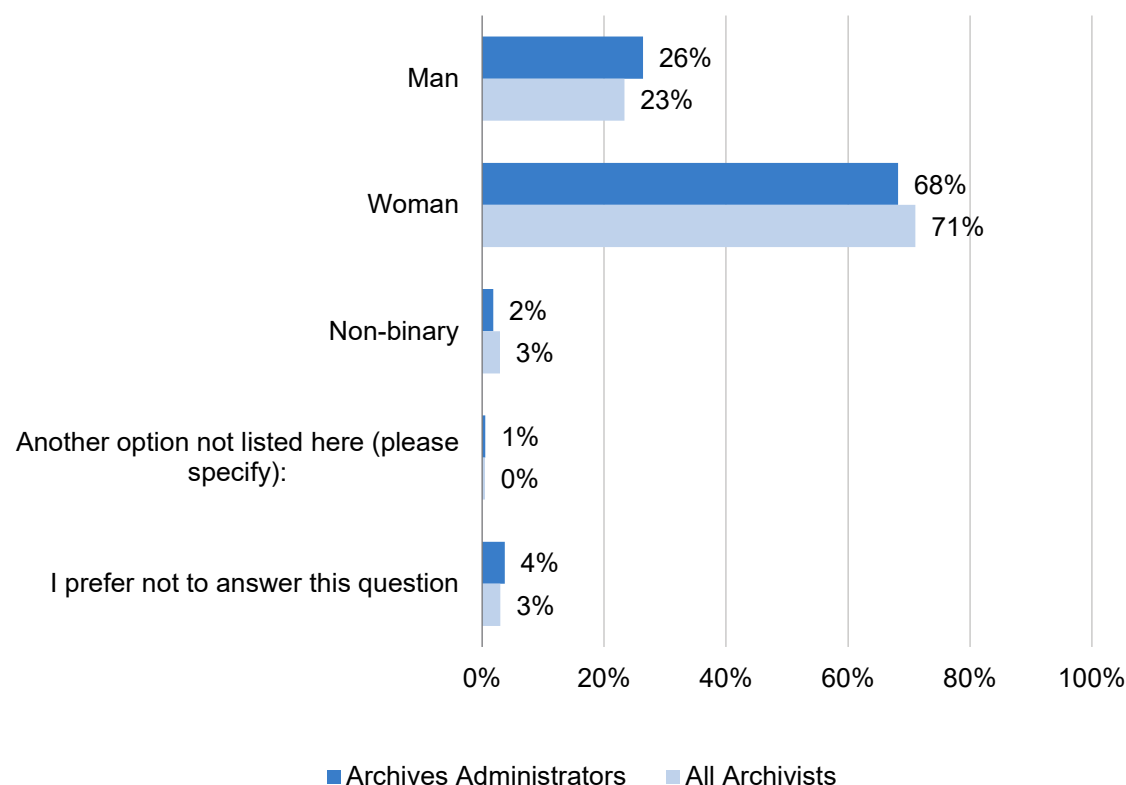
Three-fourths (74 percent) of administrators are straight/heterosexual (see Figure 51) and 8 percent are bisexual/pansexual. Just 4 percent of administrators are gay/lesbian, and 2 percent are asexual. Collectively, 14 percent of archives administrators are LGBTQ (see Figure 52). Twenty percent of all archivists are LGBTQ, revealing that LGBTQ individuals are underrepresented at the administrator level. Likewise, straight/heterosexual administrators are overrepresented, making up 74 percent of administrators compared with 69 percent of all archivists.

Figure 51 - Please indicate your sexual orientation(s). Select all that apply.
Percentage of respondents that selected each answer choice.

Straight/heterosexual — 74%
Bisexual/pansexual — 8%
Gay/lesbian — 4%
Asexual — 2%
Another option not listed here (please specify): — 1%
I prefer not to answer this question — 13%
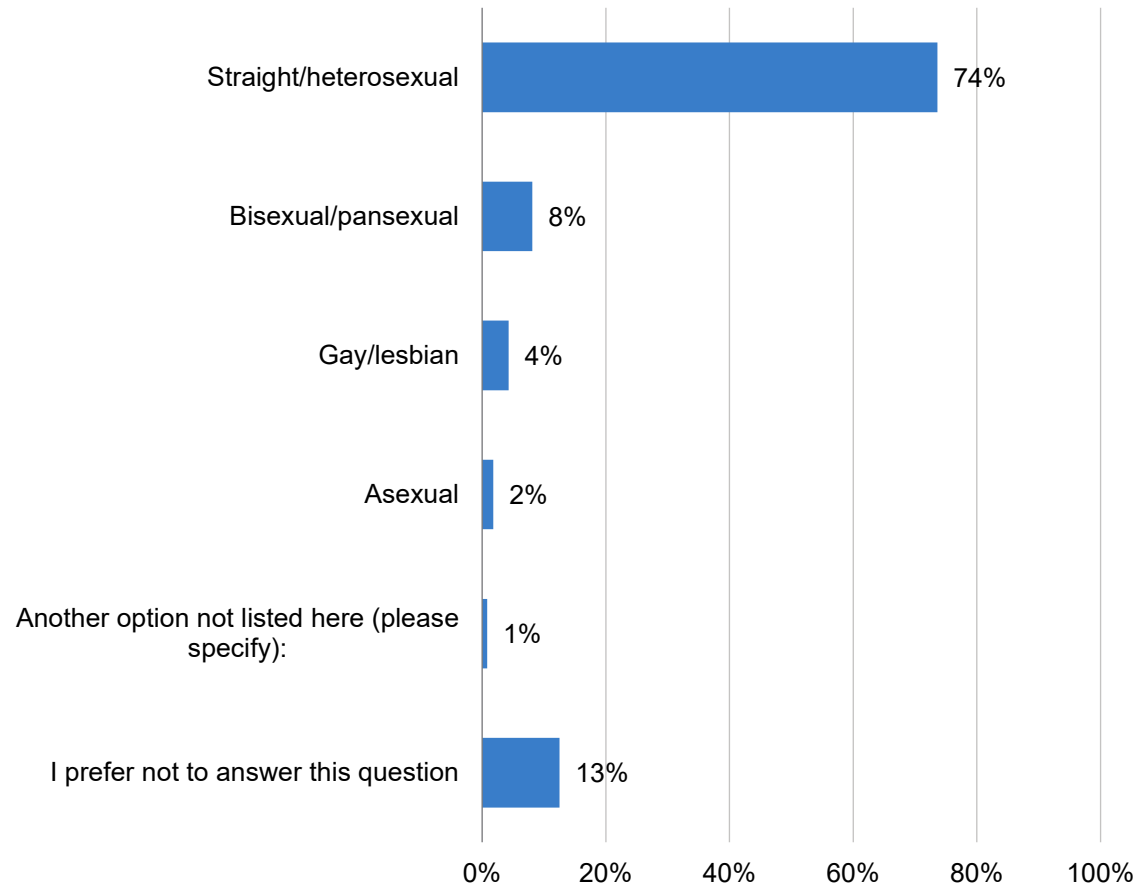
Figure 52 - Please indicate your sexual orientation(s). Select all that apply.
Percentage of respondents that selected each answer choice.
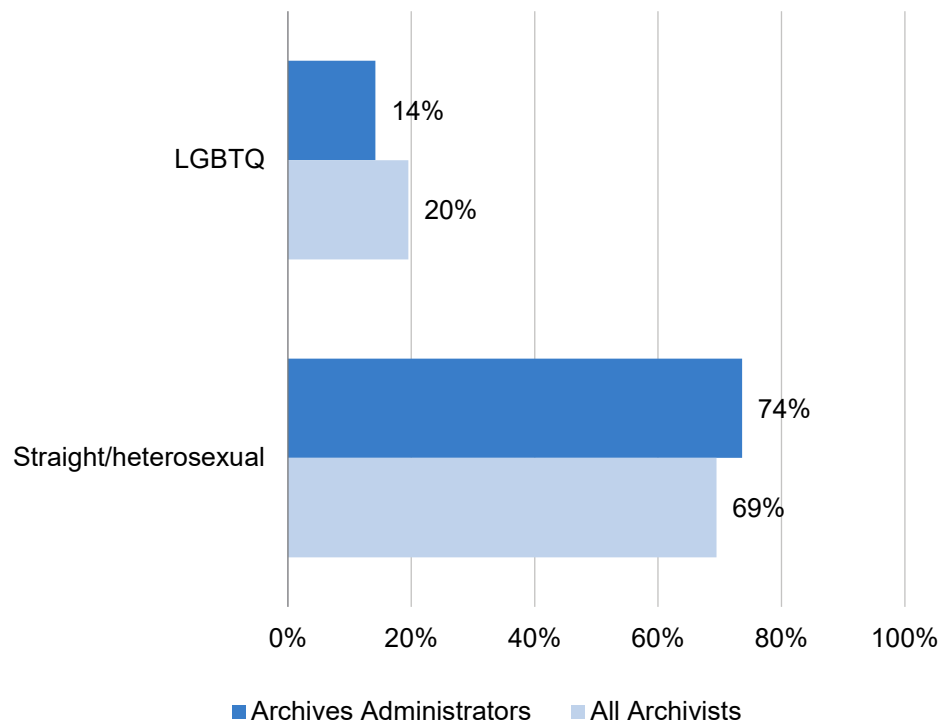
This underrepresentation may partially be explained by differences in age between LGBTQ and straight/heterosexual archivists found in the All Archivists Survey Report, with LGBTQ archivists being younger on average. Likewise, the survey found a difference in age and years of experience between straight/heterosexual and LGBTQ administrators. On average, straight/heterosexual administrators are older than LGBTQ administrators. While 62 percent of straight/heterosexual administrators are over the age of 45, just 34 percent of LGBTQ administrators are that age (see Figure 53).

Figure 53 - What is your age? And please indicate your sexual orientation(s). Select all that apply.

Percentage of respondents that selected each answer choice.
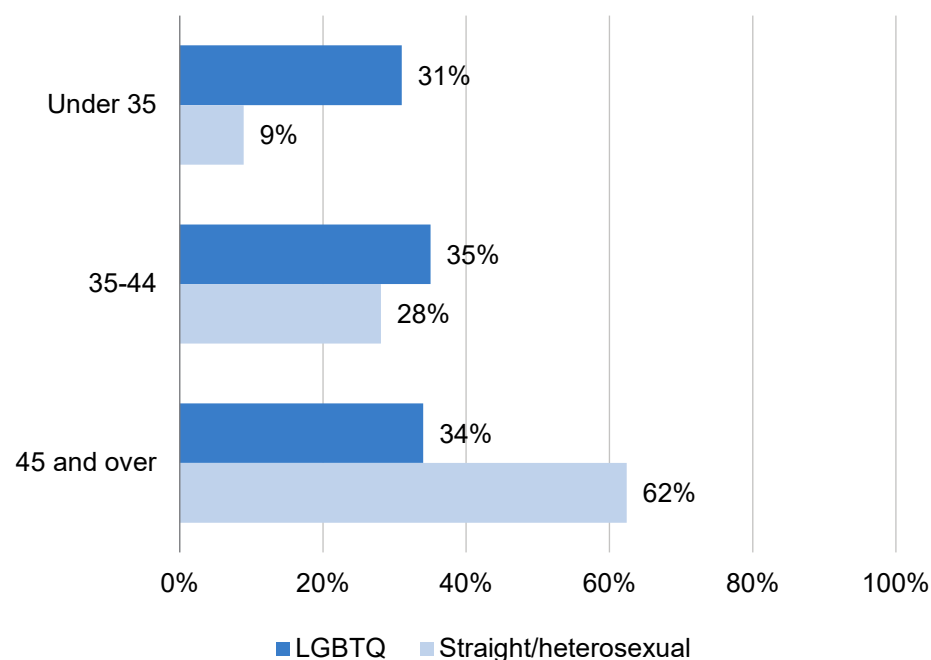
Fifty-three percent of respondents have been a senior administrator in their department for two to 10 years, with 30 percent concentrated between two and five years (see Figure 55). Thirty-one percent of respondents have been the senior administrator in their department for 11 or more years. And just 16 percent have been in the role for less than two years.

Figure 54 - For how many years have you been a senior administrator in your department?

Percentage of respondents that selected each answer choice.
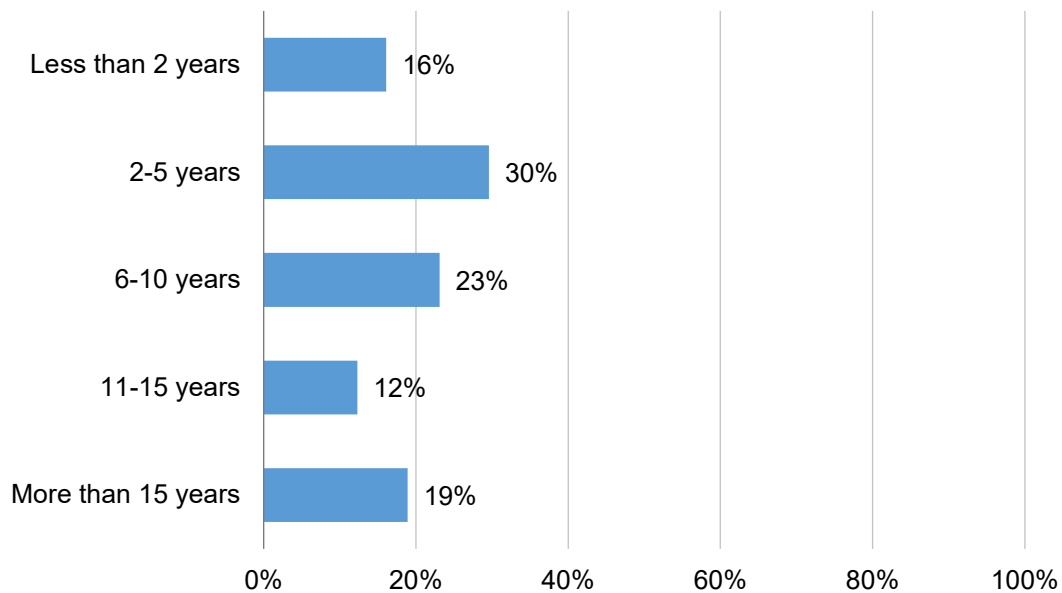
The majority of administrators (71 percent) have more than 10 years of experience in the archives field or working with archival material; 50 percent of administrators have over 15 years of experience, representing a tremendous wealth of knowledge (see Figure 56). About one in five administrators have between six and 10 years of experience, and 11 percent of administrators are relatively new to archives with five years or fewer experience in the archives profession.

Figure 55 - How many total years of experience do you have working in the archives field or working with archival material?
Percentage of respondents that selected each answer choice.

Years	Percentage
0-5	11%
6-10	19%
11-15	21%
16-20	14%
21-25	16%
26-30	8%
31-35	7%
36+	6%
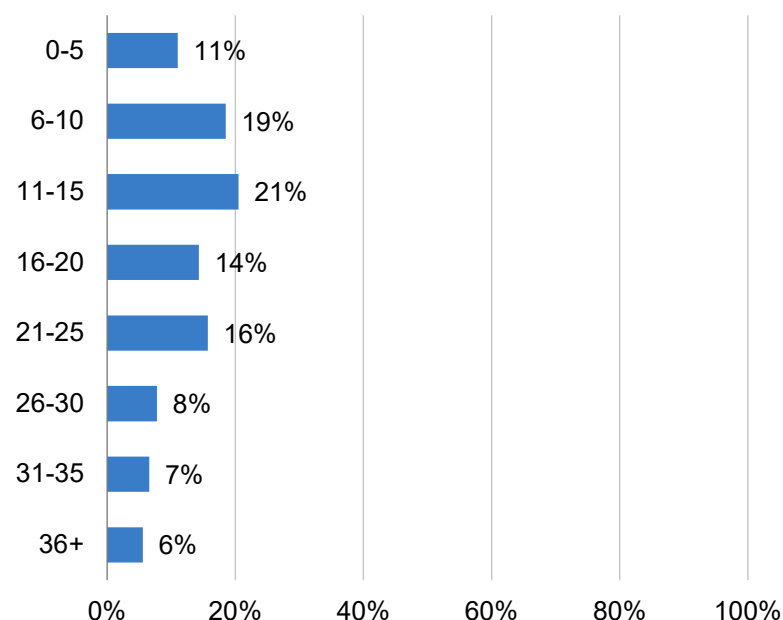
Conclusion

A*CENSUS II is a research study designed to capture two viewpoints of the archives profession—all archivists at every level of archives and the administrators in charge of leading those archives. The first viewpoint was captured in the All Archivists Survey administered in late 2021 and the second through the Archives Administrators Survey disseminated in early 2022. In concert, these two surveys provide a comprehensive snapshot for a period in time of the archives profession.

Seven hundred and forty-six archives administrators, representing academic institutions, government agencies, nonprofit organizations, for-profit organizations, and community archives across the United States, took the time to complete the Archives Administrators Survey. In doing so, they shared information about their organizations and departments as well as their perspectives on key issues with which the archives field is currently grappling.

This 68 question survey of hundreds of administrators produced a wealth of data and information. Due to the size and scope of the survey, the analysis included in this report necessarily focuses on aggregate findings with select stratifications. It is our hope that researchers and archivists will continue to delve into the data and unearth further findings. The dataset will be made publicly available by depositing and storing the data with free and the SAA Dataverse.

Here are just some of the possible areas for further research that may warrant investigation:

- To what extent do the experiences of administrators and the archives they lead differ by the size of staff? For example, how were archives with few staff impacted by the pandemic compared with archives employing many staff?
- How does operating budget impact archives' strategic priorities? For example, how would archives with comparatively small or large budgets allocate a 10 percent increase in their budget? What does this mean for archival priorities?
- Approximately a quarter of archives do not measure their physical or digital collections. What are the characteristics of these archives? How might the profession provide support?
- How do the experiences and perspectives of administrators differ by personal demographics such as age, disability, or caregiver status, if at all?
- How does the educational attainment of archives administrators compare to the educational attainment of all archivists?
- How do the experiences of administrators leading community archives differ from administrators leading traditional archives, if at all?
- How do perspectives on diversity, equity, inclusion, and accessibility items differ, if at all, by institutional characteristics?

These research questions are just a few of the possibilities for further exploration. While the survey produced a wealth of data and findings, even more important is how the archives profession will put these findings into practice. This report offers a jumping off point from which archivists and researchers can transform the data into evidence-based actions to help the archives profession in its continual evolution. The administrators who engaged in this survey shared information that helps us understand not just the shape of the archives profession as it exists today, but its priorities and aspirations for the future as well.

Appendix: Aggregate Charts and Tables

The A*CENSUS II Archives Administrators Survey contains 68 questions. The aggregate findings of each survey question are included in a graph and table below with the exception of open-ended questions, which have been removed to preserve anonymity. As you explore the graphs and tables below, please keep in mind that these are the aggregate findings, and thus large majorities within the archives administrators population may obscure the trends and patterns of respondents who make up a small proportion of the population. Importantly, the majority of Archives Administrators Survey respondents are White (88 percent), straight/heterosexual (74 percent), and women (68 percent). Further stratification analysis may be needed to provide a more nuanced understanding of the results below.

Figure 56 - Are you a senior administrator of an archives department or organization? (NOTE: In the context of this survey, a "senior administrator" is an individual who is a senior leader and decision maker for their archives, regardless of the size of the archives. A senior administrator may oversee a large archives organization, an archives department or unit situated within a broader institution, or a community archives collection. A senior administrator may manage employees, volunteers or, in some cases, may be the sole steward of an archival collection.) (Q1)
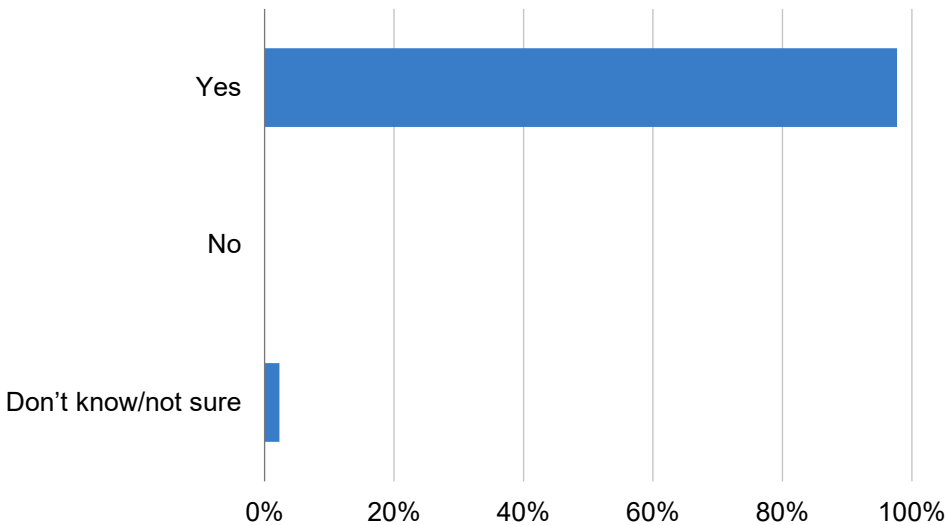
Answer	Frequency	Percentage
Yes	729	97.72%
No	0	0.00%
Don't know/not sure	17	2.28%

Figure 57 - Please indicate the primary state or territory in which your department is located. (Q2)

Answer	Frequency	Percentage
California	57	7.64%
New York	56	7.51%
Illinois	51	6.84%
Ohio	39	5.23%
Texas	38	5.09%
Massachusetts	33	4.42%
Pennsylvania	30	4.02%
Georgia	25	3.35%
Wisconsin	24	3.22%
Virginia	23	3.08%
Colorado	21	2.82%
Michigan	21	2.82%
North Carolina	19	2.55%
Indiana	18	2.41%
Connecticut	15	2.01%
Florida	15	2.01%
Maryland	15	2.01%
Missouri	15	2.01%
New Jersey	15	2.01%
Washington	15	2.01%
Minnesota	14	1.88%
District of Columbia	13	1.74%
Kentucky	13	1.74%
South Carolina	13	1.74%
Kansas	12	1.61%
Tennessee	12	1.61%
Oklahoma	9	1.21%
Arizona	8	1.07%

Louisiana	8	1.07%
New Mexico	8	1.07%
Iowa	7	0.94%
Maine	7	0.94%
Nebraska	7	0.94%
Nevada	7	0.94%
Oregon	7	0.94%
Rhode Island	6	0.80%
Vermont	6	0.80%
Montana	5	0.67%
Utah	5	0.67%
Wyoming	5	0.67%
Alabama	4	0.54%
New Hampshire	4	0.54%
South Dakota	4	0.54%
Alaska	3	0.40%
Arkansas	3	0.40%
Mississippi	3	0.40%
North Dakota	3	0.40%
Hawaii	2	0.27%
Idaho	1	0.13%
Puerto Rico	1	0.13%
West Virginia	1	0.13%
American Samoa	0	0.00%
Delaware	0	0.00%
Guam	0	0.00%
Virgin Islands	0	0.00%
My department is not located in a US state or territory	0	0.00%

Figure 58 - Do you have primary responsibility for, or give significant input on, making major decisions in your department with respect to the following items? (Q3)
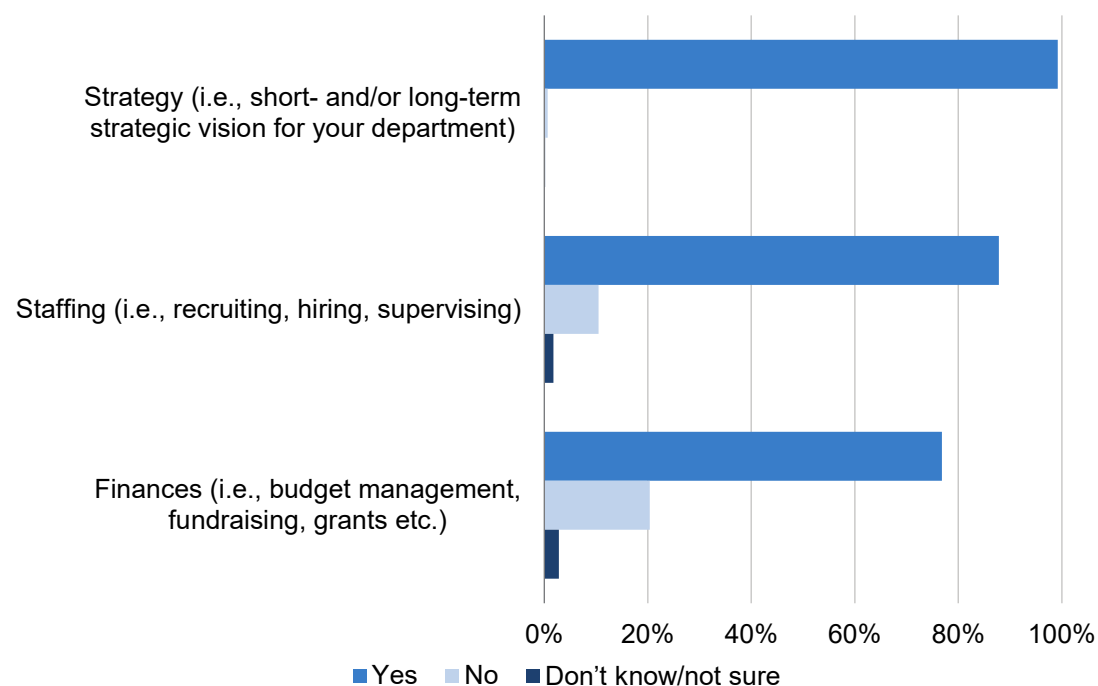
	Strategy (i.e., short- and/or long-term strategic vision for your department)		Staffing (i.e., recruiting, hiring, supervising)		Finances (i.e., budget management, fundraising, grants etc.)	
Answer	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Yes	99.20%	740	87.80%	655	76.81%	573
No	0.67%	5	10.46%	78	20.38%	152
Don't know/ not sure	0.13%	1	1.74%	13	2.82%	21

Figure 59 - Which of the following best describes the sector of your archives? (Q4)
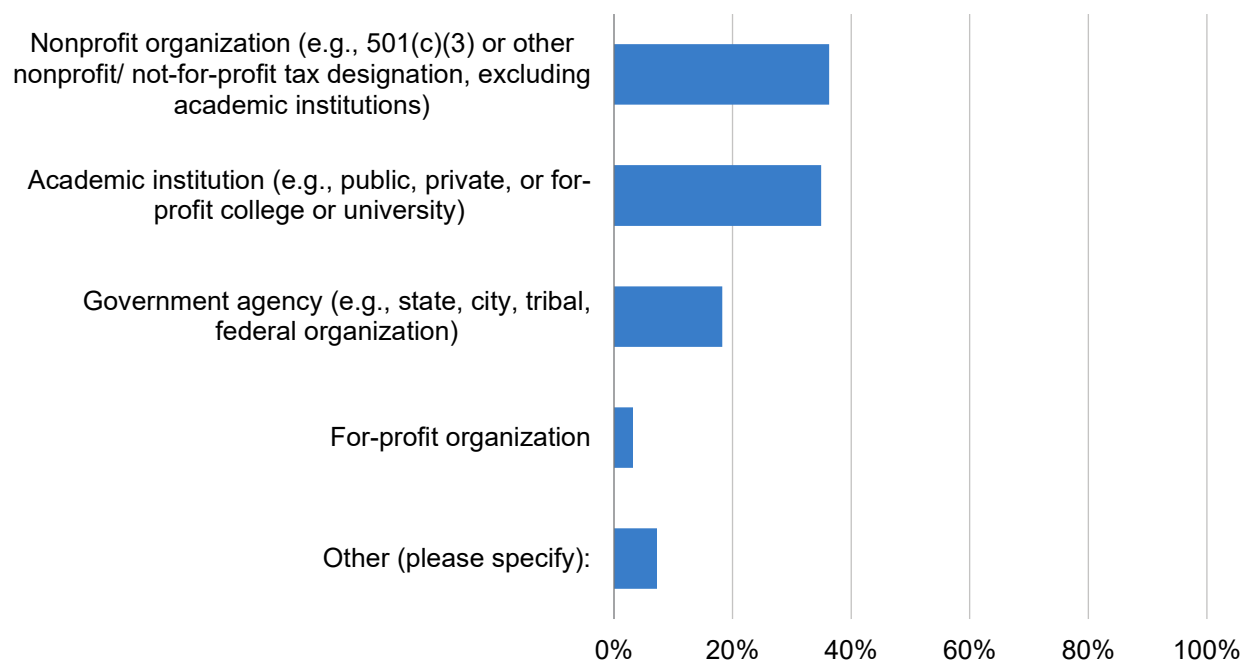
Answer	Frequency	Percentage
Nonprofit organization (e.g., 501(c)(3) or other nonprofit/ not-for-profit tax designation, excluding academic institutions)	270	36.29%
Academic institution (e.g., public, private, or for-profit college or university)	260	34.95%
Government agency (e.g., state, city, tribal, federal organization)	136	18.28%
For-profit organization	24	3.23%
Other (please specify):	54	7.26%

Figure 60 - Is your archives department or organization a community archives? (NOTE: "Community archives" is defined as documentation of a group of people that share common interests, and social, cultural and historical heritage, usually created by members of the group being documented and maintained outside of traditional archives.) (Q5)
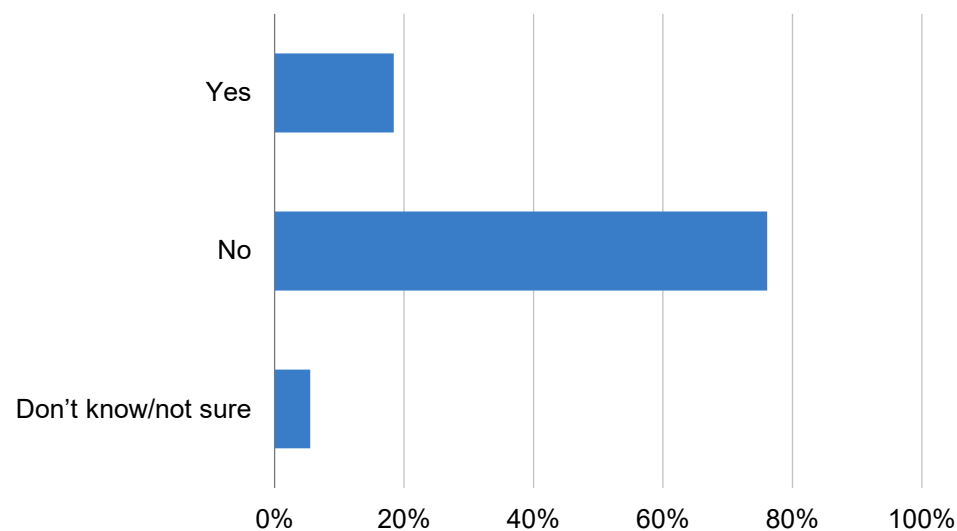
Answer	Frequency	Percentage
Yes	137	18.41%
No	566	76.08%
Don't know/not sure	41	5.51%

Figure 61 - Is your department positioned within a larger institution? (Q6)
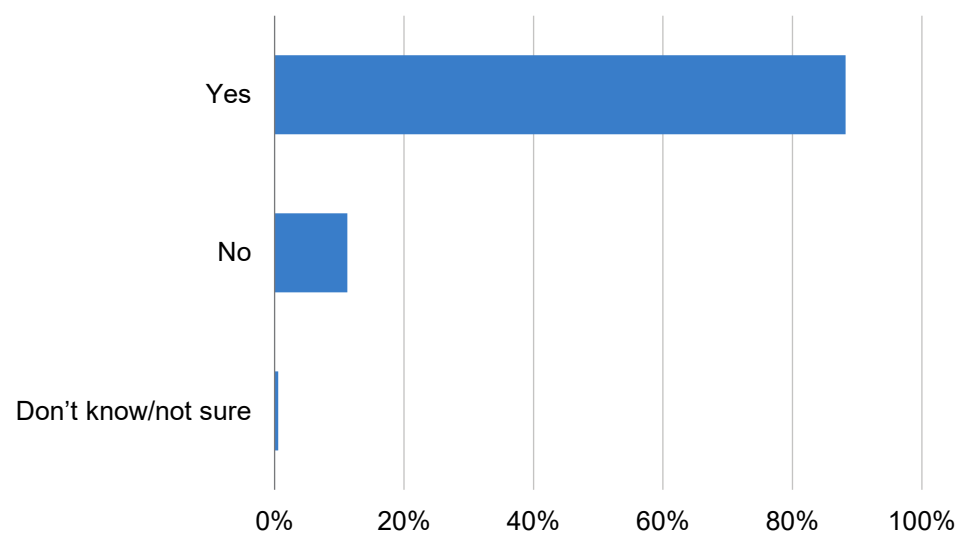
Answer	Frequency	Percentage
Yes	658	88.20%
No	84	11.26%
Don't know/not sure	4	0.54%

Figure 62 - In what way(s) are the collections in your department publicly discoverable? Please select all that apply. (NOTE: A "finding aid" is a description that typically consists of contextual and structural information about an archival resource.) (Q7)
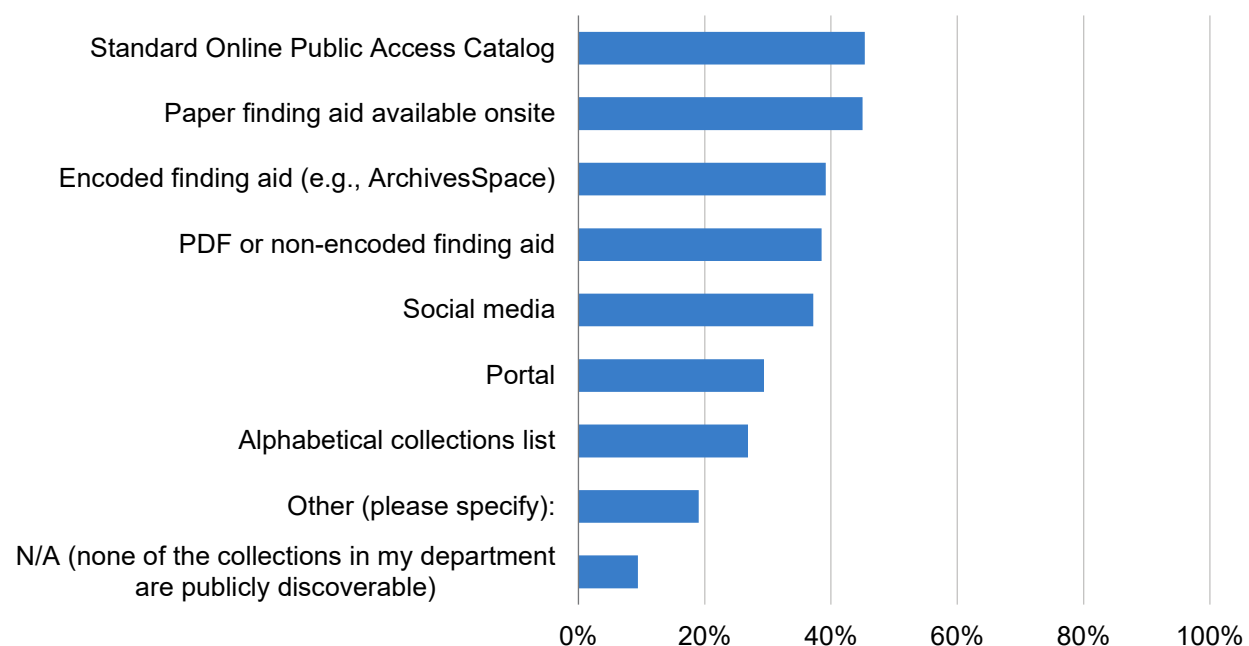
Answer	Frequency	Percentage
Standard Online Public Access Catalog	338	45.37%
Paper finding aid available onsite	335	44.97%
Encoded finding aid (e.g., ArchivesSpace)	292	39.19%
PDF or non-encoded finding aid	287	38.52%
Social media	277	37.18%
Portal	219	29.40%
Alphabetical collections list	200	26.85%
Other (please specify):	142	19.06%
N/A (none of the collections in my department are publicly discoverable)	70	9.40%

Figure 63 - What percentage of the collections in your department are publicly discoverable online (e.g., can be found through websites, portals, social media, etc.)? (Q8)
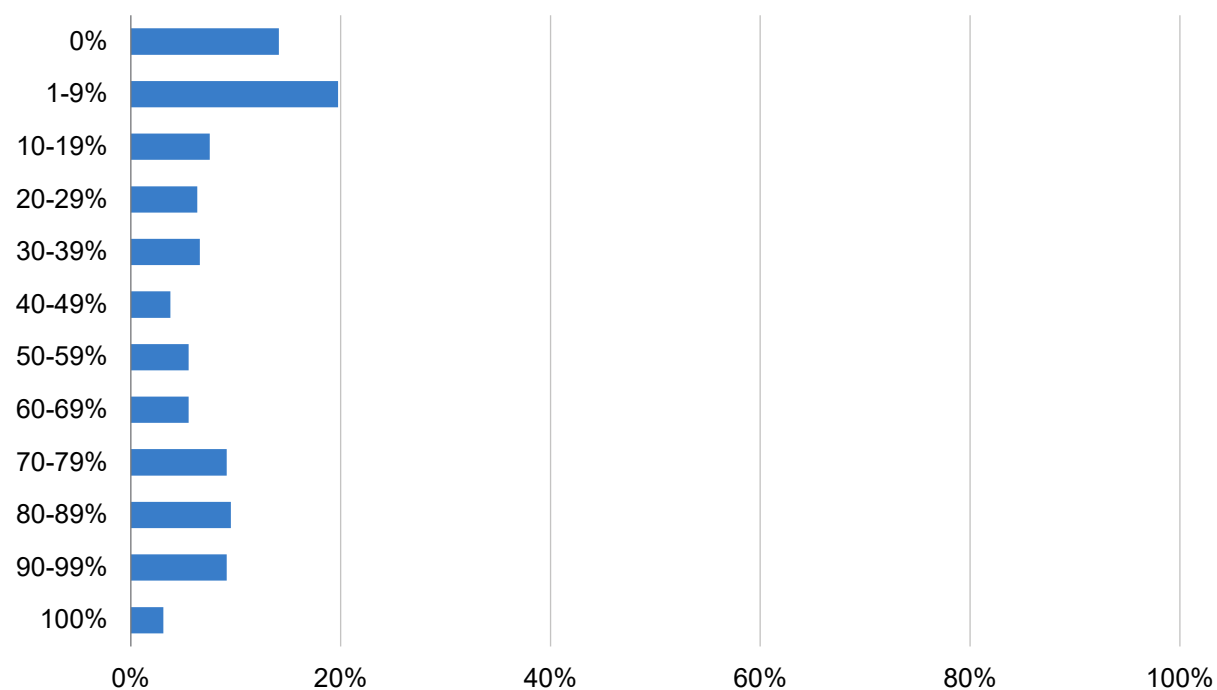
Answer	Frequency	Percentage
0%	105	14.11%
1-9%	147	19.76%
10-19%	56	7.53%
20-29%	47	6.32%
30-39%	49	6.59%
40-49%	28	3.76%
50-59%	41	5.51%
60-69%	41	5.51%
70-79%	68	9.14%
80-89%	71	9.54%
90-99%	68	9.14%
100%	23	3.09%

Figure 64 - What metric do you use to measure the physical archives collections in your department? Please select all that apply. (Q9)
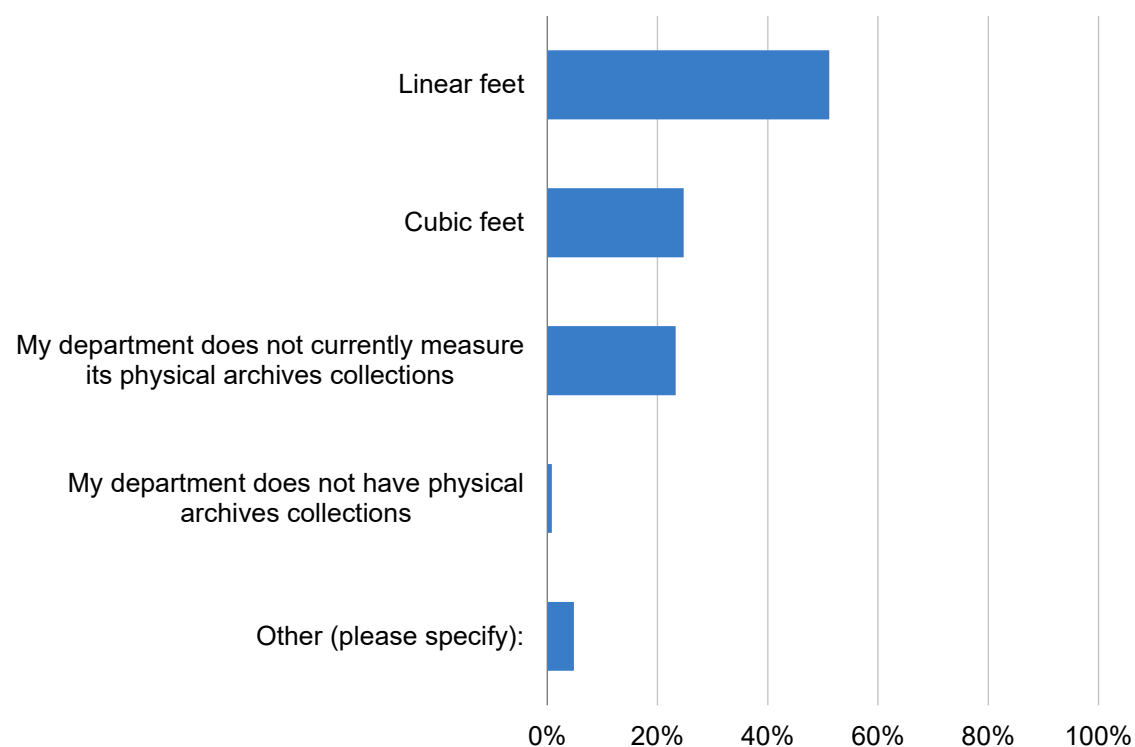
Answer	Frequency	Percentage
Linear feet	380	51.14%
Cubic feet	184	24.76%
My department does not currently measure its physical archives collections	173	23.28%
My department does not have physical archives collections	6	0.81%
Other (please specify):	36	4.85%

Figure 65 - How many linear feet of physical archives collections are in your department? (Q10)
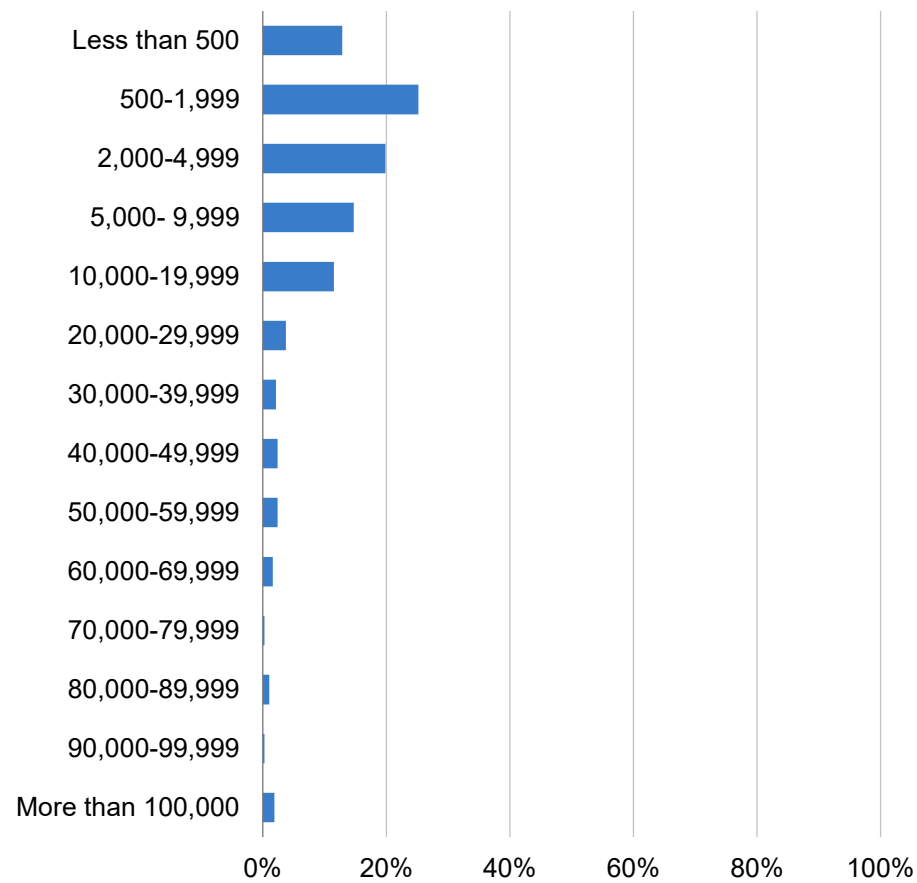
Answer	Frequency	Percentage
Less than 500	48	12.87%
500-1,999	94	25.20%
2,000-4,999	74	19.84%
5,000- 9,999	55	14.75%
10,000-19,999	43	11.53%
20,000-29,999	14	3.75%
30,000-39,999	8	2.14%
40,000-49,999	9	2.41%
50,000-59,999	9	2.41%
60,000-69,999	6	1.61%
70,000-79,999	1	0.27%
80,000-89,999	4	1.07%
90,000-99,999	1	0.27%
More than 100,000	7	1.88%

Figure 66 - On average, how many linear feet of physical archives collections (including rare books) are accessioned in your department? If your department does not collect these metrics, please leave this question blank. (Q11a)

Min Answer	Max Answer	Median Answer	Count
1	120,000	100	222

Figure 67 - On average, how many linear feet of physical archives collections (including rare books) are deaccessioned in your department? If your department does not collect these metrics, please leave this question blank. (Q11b)

Min Answer	Max Answer	Median Answer	Count
0	1,200	<0.1	196

Figure 68 - How many cubic feet of physical archives collections are in your department? (Q12)
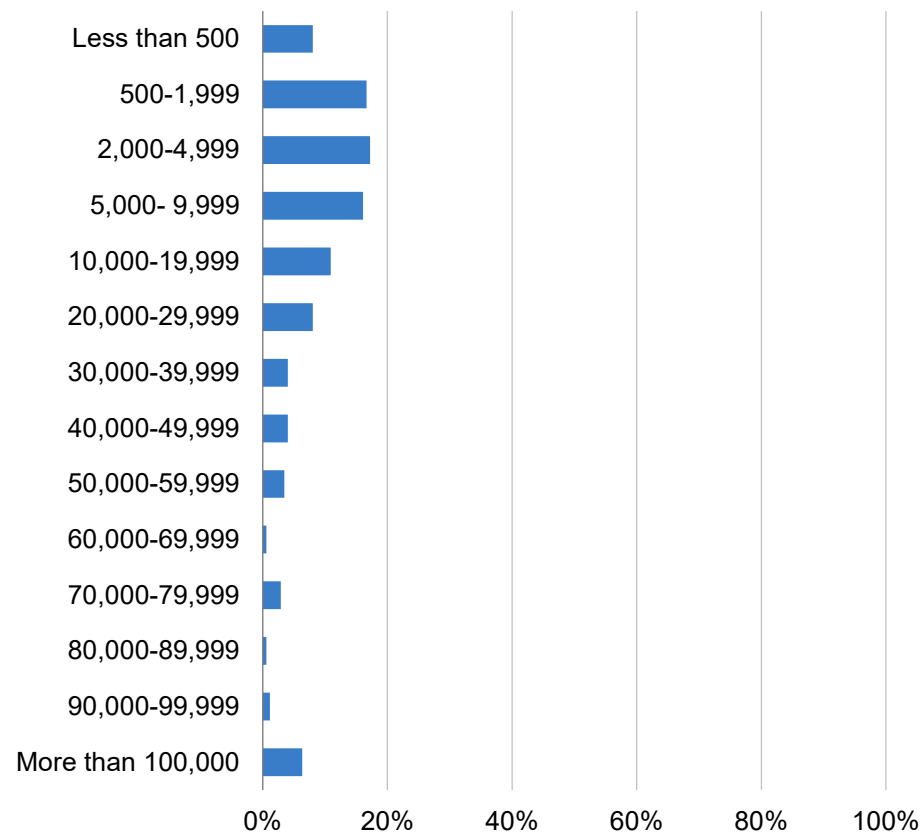
Answer	Frequency	Percentage
Less than 500	14	8.05%
500-1,999	29	16.67%
2,000-4,999	30	17.24%
5,000- 9,999	28	16.09%
10,000-19,999	19	10.92%
20,000-29,999	14	8.05%
30,000-39,999	7	4.02%
40,000-49,999	7	4.02%
50,000-59,999	6	3.45%
60,000-69,999	1	0.57%
70,000-79,999	5	2.87%
80,000-89,999	1	0.57%
90,000-99,999	2	1.15%
More than 100,000	11	6.32%

Figure 69 - On average, how many cubic feet of physical archives collections (including rare books) are accessioned in your department? If your department does not collect these metrics, please leave this question blank. (Q13a)

Min Answer	Max Answer	Median Answer	Count
1	3,000,000	300	110

Figure 70 - On average, how many cubic feet of physical archives collections (including rare books) are deaccessioned in your department? If your department does not collect these metrics, please leave this question blank. (Q13b)

Min Answer	Max Answer	Median Answer	Count
0	1,500	2	95

Figure 71 - What is the total amount of digital archives collections in your department? (Q14)
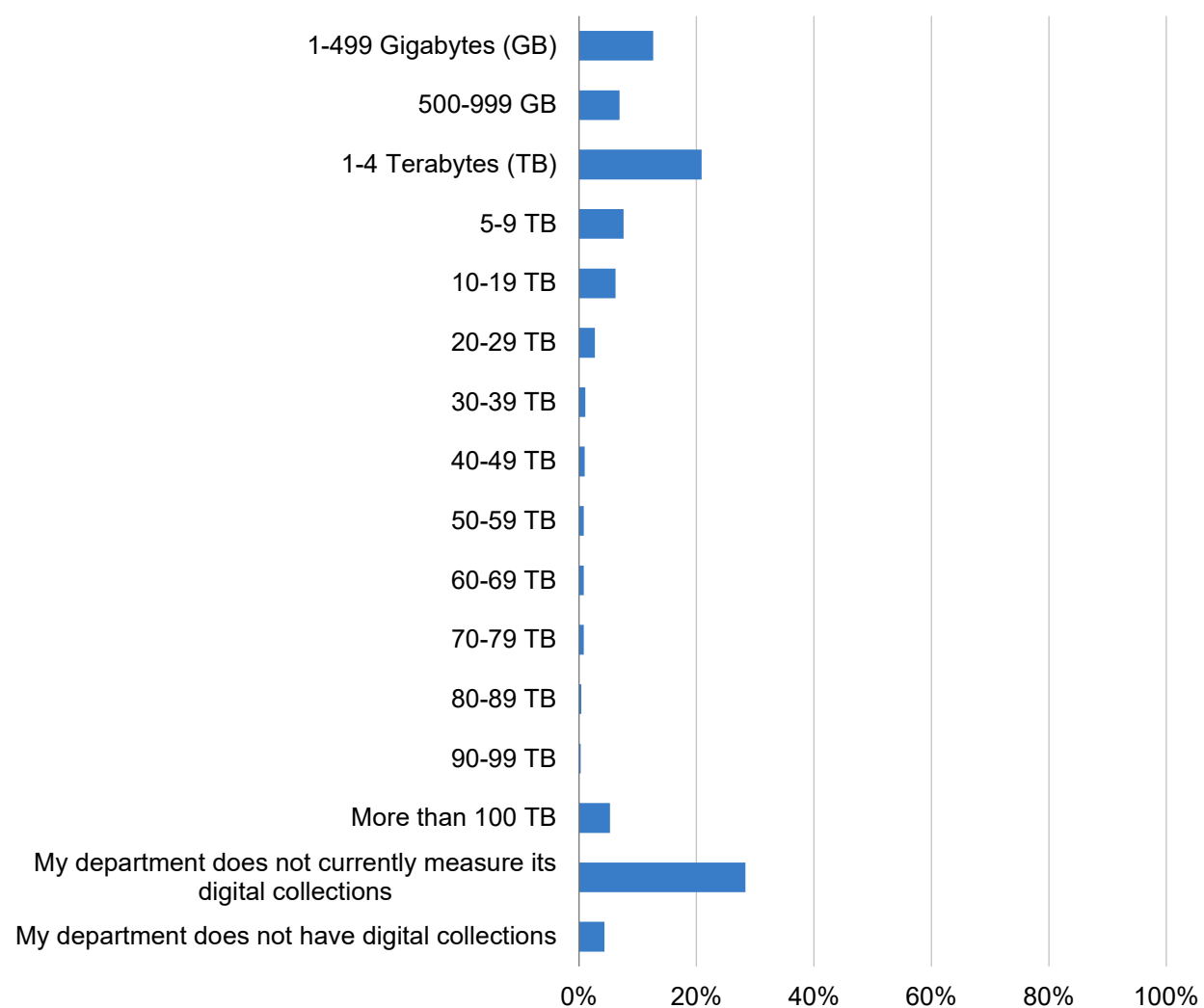
Answer	Frequency	Percentage
1-499 Gigabytes (GB)	93	12.60%
500-999 GB	51	6.91%
1-4 Terabytes (TB)	154	20.87%
5-9 TB	56	7.59%
10-19 TB	46	6.23%
20-29 TB	20	2.71%
30-39 TB	8	1.08%
40-49 TB	7	0.95%
50-59 TB	6	0.81%
60-69 TB	6	0.81%
70-79 TB	6	0.81%
80-89 TB	3	0.41%
90-99 TB	2	0.27%
More than 100 TB	39	5.28%
My department does not currently measure its digital collections	209	28.32%
My department does not have digital collections	32	4.34%

Figure 72 - What are the main considerations in your department for accepting new archives collections? Please select up to five items. (Q15)
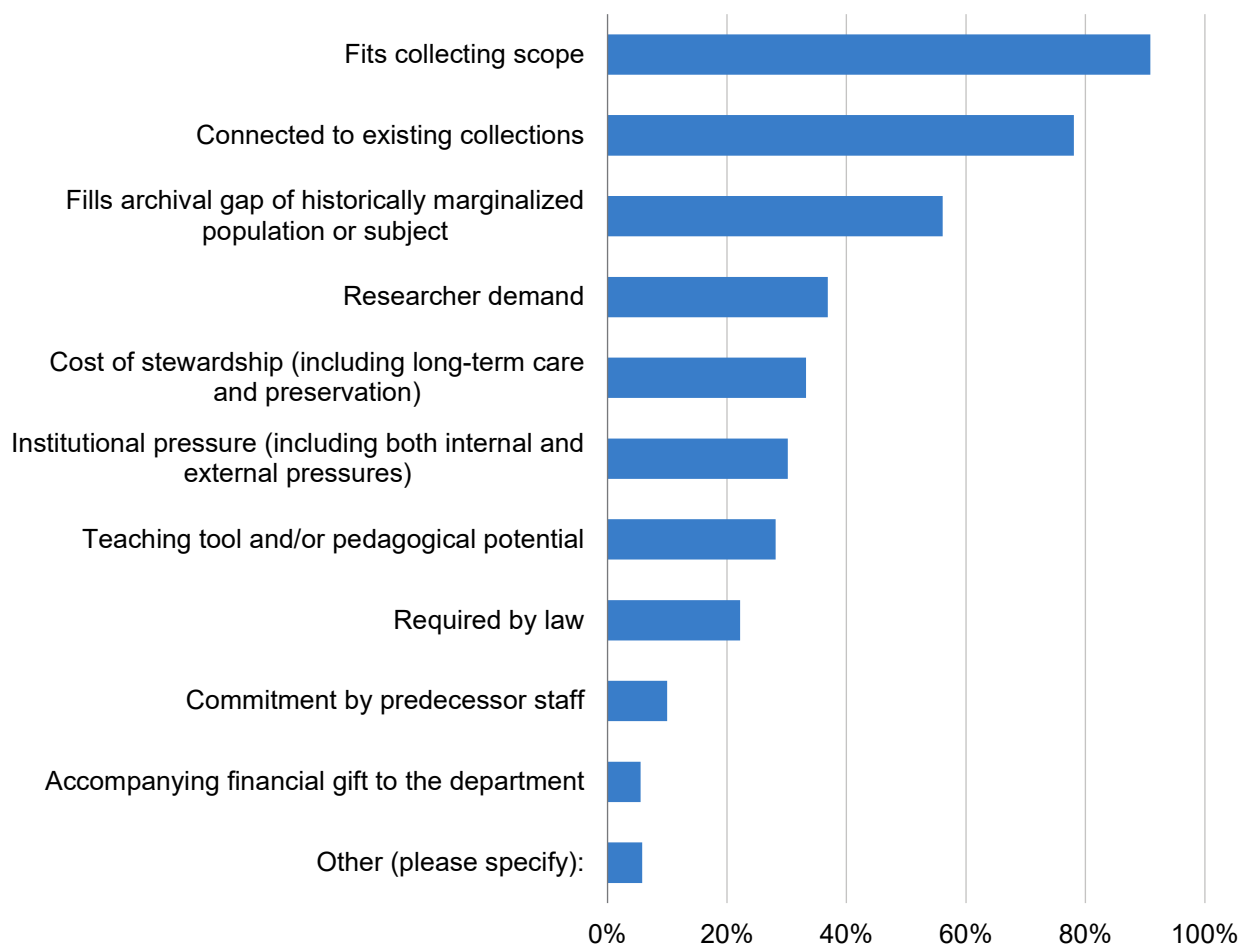
Answer	Frequency	Percentage
Fits collecting scope	675	90.85%
Connected to existing collections	580	78.06%
Fills archival gap of historically marginalized population or subject	417	56.12%
Researcher demand	274	36.88%
Cost of stewardship (including long-term care and preservation)	247	33.24%
Institutional pressure (including both internal and external pressures)	224	30.15%
Teaching tool and/or pedagogical potential	209	28.13%
Required by law	165	22.21%
Commitment by predecessor staff	74	9.96%
Accompanying financial gift to the department	41	5.52%
Other (please specify):	43	5.79%

Figure 73 - In 2019, how many of the following did your department receive? If your department did not collect these metrics, please leave this question blank. (Q16)

Answer	Min Answer	Max Answer	Median Answer	Count
In-person visitors	0	78,712	178	385
Distance reference requests	0	1,287,875	173.5	364
Unique website visits	0	39,555,030	9,608	129
Internal requests	0	53,000	80	215

Figure 74 - In 2021, how many of the following did your department receive? If your department did not collect these metrics, please leave this question blank. (Q17)

Answer	Min Answer	Max Answer	Median Answer	Count
In-person visitors	0	65,000	27	407
Distance reference requests	0	498,896	157	394
Unique website visits	0	53,333,700	10,381	132
Internal requests	0	40,200	61	247

Figure 75 - What channels does your department use to solicit feedback from the communities and stakeholders it serves? Select all that apply. (Q18)
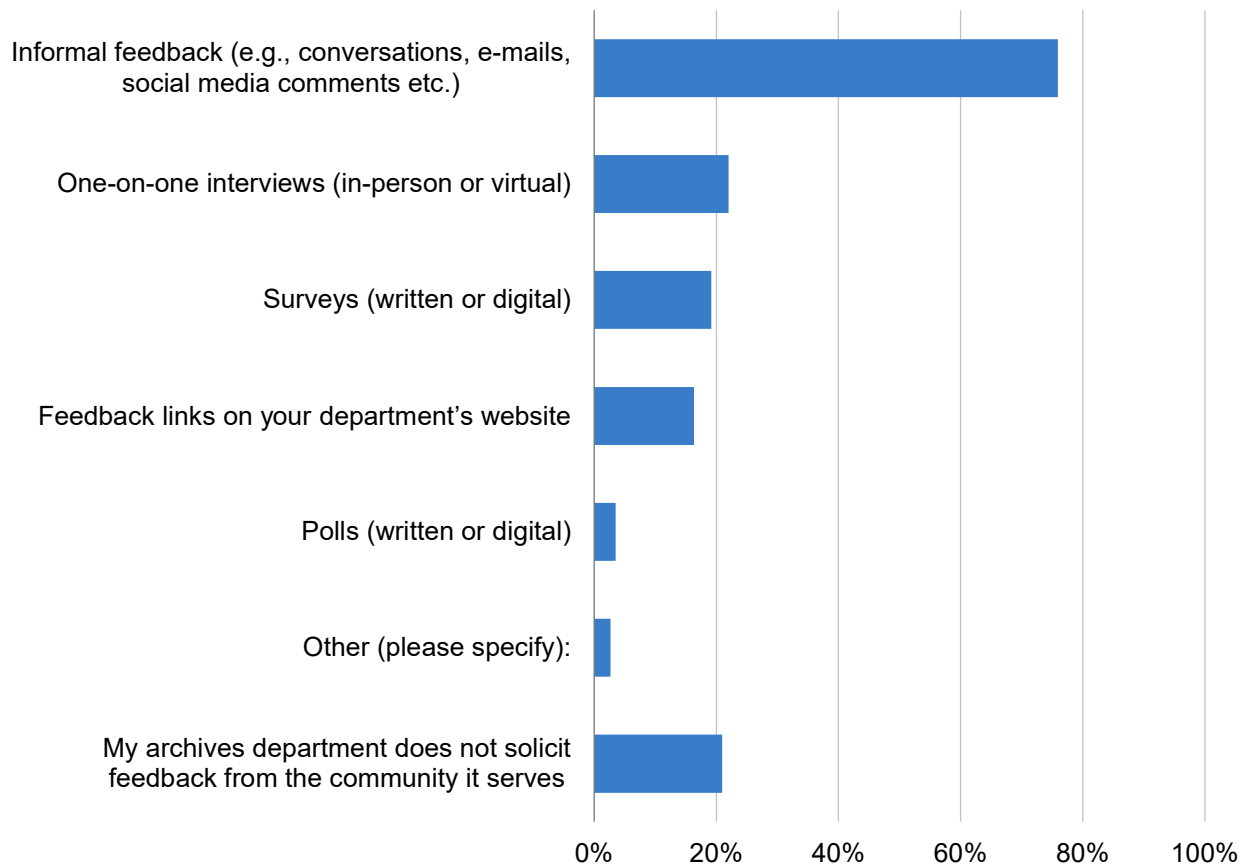
Answer	Frequency	Percentage
Informal feedback (e.g., conversations, e-mails, social media comments etc.)	562	75.95%
One-on-one interviews (in-person or virtual)	163	22.03%
Surveys (written or digital)	142	19.19%
Feedback links on your department's website	121	16.35%
Polls (written or digital)	26	3.51%
Other (please specify):	20	2.70%
My archives department does not solicit feedback from the community it serves	155	20.95%

Figure 76 - How many FTE (full-time equivalent) staff are in your department? (NOTE: "Full-time equivalent" is defined as staff hours adding up to a full-time position, regardless of the number of specific staff members. For example, two staff members that work 20 hours per week are equivalent to one full-time staff member (i.e., one FTE).) (Q19)
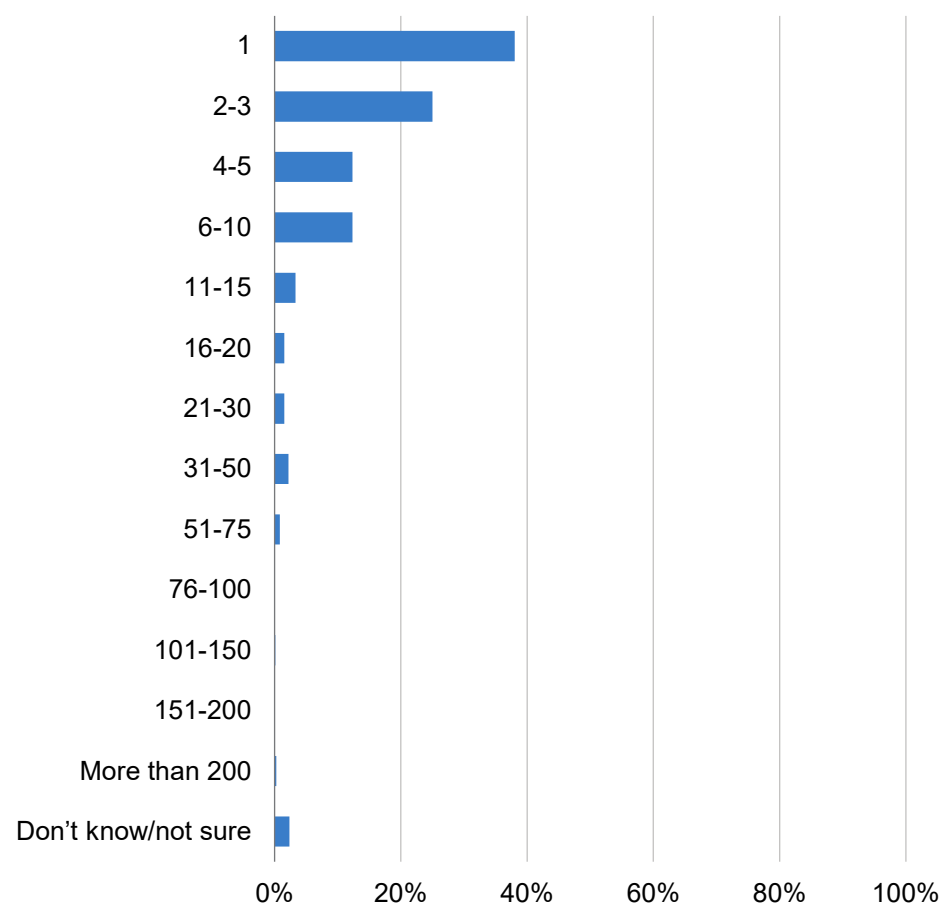
Answer	Frequency	Percentage
1	274	38.06%
2-3	180	25.00%
4-5	89	12.36%
6-10	89	12.36%
11-15	24	3.33%
16-20	11	1.53%
21-30	11	1.53%
31-50	16	2.22%
51-75	6	0.83%
76-100	0	0.00%
101-150	1	0.14%
151-200	0	0.00%
More than 200	2	0.28%
Don't know/not sure	17	2.36%

Figure 77 - Which of the following staff pay types does your department have? Please select all that apply. (Q20)
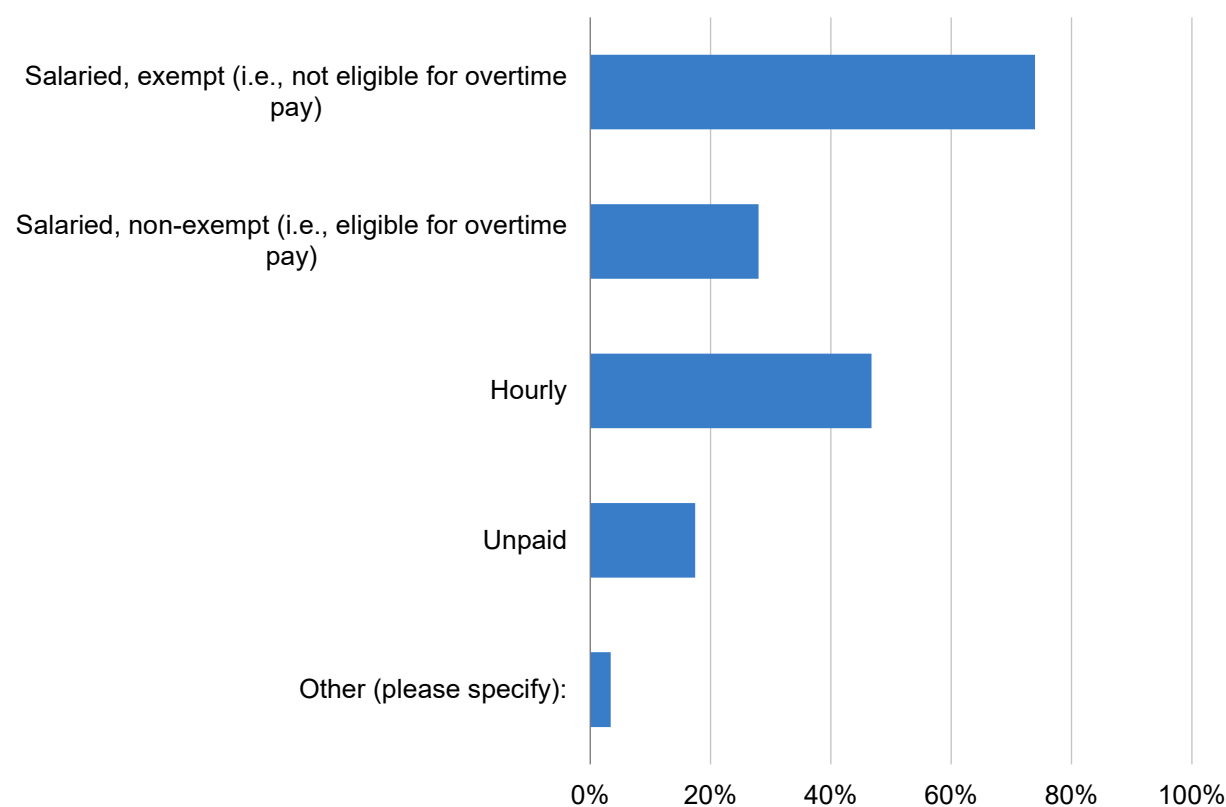
Answer	Frequency	Percentage
Salaried, exempt (i.e., not eligible for overtime pay)	547	73.92%
Salaried, non-exempt (i.e., eligible for overtime pay)	207	27.97%
Hourly	346	46.76%
Unpaid	129	17.43%
Other (please specify):	25	3.38%

Figure 78 - Which of the following staff types does your department have? Please select all that apply. (Q21)
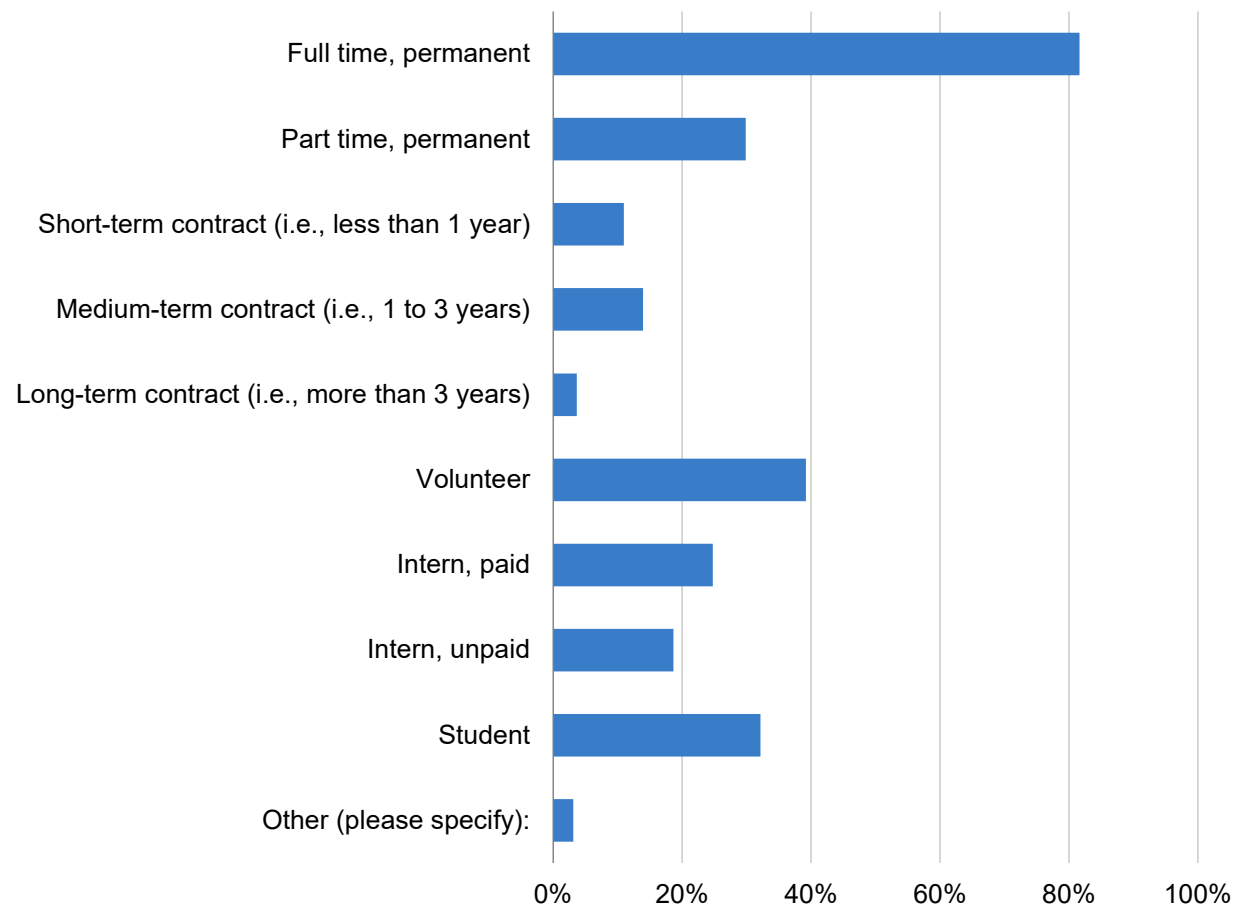
Answer	Frequency	Percentage
Full time, permanent	604	81.62%
Part time, permanent	221	29.86%
Short-term contract (i.e., less than 1 year)	81	10.95%
Medium-term contract (i.e., 1 to 3 years)	103	13.92%
Long-term contract (i.e., more than 3 years)	27	3.65%
Volunteer	290	39.19%
Intern, paid	183	24.73%
Intern, unpaid	138	18.65%
Student	238	32.16%
Other (please specify):	23	3.11%

Figure 79 - How many FTE (full-time equivalent) staff are in each of the following staff types in your department? (NOTE: "Full-time equivalent" is defined as staff hours adding up to a full-time position, regardless of the number of specific staff members. For example, two staff members that work 20 hours per week are equivalent to one full-time staff member (i.e., one FTE).) (Q22)
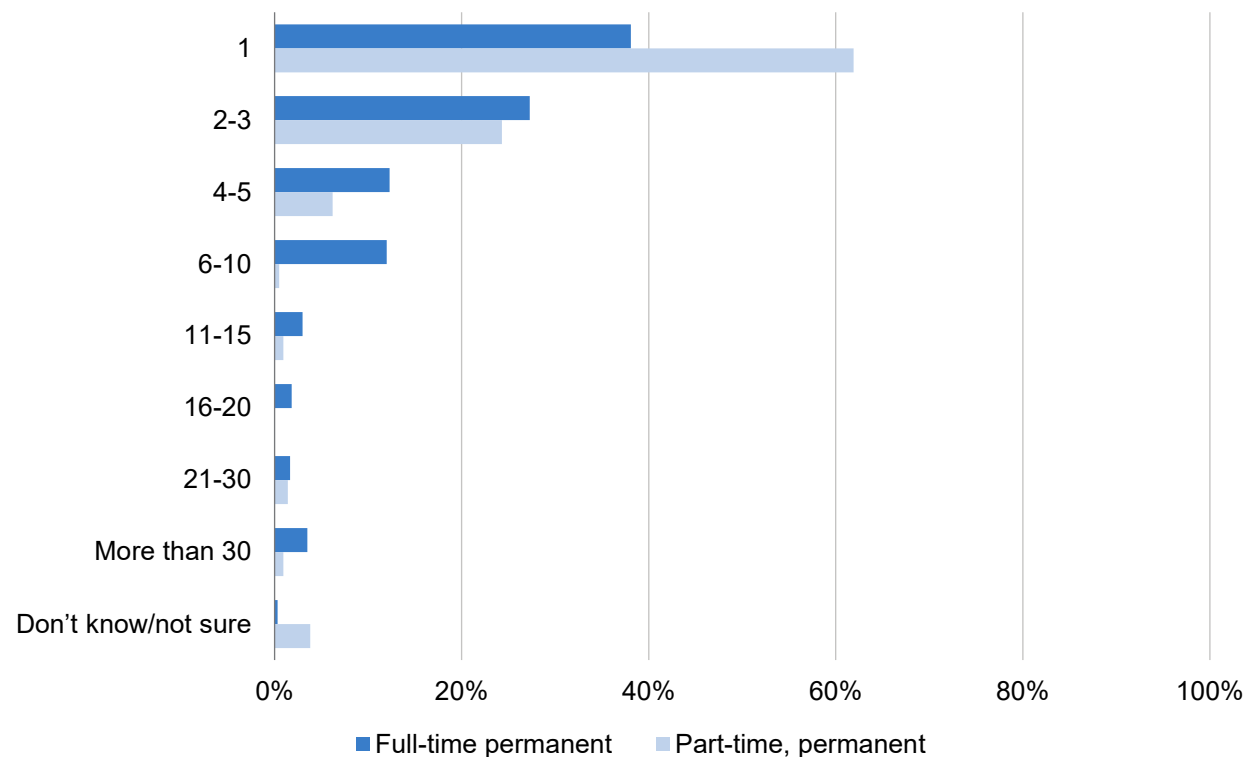
Answer	Full-time, permanent		Part-time, permanent	
	Frequency	Percentage	Frequency	Percentage
1	229	38.10%	130	61.90%
2-3	164	27.29%	51	24.29%
4-5	74	12.31%	13	6.19%
6-10	72	11.98%	1	0.48%
11-15	18	3.00%	2	0.95%
16-20	11	1.83%	0	0.00%
21-30	10	1.66%	3	1.43%
More than 30	21	3.49%	2	0.95%
Don't know/not sure	2	0.33%	8	3.81%

Figure 80 - Q22 Continued
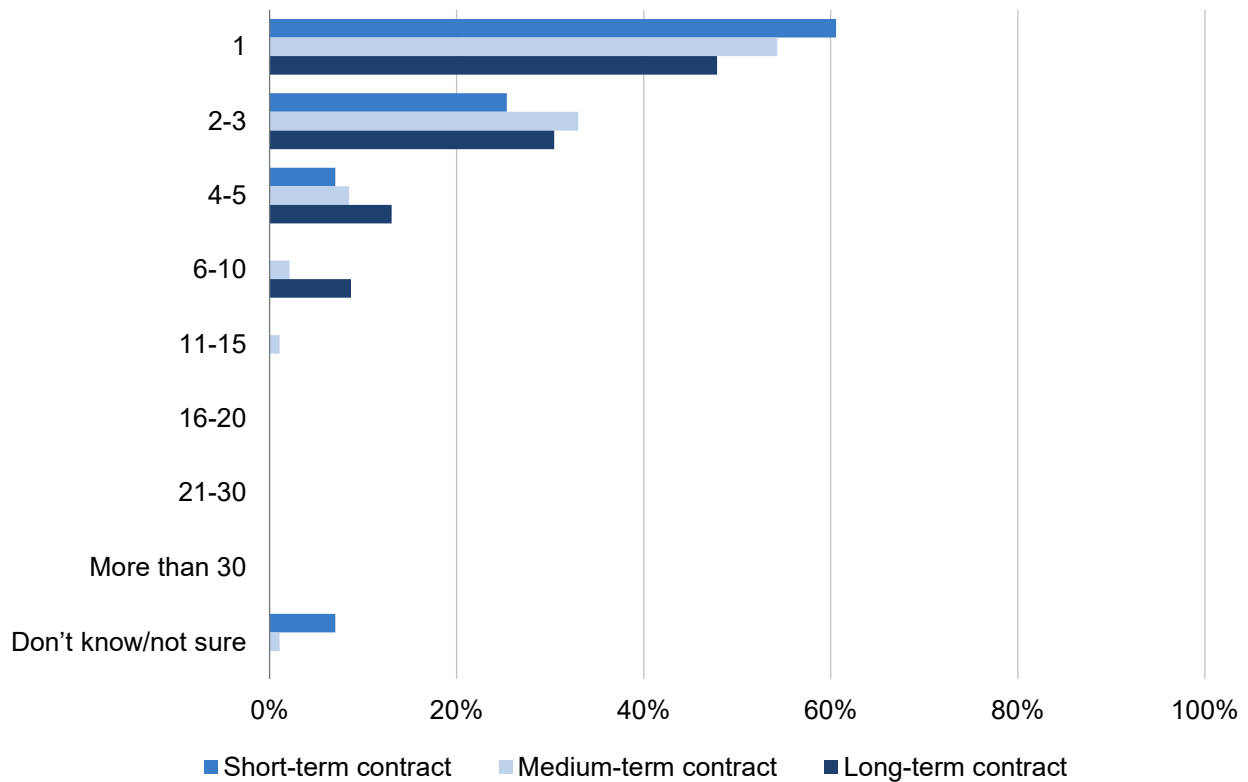
	Short-term contract		Medium-term contract		Long-term contract	
Answer	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1	43	60.56%	51	54.26%	11	47.83%
2-3	18	25.35%	31	32.98%	7	30.43%
4-5	5	7.04%	8	8.51%	3	13.04%
6-10	0	0.00%	2	2.13%	2	8.70%
11-15	0	0.00%	1	1.06%	0	0.00%
16-20	0	0.00%	0	0.00%	0	0.00%
21-30	0	0.00%	0	0.00%	0	0.00%
More than 30	0	0.00%	0	0.00%	0	0.00%
Don't know/not sure	5	7.04%	1	1.06%	0	0.00%

Figure 81 - Q22 Continued

Legend: Volunteer, Intern, paid, Intern, unpaid, Student

Y-axis categories: 1, 2-3, 4-5, 6-10, 11-15, 16-20, 21-30, More than 30, Don't know/not sure

X-axis: 0%, 20%, 40%, 60%, 80%, 100%
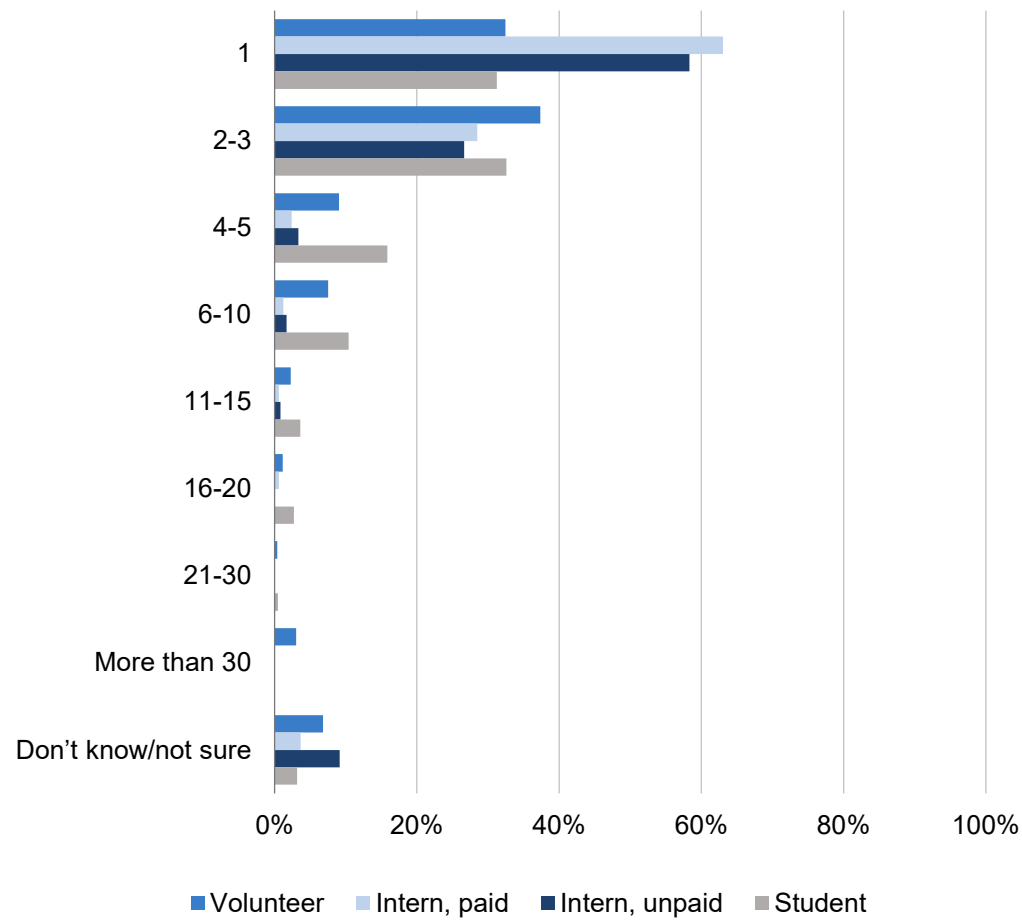
	Volunteer		Intern, paid		Intern, unpaid		Student	
Answer	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1	86	32.45%	104	63.03%	70	58.33%	69	31.22%
2-3	99	37.36%	47	28.48%	32	26.67%	72	32.58%
4-5	24	9.06%	4	2.42%	4	3.33%	35	15.84%
6-10	20	7.55%	2	1.21%	2	1.67%	23	10.41%
11-15	6	2.26%	1	0.61%	1	0.83%	8	3.62%
16-20	3	1.13%	1	0.61%	0	0.00%	6	2.71%
21-30	1	0.38%	0	0.00%	0	0.00%	1	0.45%
More than 30	8	3.02%	0	0.00%	0	0.00%	0	0.00%
Don't know/not sure	18	6.79%	6	3.64%	11	9.17%	7	3.17%

Figure 82 - In your current role, how frequently do you spend your time on each of the following activities in a typical week? (Q23)
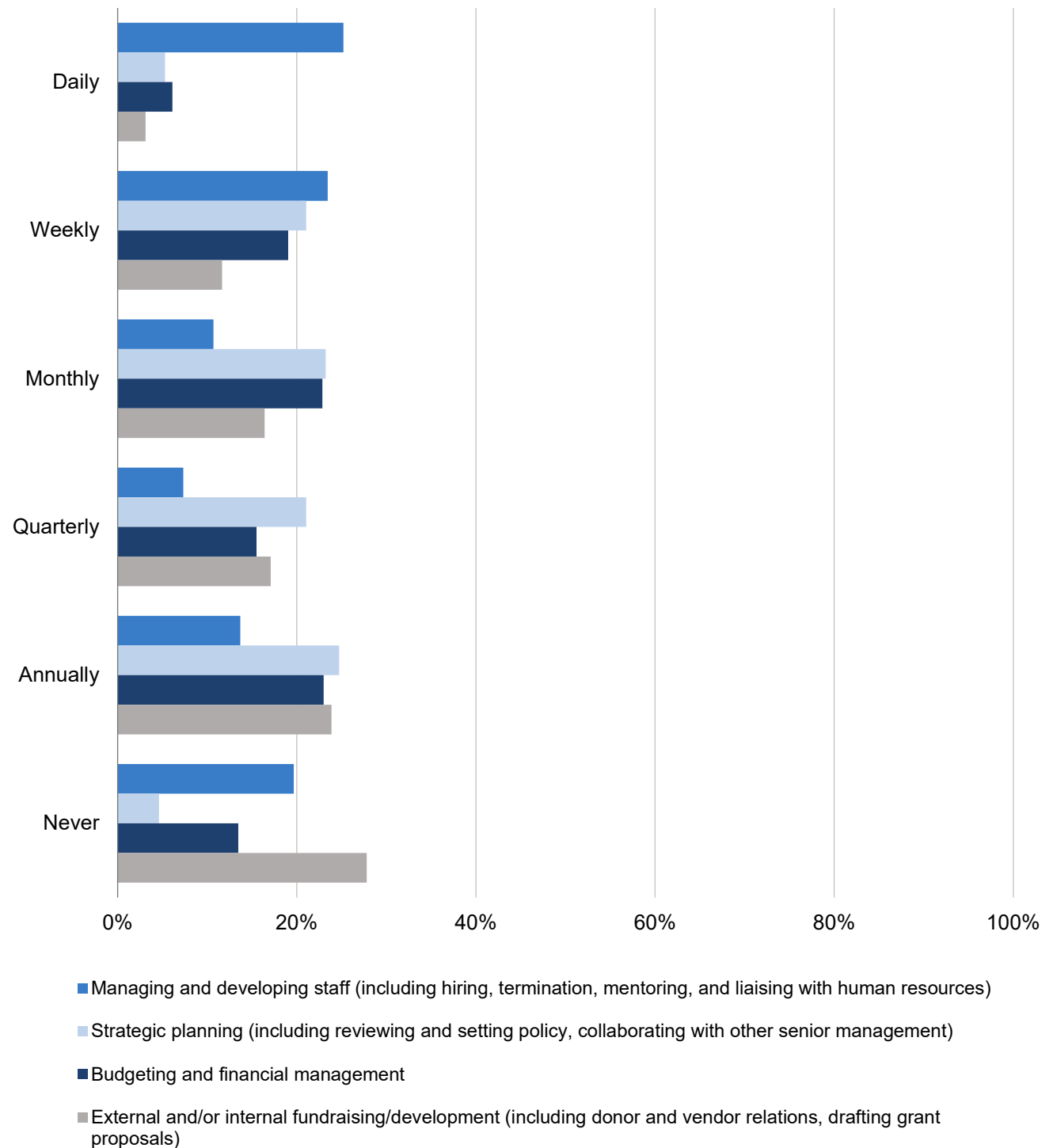
■ Managing and developing staff (including hiring, termination, mentoring, and liaising with human resources)

■ Strategic planning (including reviewing and setting policy, collaborating with other senior management)

■ Budgeting and financial management

■ External and/or internal fundraising/development (including donor and vendor relations, drafting grant proposals)

	Daily		Monthly		Annually		Never	
Answer	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Managing and developing staff (including hiring, termination, mentoring, and liaising with human resources)	186	25.20%	79	10.70%	101	13.69%	145	19.65%
Strategic planning (including reviewing and setting policy, collaborating with other senior management)	39	5.30%	171	23.23%	182	24.73%	34	4.62%
Budgeting and financial management	45	6.12%	168	22.86%	169	22.99%	99	13.47%
External and/or internal fundraising/development (including donor and vendor relations, drafting grant proposals)	23	3.12%	121	16.42%	176	23.88%	205	27.82%

Figure 83 - Q23 Continued
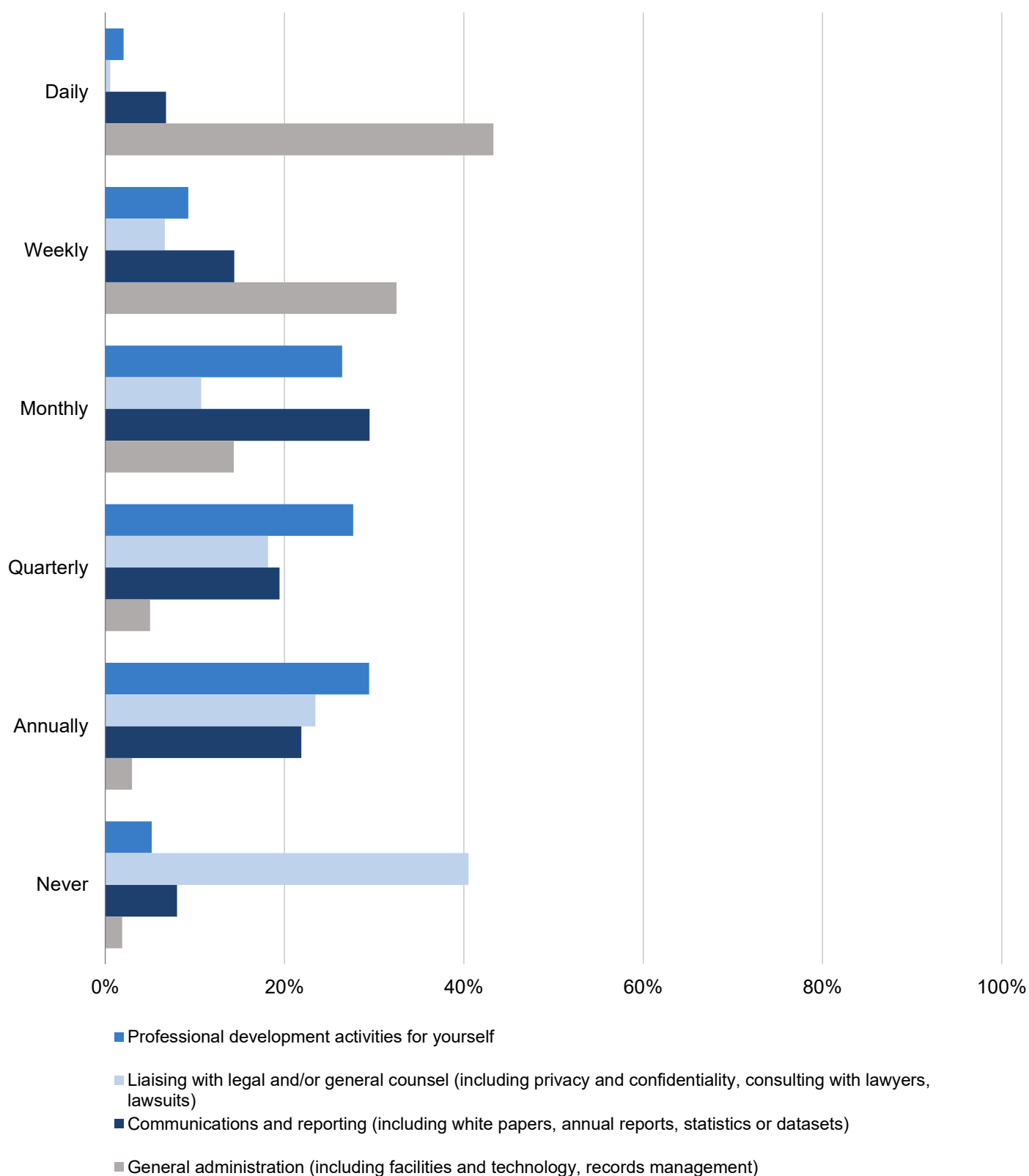
Legend:
- ■ Professional development activities for yourself
- ■ Liaising with legal and/or general counsel (including privacy and confidentiality, consulting with lawyers, lawsuits)
- ■ Communications and reporting (including white papers, annual reports, statistics or datasets)
- ■ General administration (including facilities and technology, records management)

	Daily		Monthly		Annually		Never	
Answer	**Frequency**	**Percentage**	**Frequency**	**Percentage**	**Frequency**	**Percentage**	**Frequency**	**Percentage**
Professional development activities for yourself	15	2.04%	194	26.43%	216	29.43%	38	5.18%
Liaising with legal and/or general counsel (including privacy and confidentiality, consulting with lawyers, lawsuits)	4	0.54%	79	10.70%	173	23.44%	299	40.51%
Communications and reporting (including white papers, annual reports, statistics or datasets)	50	6.79%	217	29.48%	161	21.88%	59	8.02%
General administration (including facilities and technology, records management)	320	43.30%	106	14.34%	22	2.98%	14	1.89%

Figure 84 - Q23 Continued
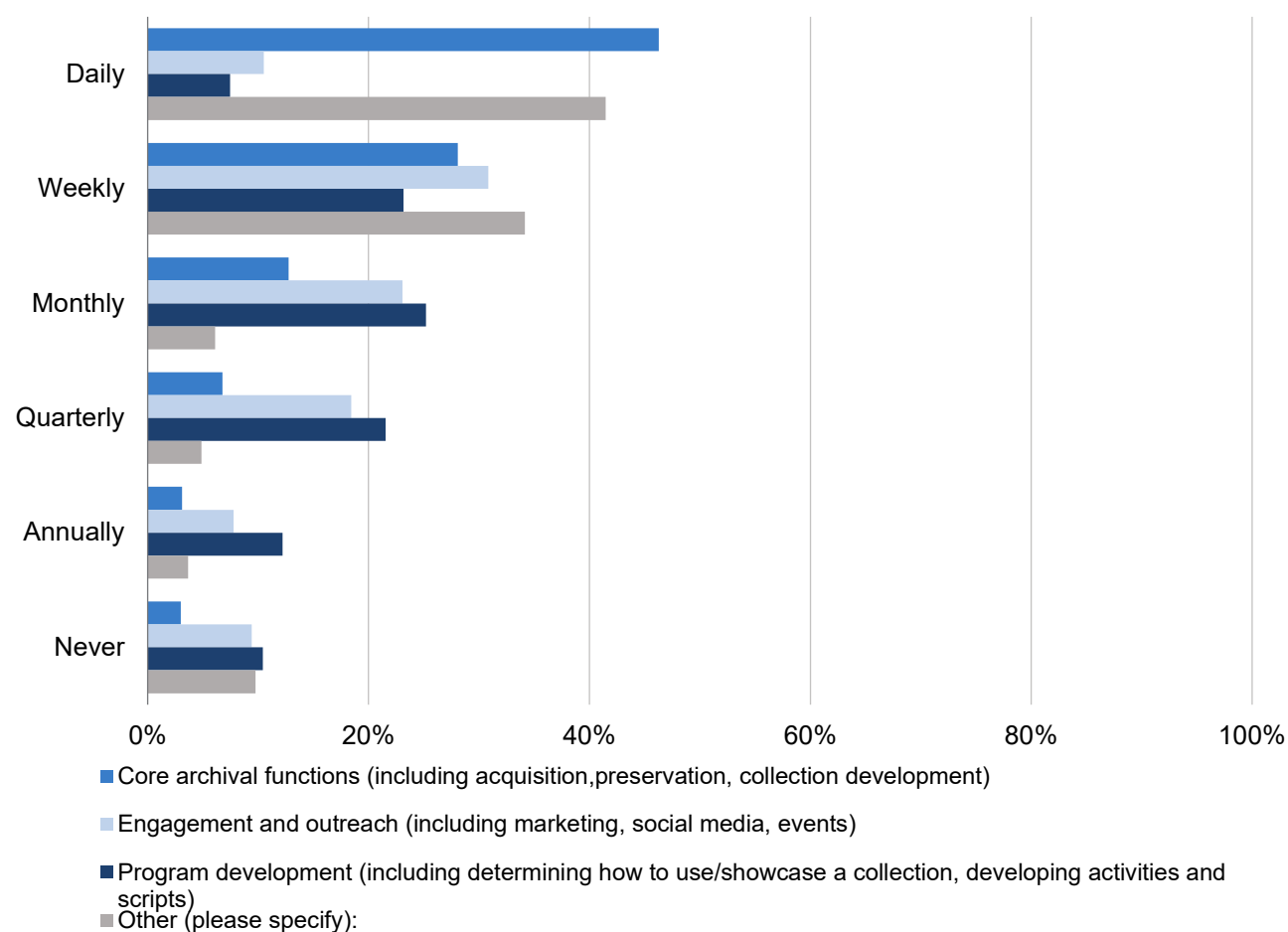
- ■ Core archival functions (including acquisition,preservation, collection development)
- ■ Engagement and outreach (including marketing, social media, events)
- ■ Program development (including determining how to use/showcase a collection, developing activities and scripts)
- ■ Other (please specify):

Answer	Daily		Monthly		Annually		Never	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Core archival functions (including acquisition, preservation, collection development)	341	46.27%	94	12.75%	23	3.12%	22	2.99%
Engagement and outreach (including marketing, social media, events)	77	10.50%	169	23.06%	57	7.78%	69	9.41%
Program development (including determining how to use/showcase a collection, developing activities and scripts)	55	7.45%	186	25.20%	90	12.20%	77	10.43%
Other (please specify):	34	41.46%	5	6.10%	3	3.66%	8	9.76%

Figure 85 - Which of the following knowledge, skills, abilities, and competencies have been most valuable for you in your current position? Please select up to five items or leave the question blank if none of these items apply. (Q24)
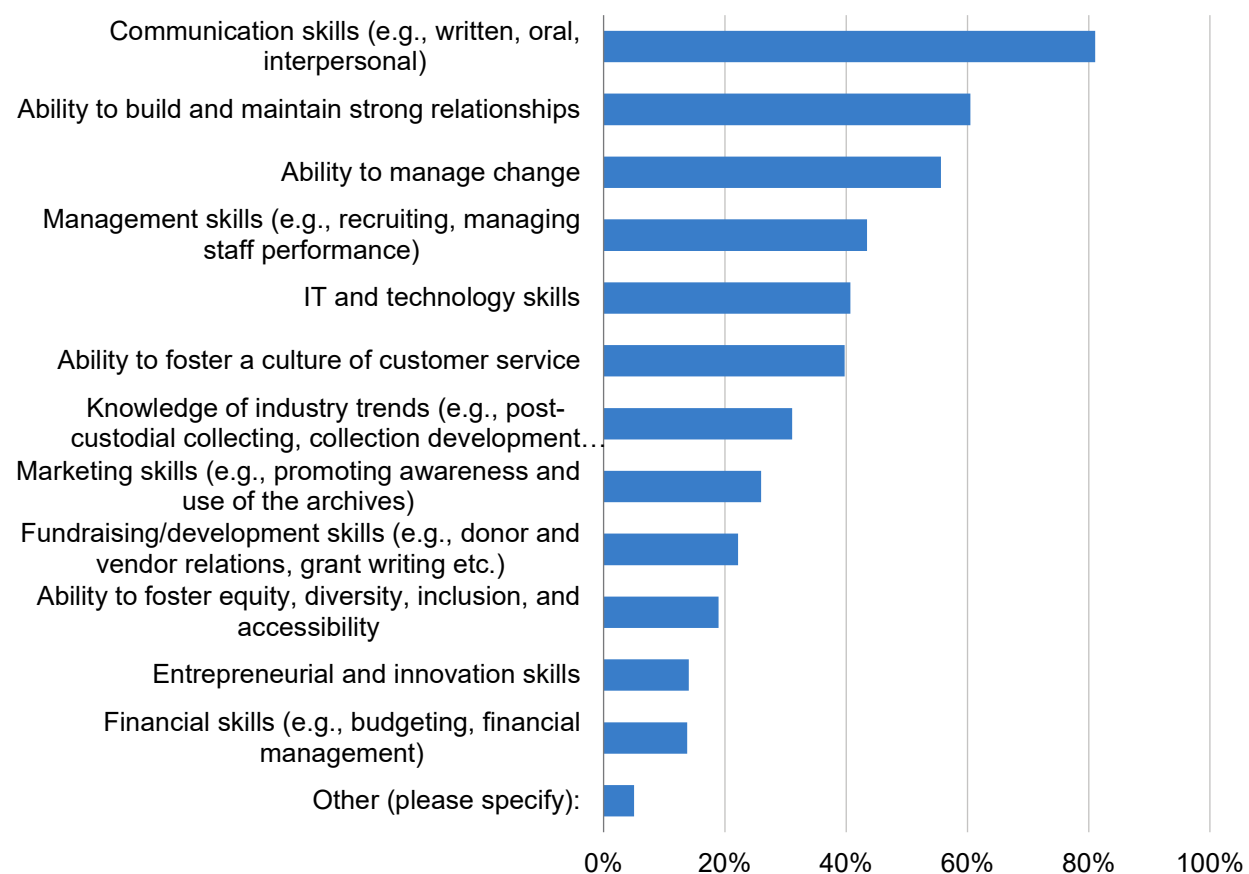
Answer	Frequency	Percentage
Communication skills (e.g., written, oral, interpersonal)	599	81.06%
Ability to build and maintain strong relationships	447	60.49%
Ability to manage change	411	55.62%
Management skills (e.g., recruiting, managing staff performance)	321	43.44%
IT and technology skills	301	40.73%
Ability to foster a culture of customer service	294	39.78%
Knowledge of industry trends (e.g., post-custodial collecting, collection development plans etc.)	230	31.12%
Marketing skills (e.g., promoting awareness and use of the archives)	192	25.98%
Fundraising/development skills (e.g., donor and vendor relations, grant writing etc.)	164	22.19%
Ability to foster equity, diversity, inclusion, and accessibility	140	18.94%
Entrepreneurial and innovation skills	104	14.07%
Financial skills (e.g., budgeting, financial management)	102	13.80%
Other (please specify):	37	5.01%

Figure 86 - In your best estimation, will your department add or reduce staff positions in the following staff categories over the next five years? For each staff category, please indicate whether you anticipate adding staff positions, making no change, or reducing staff positions. (Q25)

- Adding staff positions
- No change
- Reducing staff positions
- N/A (positions in this category do not exist in my department and I do not anticipate adding capacity)
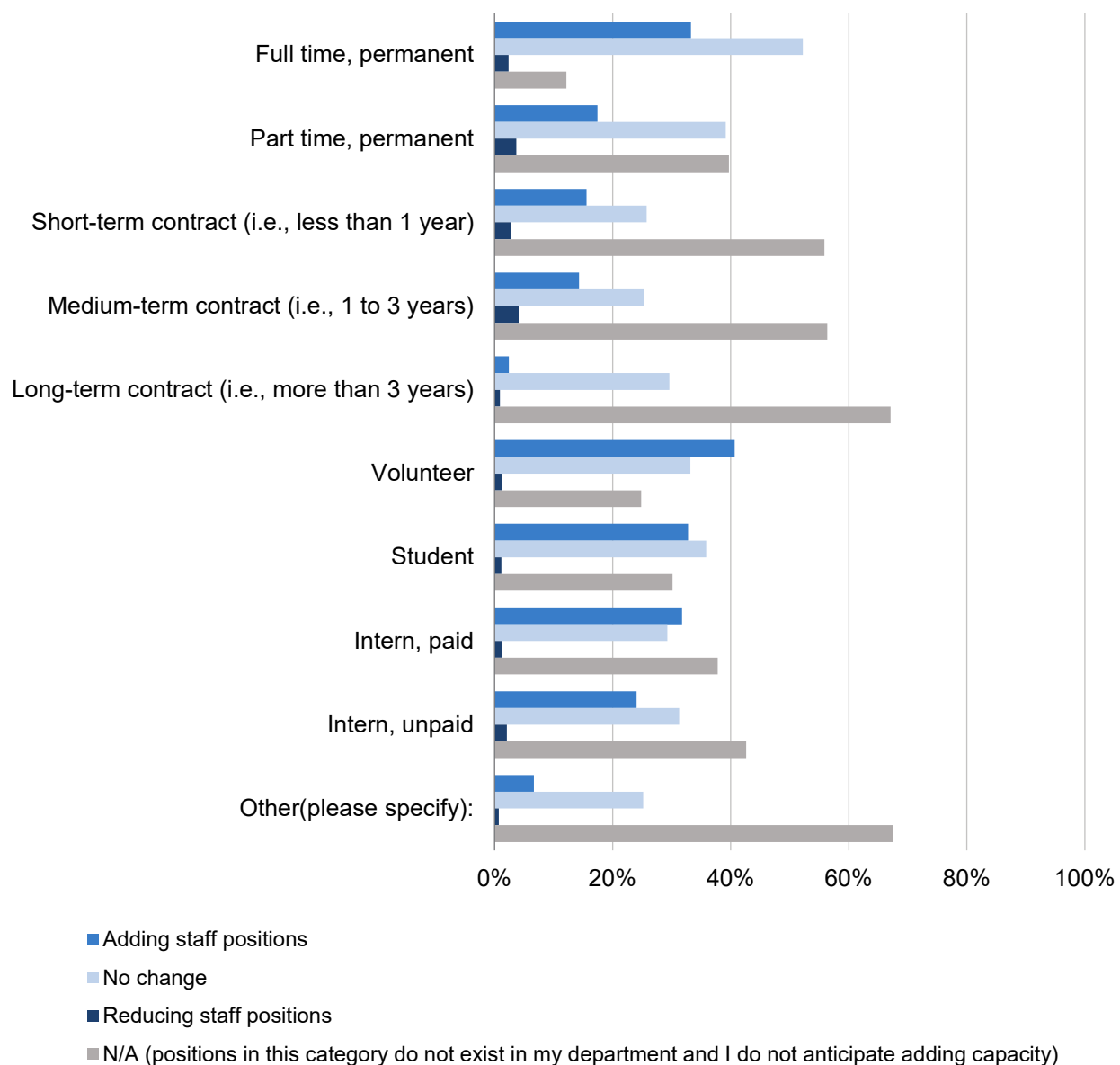
	Reducing staff positions		No change		Adding staff positions		N/A (positions in this category do not exist in my department and I do not anticipate adding capacity)	
Answer	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Full time, permanent	17	2.35%	378	52.21%	241	33.29%	88	12.15%
Part time, permanent	26	3.69%	276	39.15%	123	17.45%	280	39.72%
Short-term contract (i.e., less than 1 year)	19	2.77%	177	25.76%	107	15.57%	384	55.90%
Medium-term contract (i.e., 1 to 3 years)	28	4.09%	173	25.26%	98	14.31%	386	56.35%
Long-term contract (i.e., more than 3 years)	6	0.90%	197	29.62%	16	2.41%	446	67.07%
Volunteer	9	1.27%	235	33.19%	288	40.68%	176	24.86%
Student	8	1.17%	245	35.87%	224	32.80%	206	30.16%
Intern, paid	8	1.18%	198	29.25%	215	31.76%	256	37.81%
Intern, unpaid	14	2.06%	212	31.27%	163	24.04%	289	42.63%
Other (please specify):	1	0.74%	34	25.19%	9	6.67%	91	67.41%

Figure 87 - How important are the following items in driving hiring decisions in your department? (Q26)
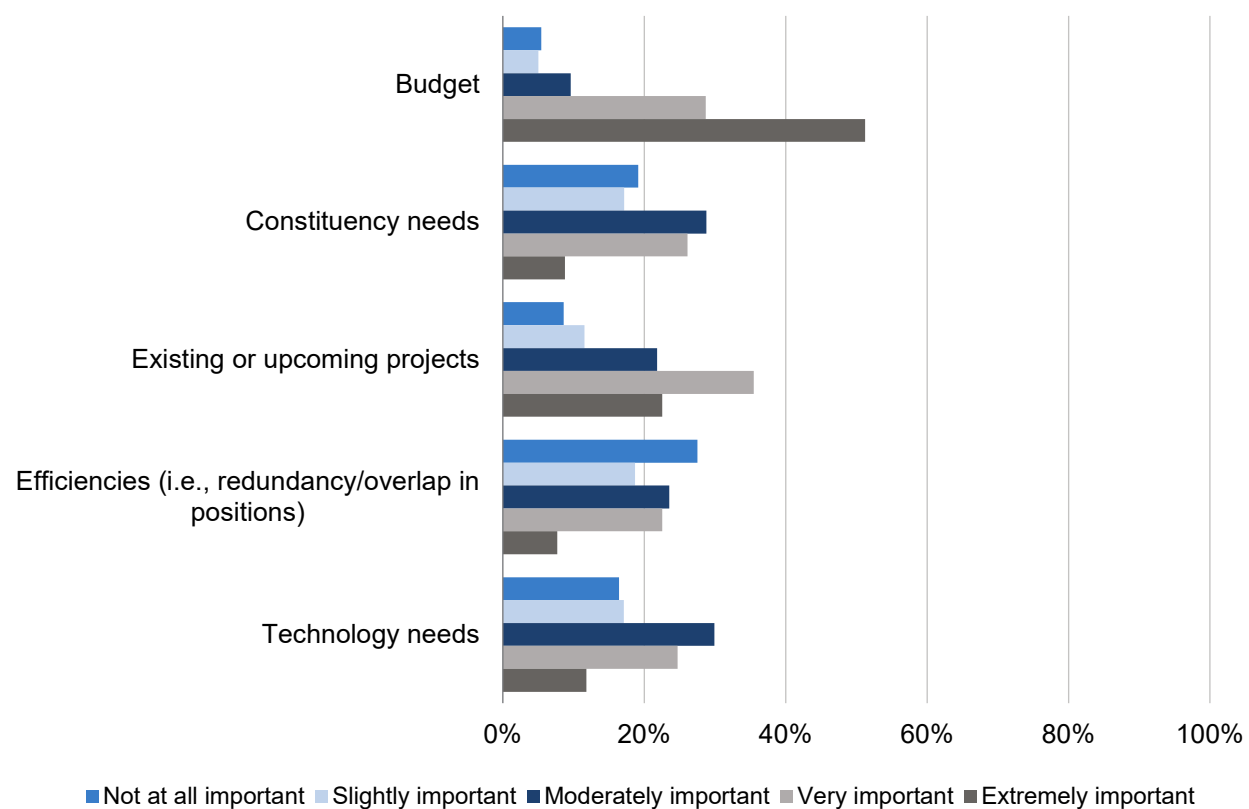
Legend: ■ Not at all important ■ Slightly important ■ Moderately important ■ Very important ■ Extremely important

	Not at all important		Moderately important		Extremely important	
Answer	**Frequency**	**Percentage**	**Frequency**	**Percentage**	**Frequency**	**Percentage**
Budget	39	5.43%	69	9.61%	368	51.25%
Constituency needs	135	19.15%	203	28.79%	62	8.79%
Existing or upcoming projects	62	8.62%	157	21.84%	162	22.53%
Efficiencies (i.e., redundancy / overlap in positions)	193	27.53%	165	23.54%	54	7.70%
Technology needs	117	16.43%	213	29.92%	84	11.80%

Figure 88 - Q26 Continued
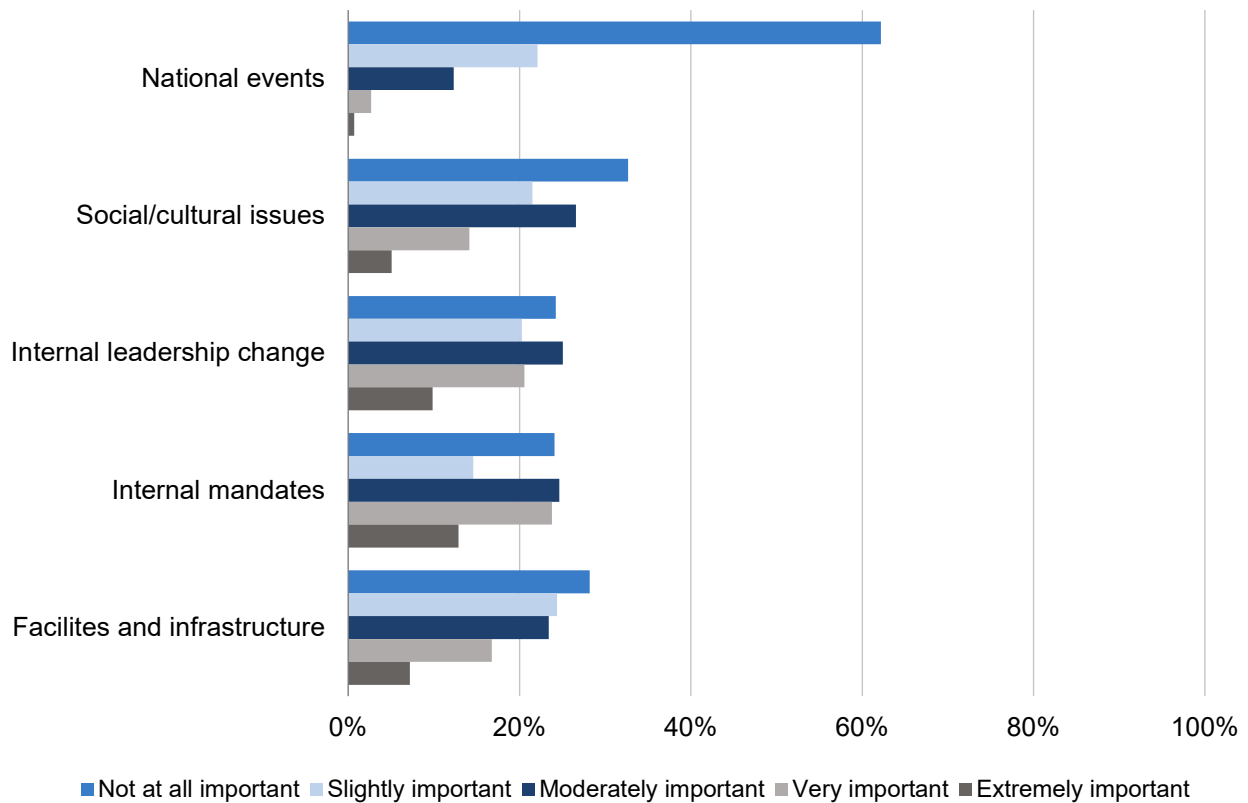
Answer	Not at all important		Moderately important		Extremely important	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
National events	439	62.18%	87	12.32%	5	0.71%
Social/cultural issues	231	32.67%	188	26.59%	36	5.09%
Internal leadership change	172	24.23%	178	25.07%	70	9.86%
Internal mandates	170	24.08%	174	24.65%	91	12.89%
Facilities and infrastructure	200	28.21%	166	23.41%	51	7.19%

Figure 89 - How often does your department extend permanent job offers to staff in impermanent (e.g., contract, intern, student, and/or volunteer) positions? (Q27)
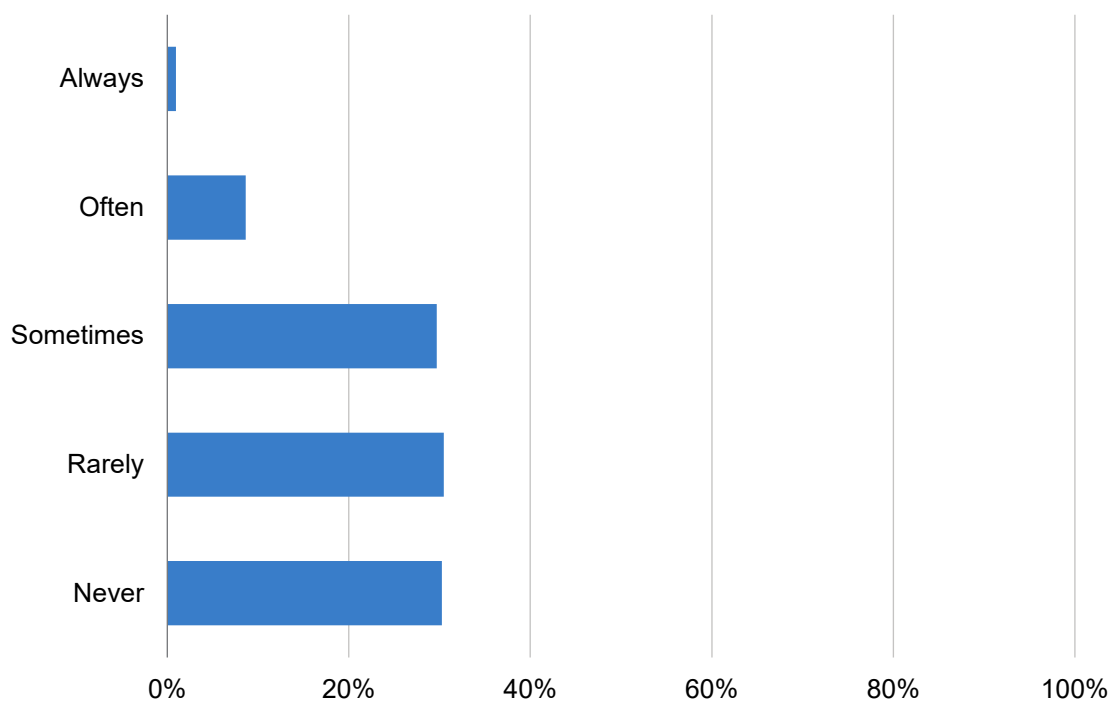
Answer	Frequency	Percentage
Always	5	0.94%
Often	46	8.65%
Sometimes	158	29.70%
Rarely	162	30.45%
Never	161	30.26%

Figure 90 - Generally speaking, how often do you, a hiring manager, a human resources representative, and/or members of a search committee do each of the following when advertising job postings for archives positions? (Q28)

Legend: ■Never ■Rarely ■Occasionally ■Often ■Always ■Don't know/not sure

Answer	Never Frequency	Never Percentage	Occasionally Frequency	Occasionally Percentage	Always Frequency	Always Percentage	Don't know/not sure Frequency	Don't know/not sure Percentage
Post on archives job boards or listservs (e.g., SAA Job Board, Digital Library Federation Jobs Board, Archives Gig, etc.)	168	23.24%	74	10.24%	249	34.44%	109	15.08%
Post on history or library job boards or listservs (e.g., ALA Jobs List, AHA Jobs List, etc.)	192	26.52%	89	12.29%	186	25.69%	117	16.16%
Send job advertisements to colleagues at other archives to share with their networks	158	21.73%	114	15.68%	158	21.73%	107	14.72%
Send job advertisements to archives schools or programs	184	25.38%	109	15.03%	147	20.28%	113	15.59%
Post on job boards or listservs for historically underserved populations (e.g., SAA Archivists and Archives of Color Section, ACRL Women & Gender Studies Section, etc.)	249	34.25%	70	9.63%	136	18.71%	159	21.87%

Figure 91 - Q28 Continued

Legend: ■ Never ■ Rarely ■ Occasionally ■ Often ■ Always ■ Don't know/not sure

	Never		Occasionally		Always		Don't know/not sure	
Answer	**Frequency**	**Percentage**	**Frequency**	**Percentage**	**Frequency**	**Percentage**	**Frequency**	**Percentage**
Post on general job boards (e.g., LinkedIn, Google jobs, Glassdoor)	206	28.45%	78	10.77%	170	23.48%	136	18.78%
Post directly on your department's website or your parent organization's website	119	16.37%	27	3.71%	434	59.70%	80	11.00%
Post on personal and professional social media platforms	192	26.52%	87	12.02%	157	21.69%	128	17.68%
Post in physical formats (e.g., flyers, local newspapers)	428	59.28%	47	6.51%	28	3.88%	115	15.93%

Figure 92 - Generally speaking, how often do you, a hiring manager, a human resources representative and/or members of the search committee do each of the following when recruiting and hiring staff? (Q29)

	Never		Occasionally		Always		Don't know/not sure	
Answer	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Include separate minimum requirements (i.e., must-have requirements) and preferred qualifications / skills in job advertisements	65	8.98%	29	4.01%	444	61.33%	90	12.43%
Require parties involved in selection be formally trained in or have demonstrated experience with diversity, equity, inclusion, and accessibility	253	34.90%	38	5.24%	141	19.45%	184	25.38%
Read the job description and application site with a screen reader, and correct any accessibility concerns	258	35.59%	18	2.48%	70	9.66%	313	43.17%
Use a structured interview script with each applicant for a position	97	13.38%	43	5.93%	353	48.69%	108	14.90%
Ask applicants for their accessibility needs at each stage of the hiring process (e.g., phone interview, in-person interview)	181	25.03%	38	5.26%	140	19.36%	241	33.33%
Ask applicants for the pronouns they use to describe themselves (e.g., she/her, he/him, they/them)	279	38.48%	40	5.52%	102	14.07%	199	27.45%
List the salary/salary range on the job advertisement	155	21.41%	41	5.66%	317	43.78%	107	14.78%
Require applicants to submit or present a diversity statement	441	60.91%	26	3.59%	34	4.70%	170	23.48%

Figure 93 - What are the reasons staff voluntarily leave your department? Please select all that apply. (Q30)
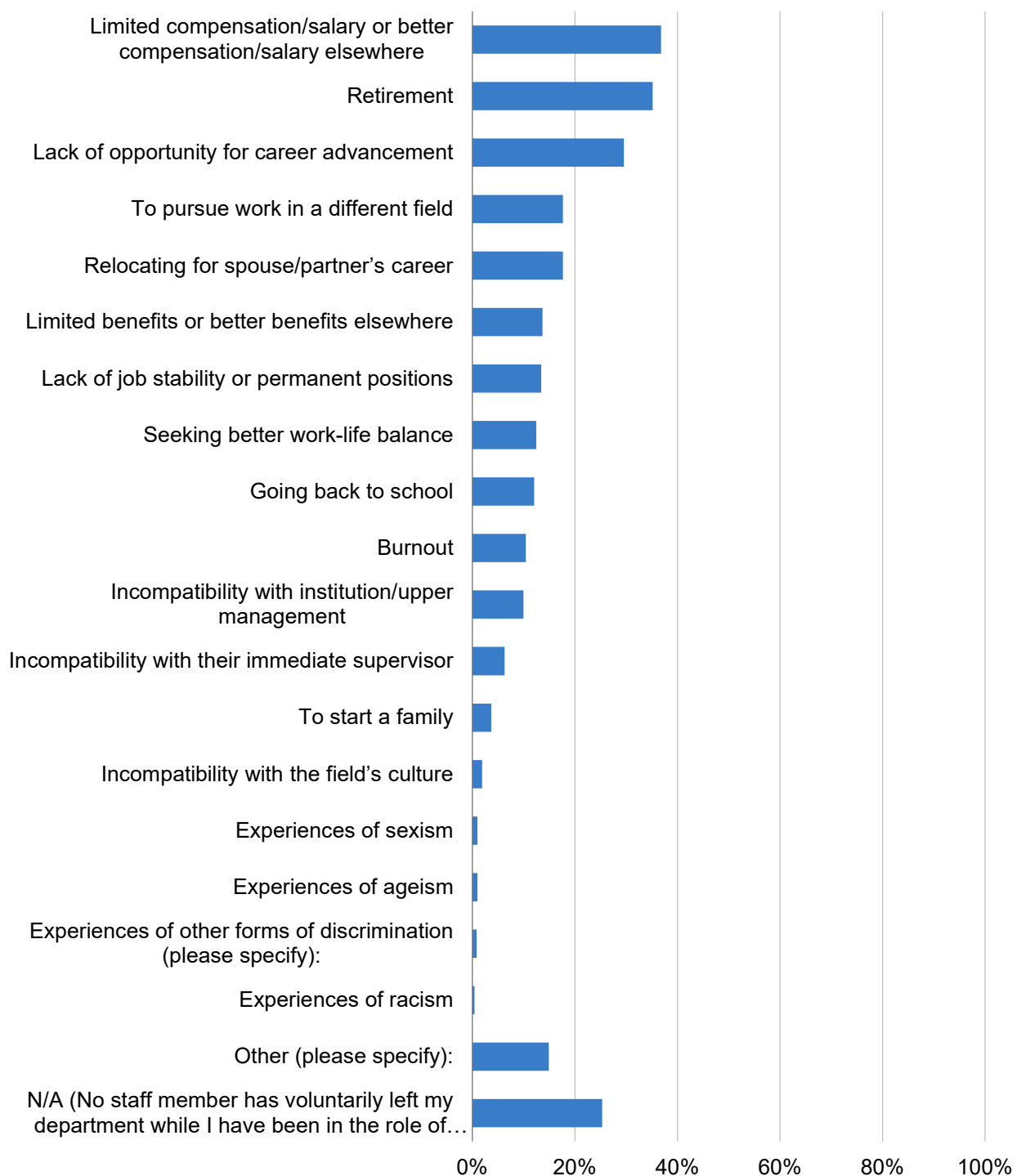
Answer	Frequency	Percentage
Limited compensation/salary or better compensation/salary elsewhere	269	36.80%
Retirement	257	35.16%
Lack of opportunity for career advancement	216	29.55%
To pursue work in a different field	129	17.65%
Relocating for spouse/partner's career	129	17.65%
Limited benefits or better benefits elsewhere	100	13.68%
Lack of job stability or permanent positions	98	13.41%
Seeking better work-life balance	91	12.45%
Going back to school	88	12.04%
Burnout	76	10.40%
Incompatibility with institution/upper management	73	9.99%
Incompatibility with their immediate supervisor	46	6.29%
To start a family	27	3.69%
Incompatibility with the field's culture	14	1.92%
Experiences of sexism	7	0.96%
Experiences of ageism	7	0.96%
Experiences of other forms of discrimination (please specify):	6	0.82%
Experiences of racism	3	0.41%
Other (please specify):	109	14.91%
N/A (No staff member has voluntarily left my department while I have been in the role of senior administrator)	185	25.31%

Figure 94 - Please indicate the total annual operating budget (excluding staff compensation) for your department: (Q31)
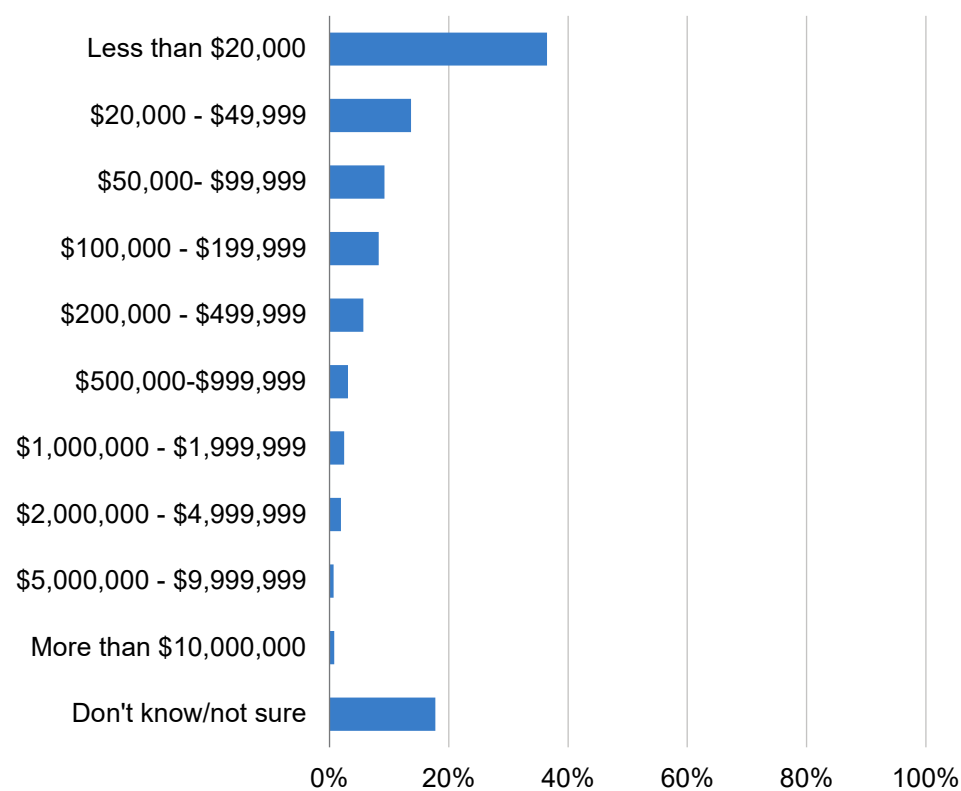
Answer	Frequency	Percentage
Less than $20,000	269	36.45%
$20,000 - $49,999	101	13.69%
$50,000- $99,999	68	9.21%
$100,000 - $199,999	61	8.27%
$200,000 - $499,999	42	5.69%
$500,000-$999,999	23	3.12%
$1,000,000 - $1,999,999	18	2.44%
$2,000,000 - $4,999,999	14	1.90%
$5,000,000 - $9,999,999	5	0.68%
More than $10,000,000	6	0.81%
Don't know/not sure	131	17.75%

Figure 95 - What percentage of your department's operating budget (excluding staff compensation) is derived from the following sources? Please provide your best estimate. Percentages must add to 100%. If you prefer not to answer this question, please enter "100" next to "Skip. (Q32)

	Mean Answer	Count
Endowment	10.98%	456
Federal government	6.78%	
State government	9.91%	
Local government	13.18%	
Other government (please specify):_____	1.21%	
College and university (excluding state government funding)	19.31%	
Memberships	3.03%	
Donations/contributions	10.77%	
Foundations, trusts, and grants	5%	
Benefit events	0.78%	
Admissions	1.07%	
Corporate earnings	5.54%	
Other earned revenue (excluding corporate earnings)	1.76%	
Other (please specify):	6.43%	

Figure 96 - What percentage of your department's operating budget is allocated to the following areas? Please provide your best estimate. Percentages must add to 100% (Q33)

	Mean Answer	Count
Collections and/or acquisitions	11.66%	389
Programming, outreach, and/or teaching	4.09%	
Supplies and/or office management	23.74%	
Special projects	7.26%	
Professional development for staff	6.66%	
Field work (e.g., donor relations, logistics, etc.)	1.64%	
Facilities	10.13%	
Conservation and/or preservation	11.36%	
Digital asset/content management (e.g., systems, vendors, memberships)	15.44%	
Other (please specify):	7.33%	

Figure 97 - How are the contract positions in your department funded? Please select all that apply. (Q34)
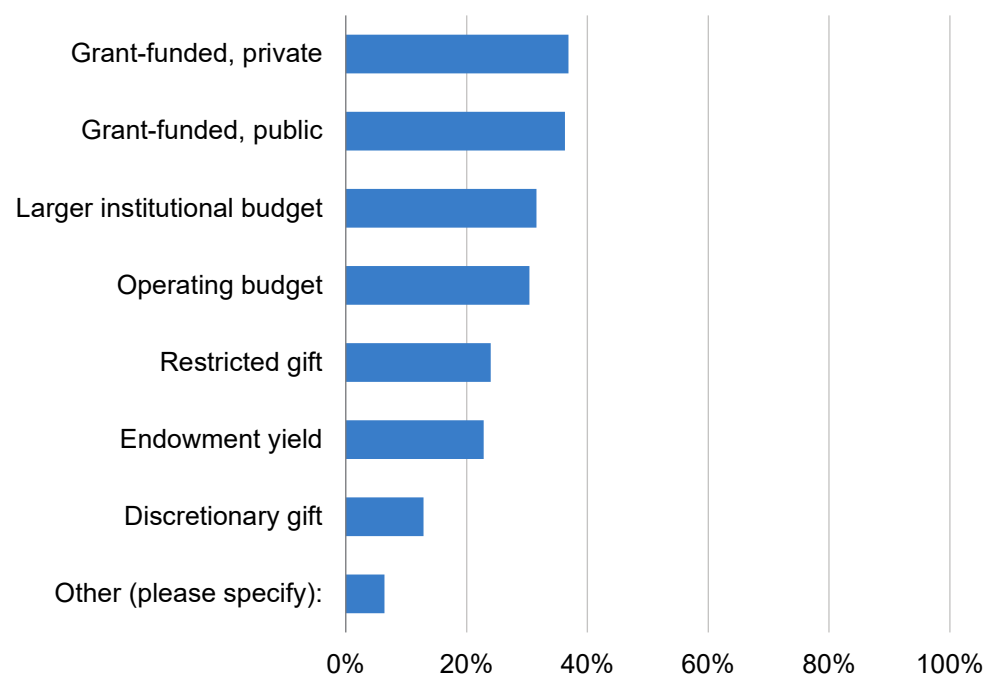
Answer	Frequency	Percentage
Grant-funded, private	63	36.84%
Grant-funded, public	62	36.26%
Larger institutional budget	54	31.58%
Operating budget	52	30.41%
Restricted gift	41	23.98%
Endowment yield	39	22.81%
Discretionary gift	22	12.87%
Other (please specify):	11	6.43%

Figure 98 - What are the primary constraints on your ability to execute strategy in your department? Please select up to five items. (Q35)
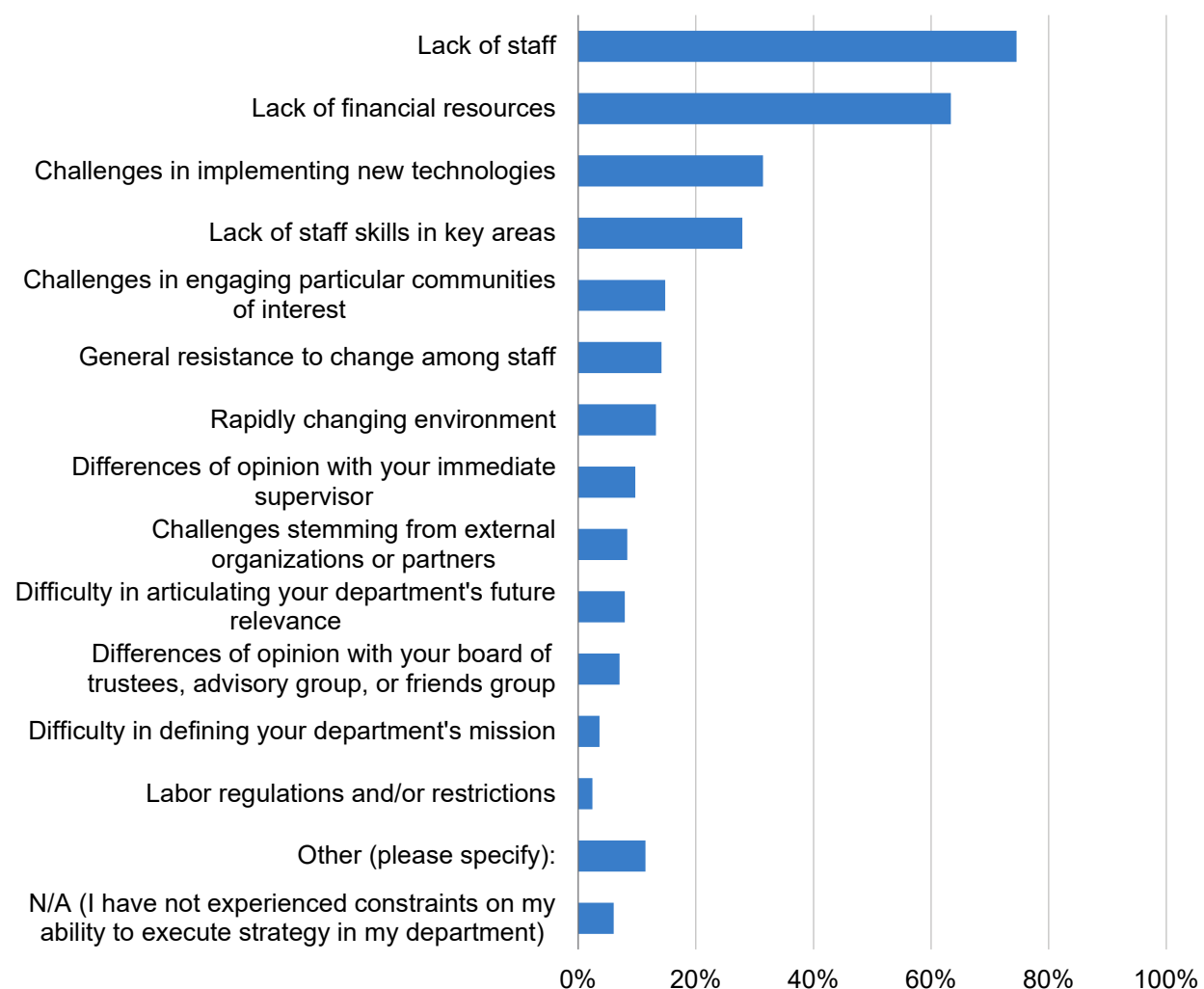
Answer	Frequency	Percentage
Lack of staff	553	74.53%
Lack of financial resources	470	63.34%
Challenges in implementing new technologies	233	31.40%
Lack of staff skills in key areas	207	27.90%
Challenges in engaging particular communities of interest	110	14.82%
General resistance to change among staff	105	14.15%
Rapidly changing environment	98	13.21%
Differences of opinion with your immediate supervisor	72	9.70%
Challenges stemming from external organizations or partners	62	8.36%
Difficulty in articulating your department's future relevance	59	7.95%
Differences of opinion with your board of trustees, advisory group, or friends group	52	7.01%
Difficulty in defining your department's mission	27	3.64%
Labor regulations and/or restrictions	18	2.43%
Other (please specify):	85	11.46%
N/A (I have not experienced constraints on my ability to execute strategy in my department)	45	6.06%

Figure 99 - If you received a 10% increase in your department's budget next year in addition to the funds you already expect to receive, in which of the following areas would you allocate the money? Please select up to five items. (Q36)

Answer	Frequency	Percentage
Digital preservation	364	49.46%
New staff or redefined positions	330	44.84%
Technology and systems	264	35.87%
Staff salary increases	252	34.24%
Print preservation and collections management	202	27.45%
Infrastructure	163	22.15%
Staff travel and professional development	133	18.07%
Events and exhibits	125	16.98%
Marketing and outreach	89	12.09%
Rare materials and special collections	66	8.97%
Other (please specify):	30	4.08%

Figure 100 - In your professional opinion, how important is it that your department provides each of the functions below or serves in the capacity listed below? Please select one answer for each item. (Q37)
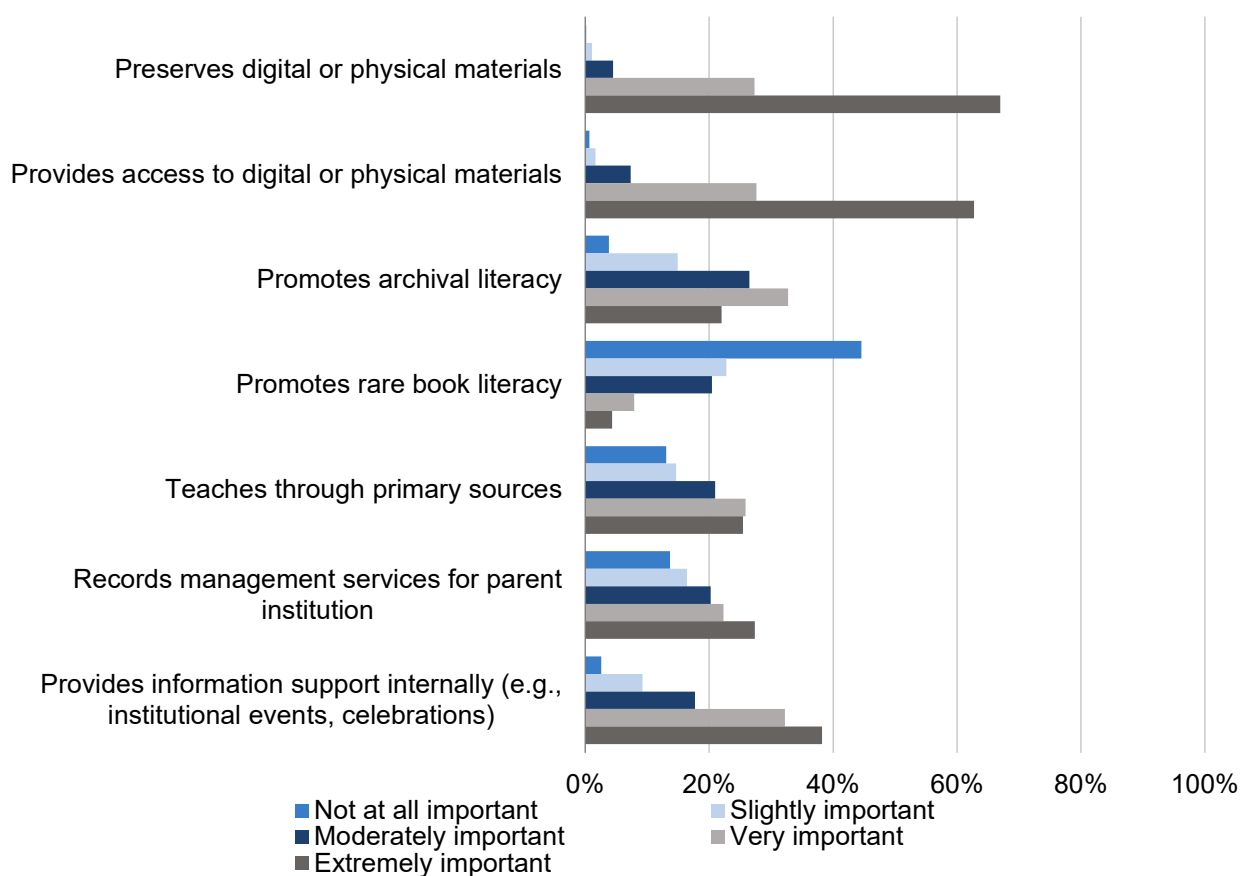
	Not at all important		Moderately important		Extremely important	
Answer	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Preserves digital or physical materials	1	0.14%	33	4.47%	495	66.98%
Provides access to digital or physical materials	5	0.68%	54	7.32%	463	62.74%
Promotes archival literacy	28	3.80%	195	26.49%	162	22.01%
Promotes rare book literacy	327	44.55%	150	20.44%	32	4.36%
Teaches through primary sources	96	13.06%	154	20.95%	187	25.44%
Records management services for parent institution	100	13.68%	148	20.25%	200	27.36%
Provides information support internally (e.g., institutional events, celebrations)	19	2.59%	130	17.69%	281	38.23%

Figure 101 - Q37 Continued
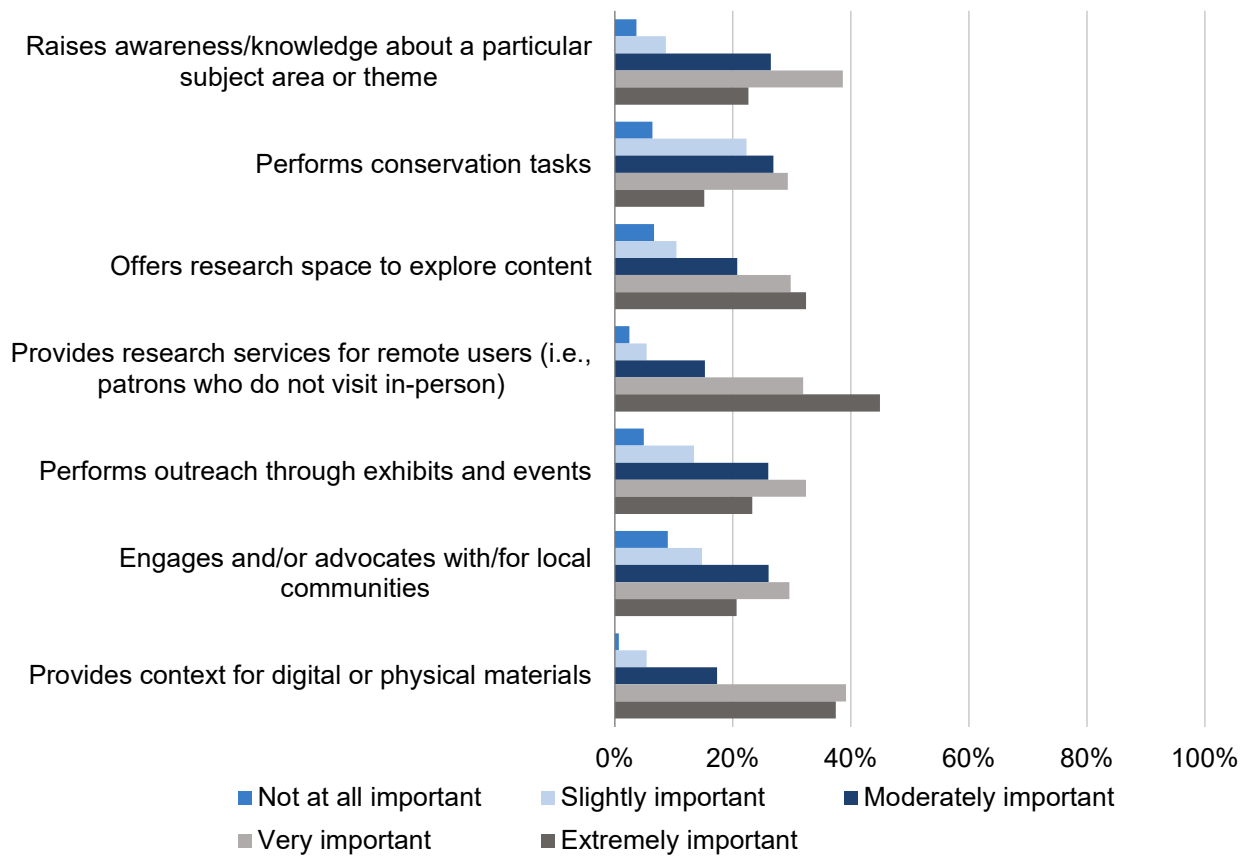
	Not at all important		Moderately important		Extremely important	
Answer	**Frequency**	**Percentage**	**Frequency**	**Percentage**	**Frequency**	**Percentage**
Raises awareness/knowledge about a particular subject area or theme	27	3.66%	195	26.42%	167	22.63%
Performs conservation tasks	47	6.35%	199	26.89%	112	15.14%
Offers research space to explore content	49	6.64%	153	20.73%	239	32.38%
Provides research services for remote users (i.e., patrons who do not visit in-person)	18	2.44%	113	15.29%	332	44.93%
Performs outreach through exhibits and events	36	4.88%	192	26.02%	172	23.31%
Engages and/or advocates with/for local communities	66	8.96%	192	26.05%	152	20.62%
Provides context for digital or physical materials	5	0.68%	128	17.30%	277	37.43%

Figure 102 - Please read the following statements and indicate the extent to which you agree or disagree with each. Please use the scroll bar at the bottom of this question to see all available answer options. (Q38)

Legend:
- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree
- N/A

Answer	Strongly disagree		Neither agree nor disagree		Strongly agree		N/A	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
In my department, current collecting practices significantly focus on historically underrepresented communities	41	5.55%	106	14.34%	117	15.83%	101	13.67%
In my department, current descriptive policies focus on historically underrepresented communities, reparative, or restorative description	51	6.90%	134	18.13%	82	11.10%	107	14.48%
My department prioritizes the digitization of historically underrepresented communities	38	5.14%	127	17.16%	129	17.43%	108	14.59%
My department has well-defined policies around take-down requests for digital content	82	11.10%	95	12.86%	72	9.74%	113	15.29%
My department prioritizes exhibits featuring historically underrepresented communities	35	4.74%	113	15.31%	133	18.02%	140	18.97%
My department prioritizes collecting materials in modern languages other than English	170	22.97%	107	14.46%	35	4.73%	120	16.22%

Figure 103 - Please read the following statements and indicate the extent to which you agree or disagree with each. Please use the scroll bar at the bottom of this question to see all available answer options. (Q39)
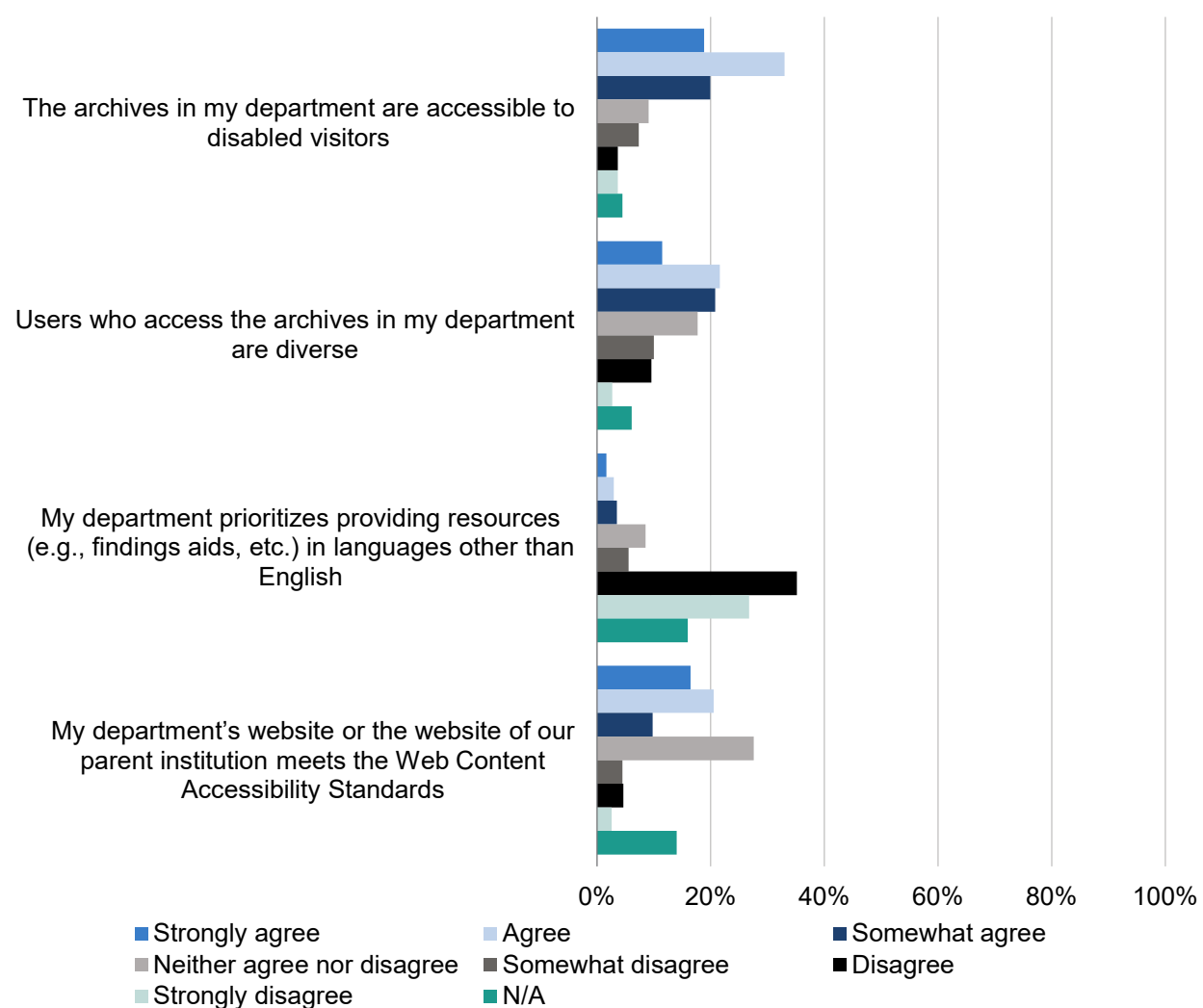

Legend:
- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree
- N/A

	Strongly disagree		Neither agree nor disagree		Strongly agree		N/A	
Answer	**Frequency**	**Percentage**	**Frequency**	**Percentage**	**Frequency**	**Percentage**	**Frequency**	**Percentage**
The board of trustees, advisory group, or friends group that works with my department is diverse	43	5.81%	83	11.22%	36	4.86%	249	33.65%
My department's diversity, equity, inclusion and accessibility strategies are aligned with the diversity, equity, inclusion, and accessibility strategies of our parent institution	13	1.76%	64	8.67%	262	35.50%	95	12.87%
My department prioritizes consulting with donors on biography notes in finding aids	32	4.33%	127	17.19%	70	9.47%	157	21.24%
My department prioritizes negotiating or renegotiating deeds of gifts for transparency or rights clarifications	42	5.68%	147	19.89%	66	8.93%	175	23.68%

Figure 104 - Please read the following statements and indicate the extent to which you agree or disagree with each. Please use the scroll bar at the bottom of this question to see all available answer options. (Q40)
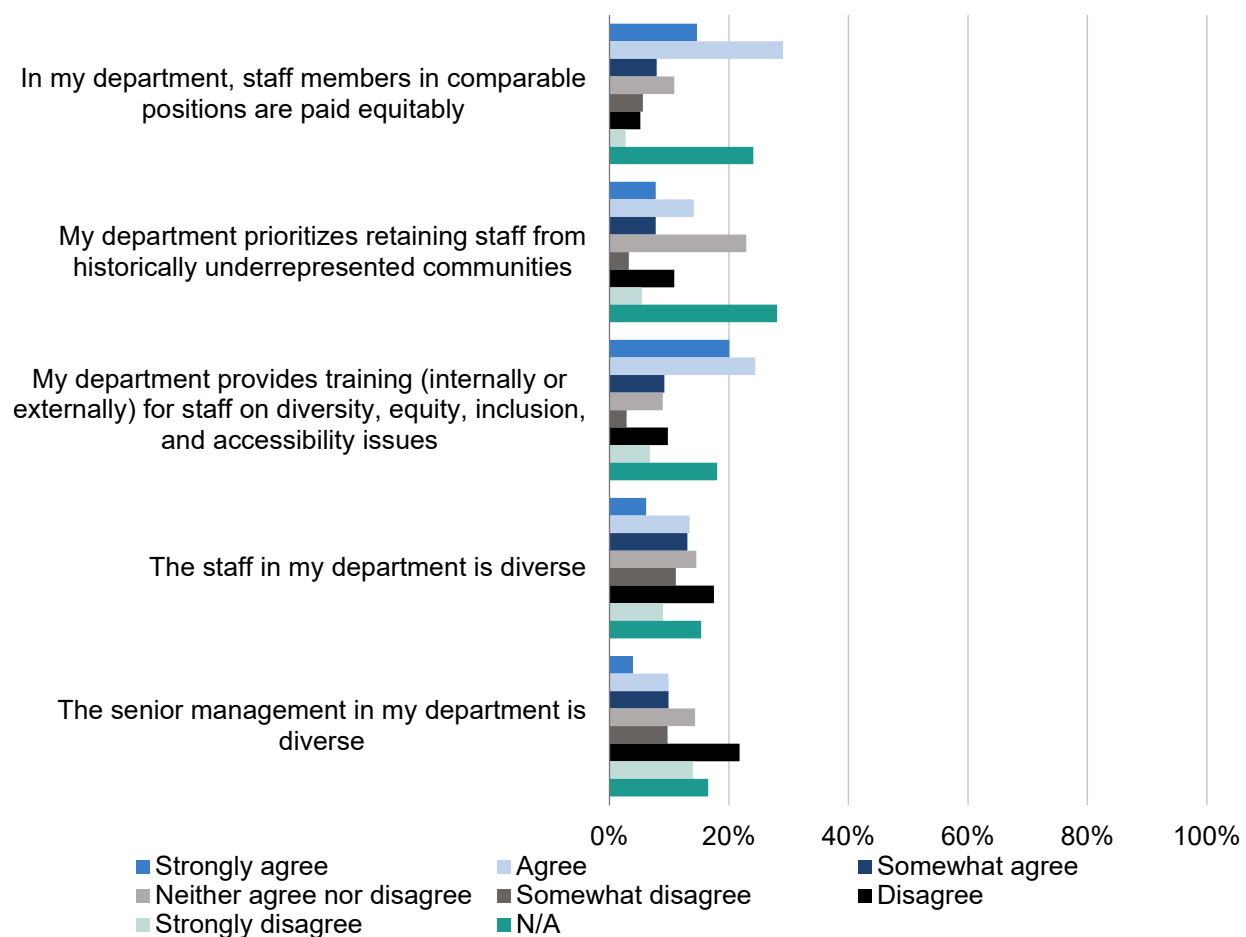

Legend:
- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree
- N/A

Categories:
- The archives in my department are accessible to disabled visitors
- Users who access the archives in my department are diverse
- My department prioritizes providing resources (e.g., findings aids, etc.) in languages other than English
- My department's website or the website of our parent institution meets the Web Content Accessibility Standards

Answer	Strongly disagree		Neither agree nor disagree		Strongly agree		N/A	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
The archives in my department are accessible to disabled visitors	27	3.66%	67	9.09%	139	18.86%	33	4.48%
Users who access the archives in my department are diverse	20	2.70%	131	17.70%	85	11.49%	45	6.08%
My department prioritizes providing resources (e.g., findings aids, etc.) in languages other than English	198	26.76%	63	8.51%	12	1.62%	118	15.95%
My department's website or the website of our parent institution meets the Web Content Accessibility Standards	19	2.58%	203	27.58%	121	16.44%	103	13.99%

Figure 105 - Please read the following statements and indicate the extent to which you agree or disagree with each. Please use the scroll bar at the bottom of this question to see all available answer options. (Q41)
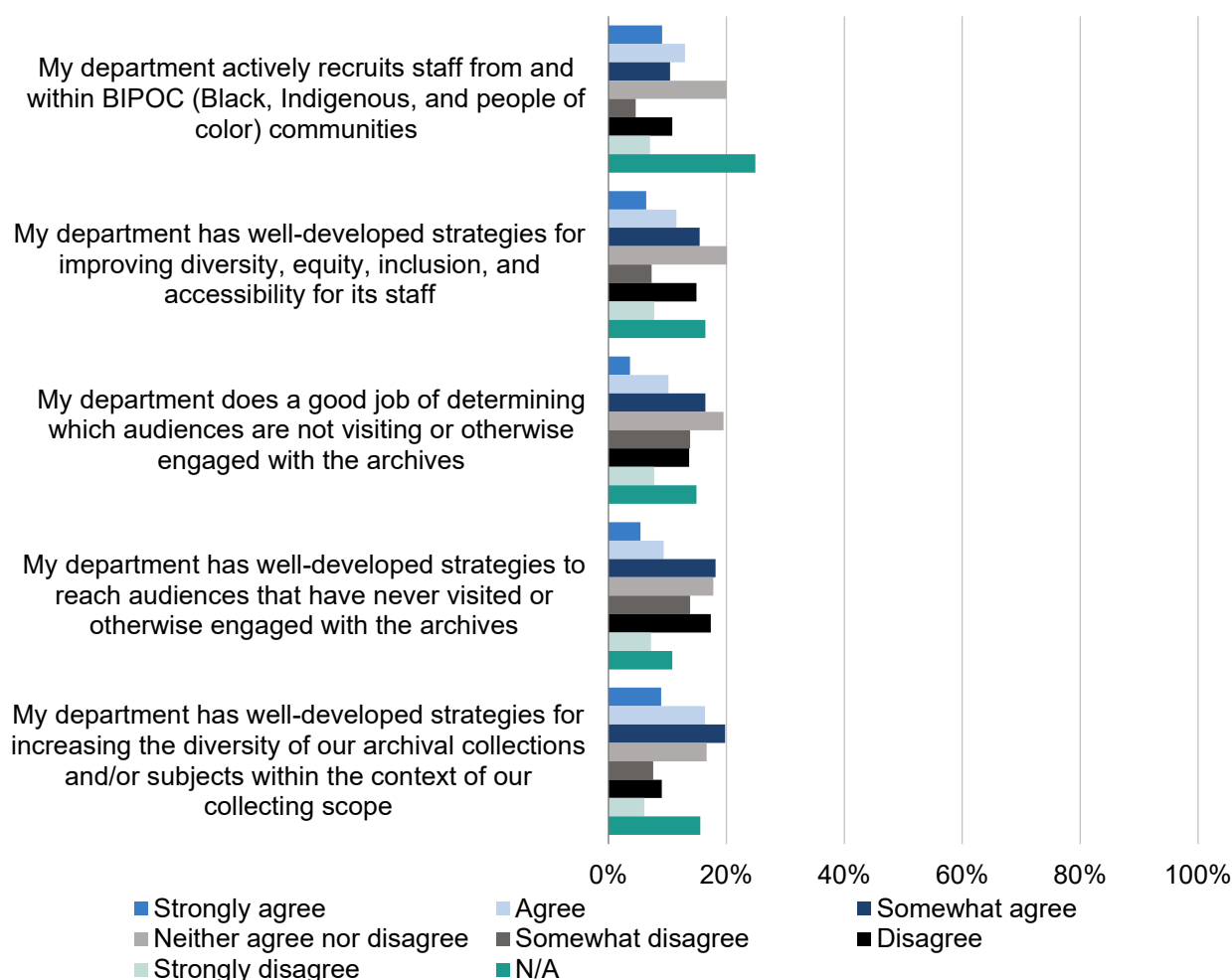

Legend:
- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree
- N/A

Categories:
- In my department, staff members in comparable positions are paid equitably
- My department prioritizes retaining staff from historically underrepresented communities
- My department provides training (internally or externally) for staff on diversity, equity, inclusion, and accessibility issues
- The staff in my department is diverse
- The senior management in my department is diverse

	Strongly disagree		Neither agree nor disagree		Strongly agree		N/A	
Answer	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
In my department, staff members in comparable positions are paid equitably	20	2.72%	80	10.87%	108	14.67%	177	24.05%
My department prioritizes retaining staff from historically underrepresented communities	40	5.42%	169	22.90%	57	7.72%	207	28.05%
My department provides training (internally or externally) for staff on diversity, equity, inclusion, and accessibility issues	50	6.78%	66	8.94%	148	20.05%	133	18.02%
The staff in my department is diverse	66	8.96%	107	14.52%	45	6.11%	113	15.33%
The senior management in my department is diverse	103	13.94%	106	14.34%	29	3.92%	122	16.51%

Figure 106 - Please read the following statements and indicate the extent to which you agree or disagree with each. Please use the scroll bar at the bottom of this question to see all available answer options. (Q42)


My department actively recruits staff from and within BIPOC (Black, Indigenous, and people of color) communities

My department has well-developed strategies for improving diversity, equity, inclusion, and accessibility for its staff

My department does a good job of determining which audiences are not visiting or otherwise engaged with the archives

My department has well-developed strategies to reach audiences that have never visited or otherwise engaged with the archives

My department has well-developed strategies for increasing the diversity of our archival collections and/or subjects within the context of our collecting scope

- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree
- N/A

	Strongly disagree		Neither agree nor disagree		Strongly agree		N/A	
Answer	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
My department actively recruits staff from and within BIPOC (Black, Indigenous, and people of color) communities	52	7.05%	148	20.05%	67	9.08%	184	24.93%
My department has well-developed strategies for improving diversity, equity, inclusion, and accessibility for its staff	57	7.74%	148	20.11%	47	6.39%	121	16.44%
My department does a good job of determining which audiences are not visiting or otherwise engaged with the archives	57	7.73%	144	19.54%	27	3.66%	110	14.93%
My department has well-developed strategies to reach audiences that have never visited or otherwise engaged with the archives	53	7.19%	131	17.77%	40	5.43%	80	10.85%
My department has well-developed strategies for increasing the diversity of our archival collections and/or subjects within the context of our collecting scope	45	6.09%	123	16.64%	66	8.93%	115	15.56%

Figure 107 - In response to the financial impact of the COVID-19 pandemic, did your department experience budget decreases of any size or duration in the following categories? Please select all that apply. (Q43)
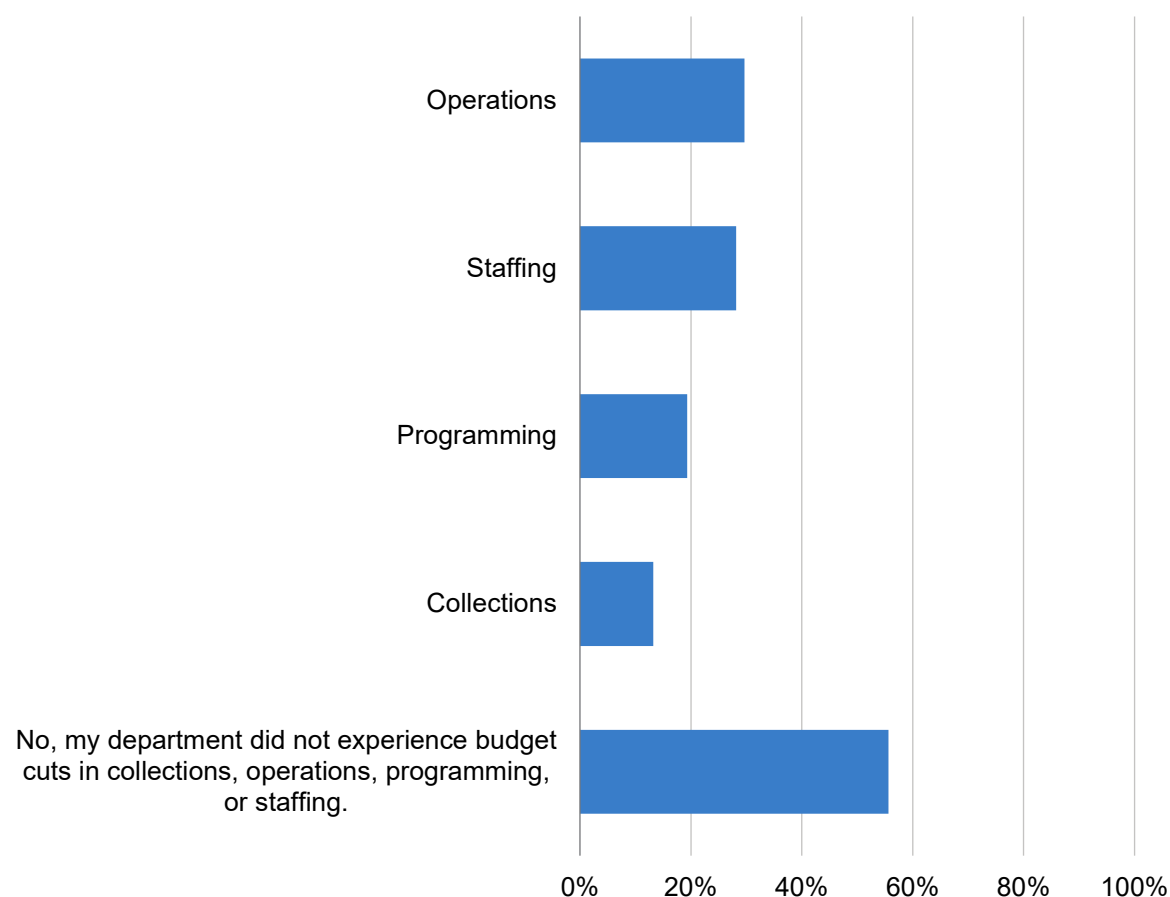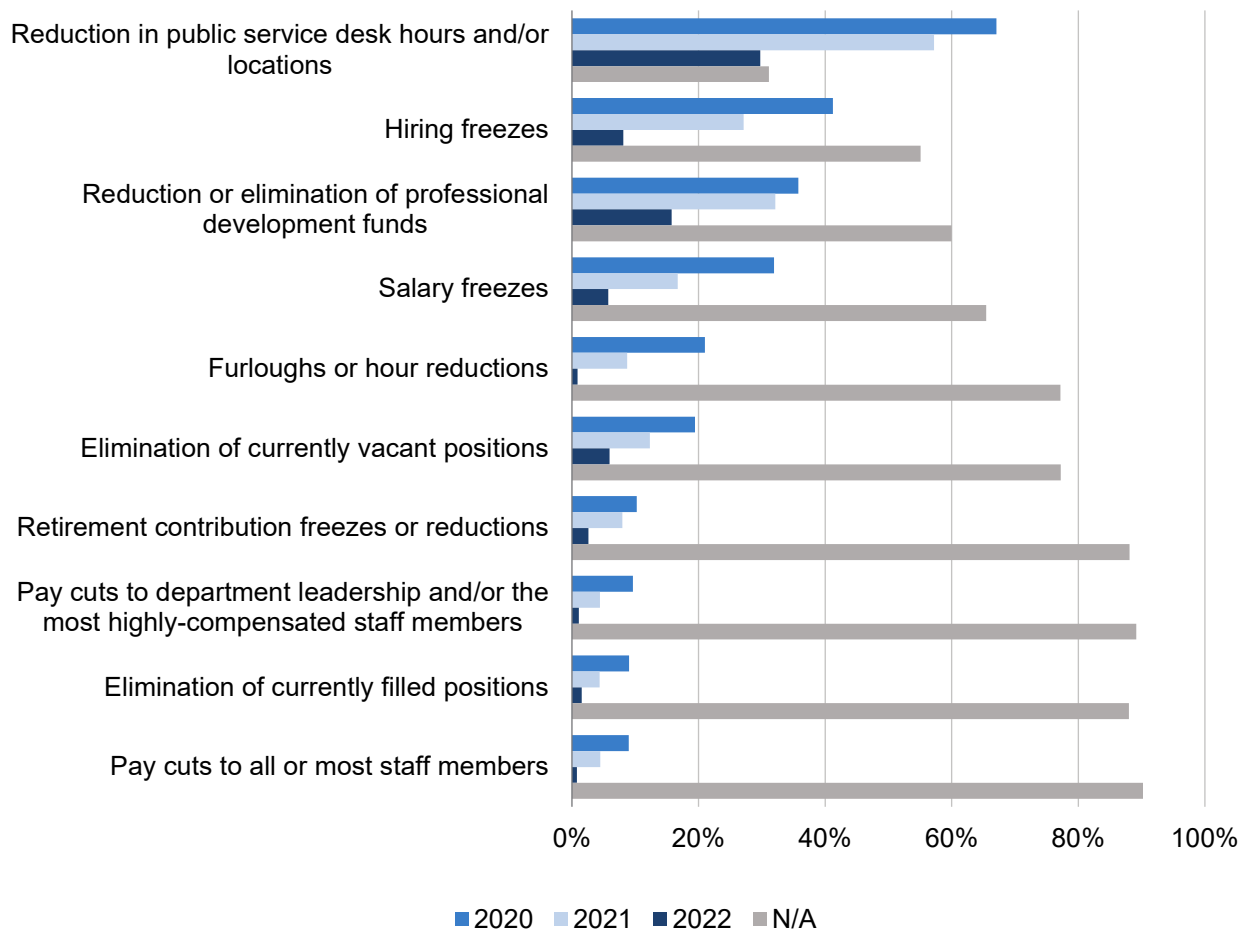

Answer	Frequency	Percentage
Operations	218	29.66%
Staffing	207	28.16%
Programming	142	19.32%
Collections	97	13.20%
No, my department did not experience budget cuts in collections, operations, programming, or staffing.	409	55.65%

Figure 108 - You indicated that, due to the financial impact of the COVID-19 pandemic, your department experienced a budget decrease in the category(ies) below. As of today, to what extent has the budget(s) recovered to its pre-pandemic amount? (Q44)
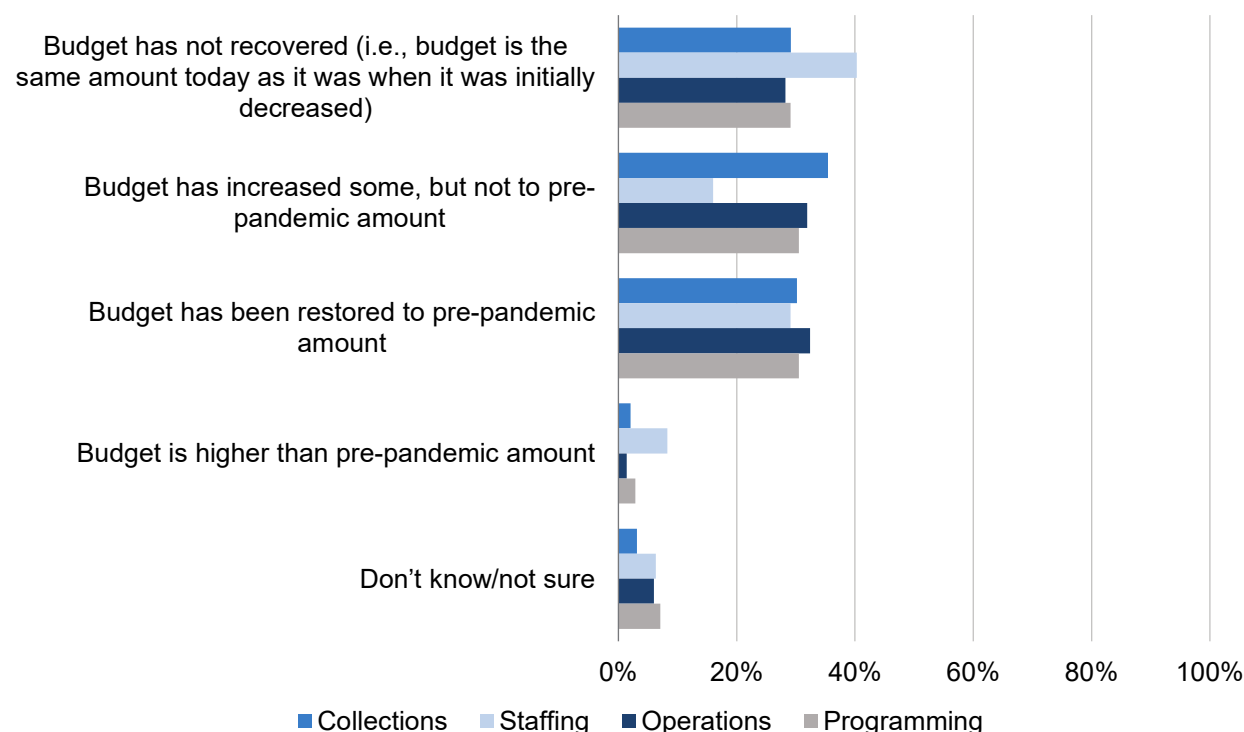

	Budget has not recovered (i.e., budget is the same amount today as it was when it was initially decreased)		Budget has increased some, but not to pre-pandemic amount		Budget has been restored to pre-pandemic amount		Budget is higher than pre-pandemic amount		Don't know/not sure	
Answer	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Collections	28	29.17%	34	35.42%	29	30.21%	2	2.08%	3	3.13%
Staffing	83	40.29%	33	16.02%	60	29.13%	17	8.25%	13	6.31%
Operations	61	28.24%	69	31.94%	70	32.41%	3	1.39%	13	6.02%
Programming	41	29.08%	43	30.50%	43	30.50%	4	2.84%	10	7.09%

Figure 109 - In response to the financial impact of the COVID-19 pandemic, which of the following changes were in effect with regards to your department's staffing and benefits in the years below. Please select all that apply. (Q45)

Legend: ■ 2020 ■ 2021 ■ 2022 ■ N/A

Answer	2020		2021		2022		N/A	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Reduction in public service desk hours and/or locations	478	67.04%	408	57.22%	212	29.73%	222	31.14%
Hiring freezes	280	41.24%	184	27.10%	55	8.10%	374	55.08%
Reduction or elimination of professional development funds	245	35.77%	220	32.12%	108	15.77%	411	60.00%
Salary freezes	216	31.91%	113	16.69%	39	5.76%	443	65.44%
Furloughs or hour reductions	140	21.02%	58	8.71%	6	0.90%	514	77.18%
Elimination of currently vacant positions	128	19.42%	81	12.29%	39	5.92%	509	77.24%
Retirement contribution freezes or reductions	67	10.23%	52	7.94%	17	2.60%	577	88.09%
Pay cuts to department leadership and/or the most highly-compensated staff members	63	9.62%	29	4.43%	7	1.07%	584	89.16%
Elimination of currently filled positions	58	9.02%	28	4.35%	10	1.56%	566	88.02%
Pay cuts to all or most staff members	58	8.99%	29	4.50%	5	0.78%	582	90.23%

Figure 110 - What changes to staff positions in each of the following areas were made, in response to the financial impact of COVID-19? (Q46)
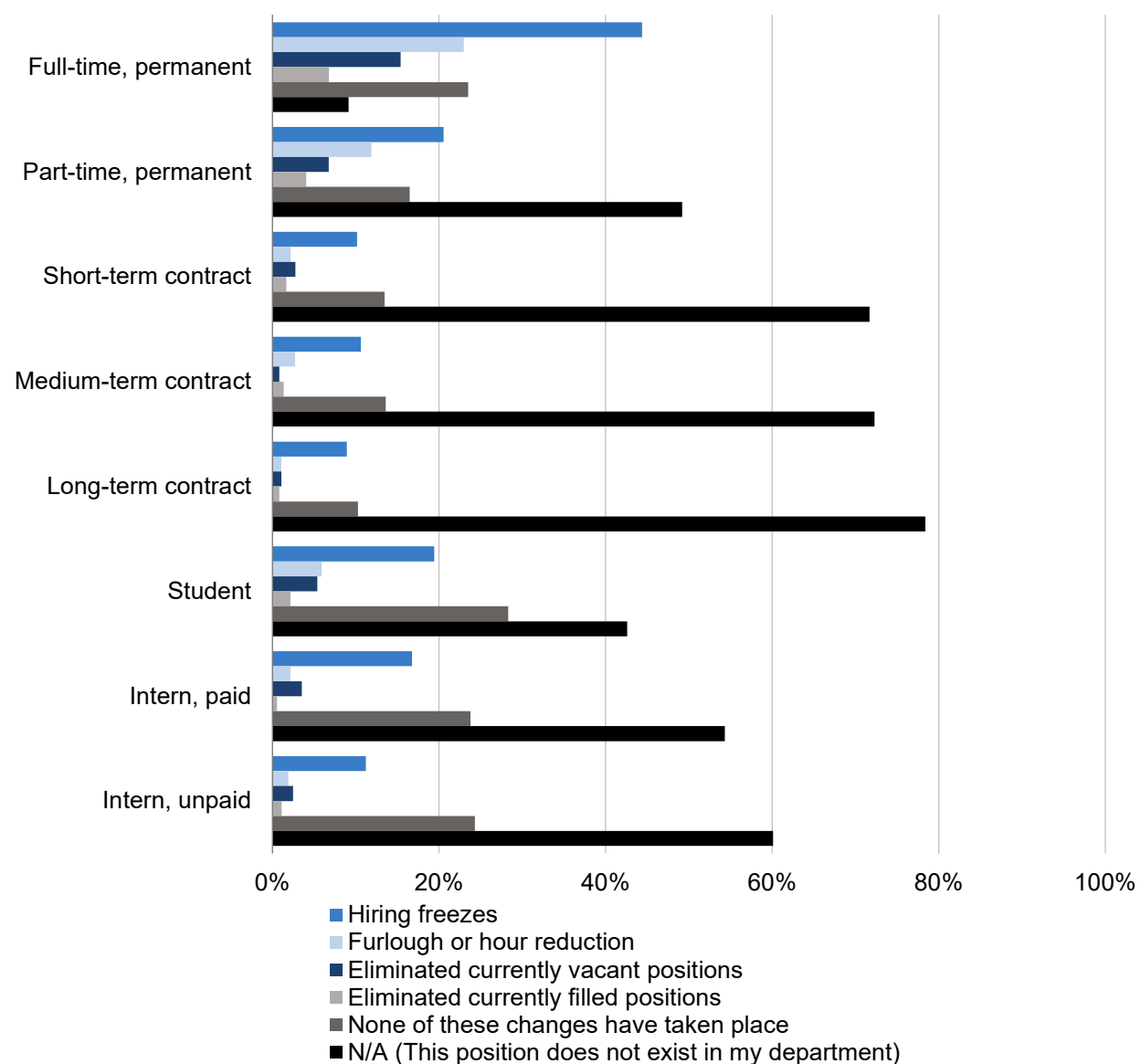

Legend:
- Hiring freezes
- Furlough or hour reduction
- Eliminated currently vacant positions
- Eliminated currently filled positions
- None of these changes have taken place
- N/A (This position does not exist in my department)

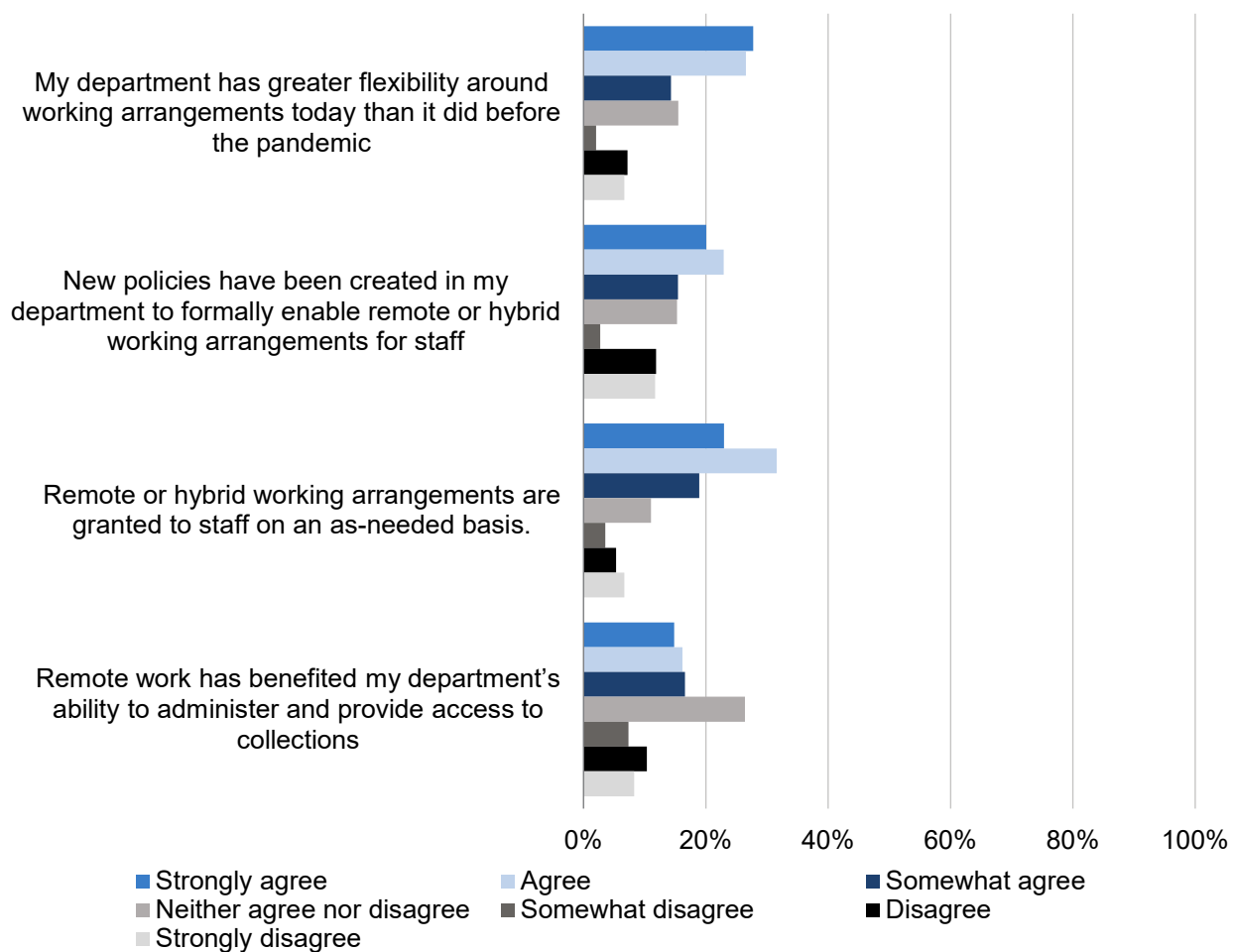|	Hiring freezes		Furlough or hour reduction		Eliminated currently vacant positions	
Answer	**Frequency**	**Percentage**	**Frequency**	**Percentage**	**Frequency**	**Percentage**
Full-time, permanent (i.e., no set end date)	170	44.39%	88	22.98%	59	15.40%
Part-time, permanent (i.e., no set end date)	76	20.54%	44	11.89%	25	6.76%
Short-term contract (i.e., less than 1 year)	37	10.16%	8	2.20%	10	2.75%
Medium-term contract (i.e., 1-3 years)	39	10.60%	10	2.72%	3	0.82%
Long-term contract (i.e., more than 3 years)	33	8.92%	4	1.08%	4	1.08%
Student	72	19.41%	22	5.93%	20	5.39%
Intern, paid	62	16.76%	8	2.16%	13	3.51%
Intern, unpaid	41	11.20%	7	1.91%	9	2.46%

Q46 Table Continued

	Eliminated currently filled positions		None of these changes have taken place		N/A (This position doesn't exist in my department)	
Answer	**Frequency**	**Percentage**	**Frequency**	**Percentage**	**Frequency**	**Percentage**
Full-time, permanent (i.e., no set end date)	26	6.79%	90	23.50%	35	9.14%
Part-time, permanent (i.e., no set end date)	15	4.05%	61	16.49%	182	49.19%
Short-term contract (i.e., less than 1 year)	6	1.65%	49	13.46%	261	71.70%
Medium-term contract (i.e., 1-3 years)	5	1.36%	50	13.59%	266	72.28%
Long-term contract (i.e., more than 3 years)	3	0.81%	38	10.27%	290	78.38%
Student	8	2.16%	105	28.30%	158	42.59%
Intern, paid	2	0.54%	88	23.78%	201	54.32%
Intern, unpaid	4	1.09%	89	24.32%	220	60.11%

Figure 111 - You indicated that filled positions were eliminated in your department due to the financial impact of the COVID-19 pandemic. What percentage of filled positions were eliminated in your department in the following years, regardless of position type? (Q47)
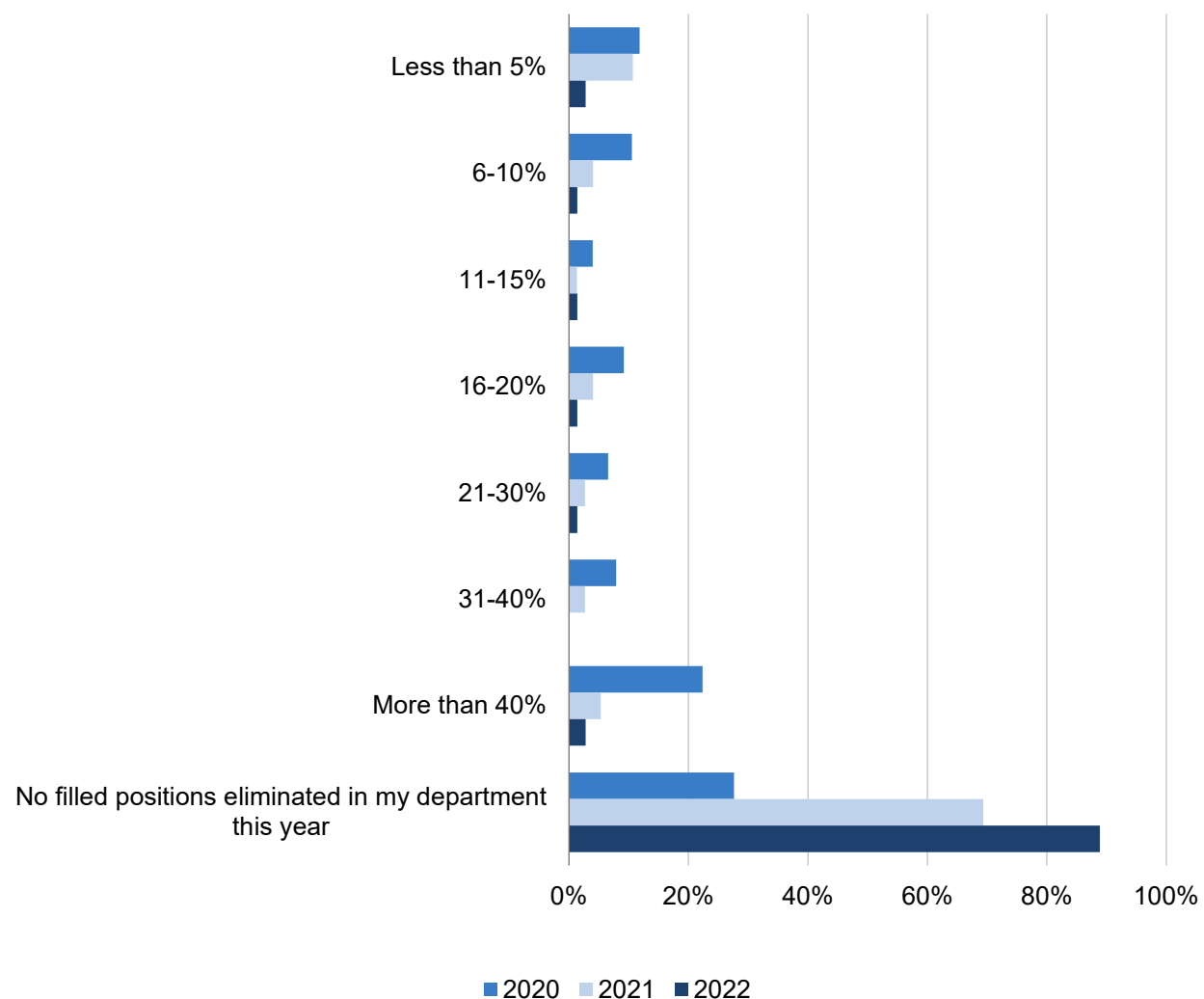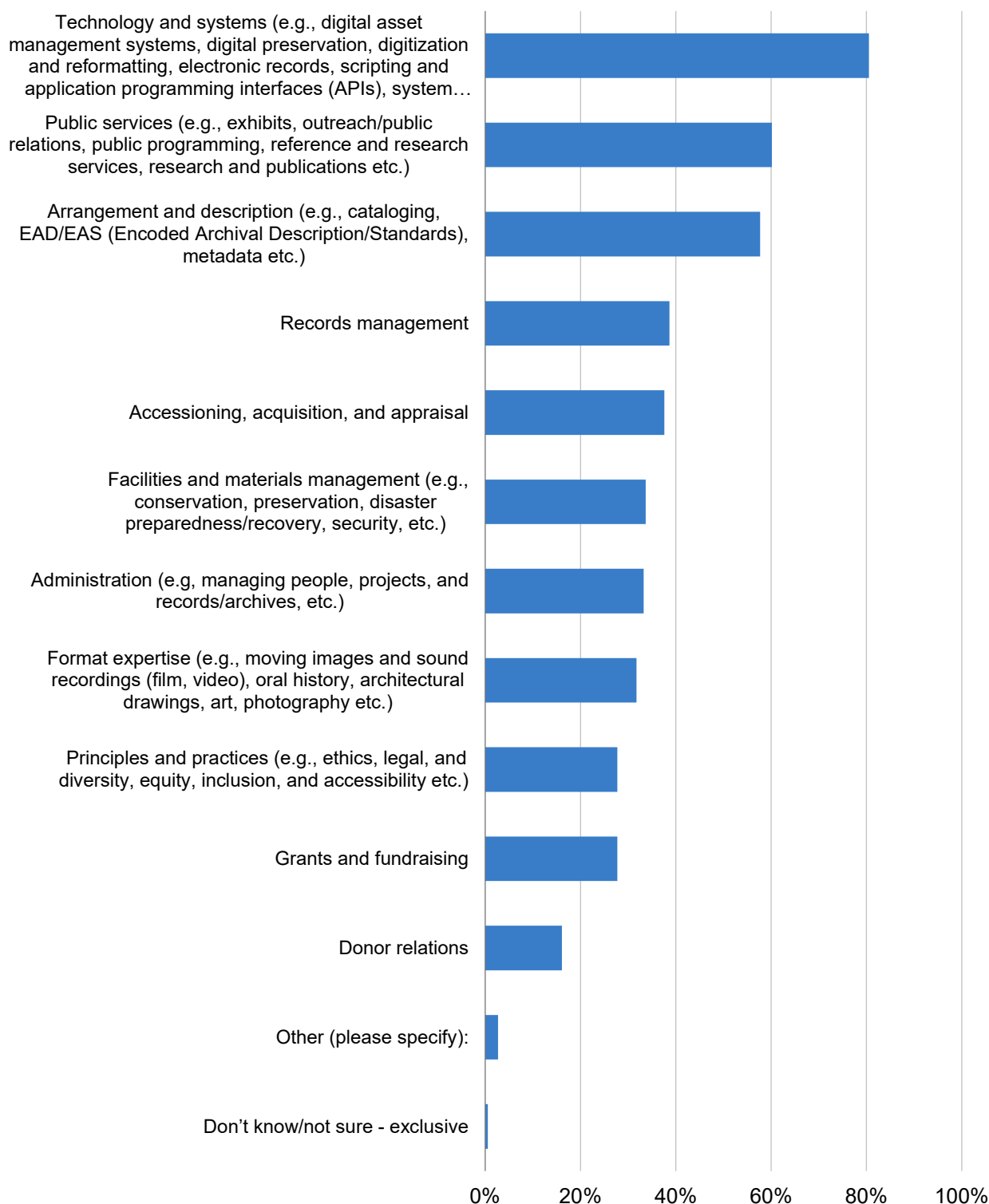
	2020		2021		2022	
Answer	**Frequency**	**Percentage**	**Frequency**	**Percentage**	**Frequency**	**Percentage**
Less than 5%	9	11.84%	8	10.67%	2	2.78%
6-10%	8	10.53%	3	4.00%	1	1.39%
11-15%	3	3.95%	1	1.33%	1	1.39%
16-20%	7	9.21%	3	4.00%	1	1.39%
21-30%	5	6.58%	2	2.67%	1	1.39%
31-40%	6	7.89%	2	2.67%	0	0.00%
More than 40%	17	22.37%	4	5.33%	2	2.78%
No filled positions eliminated in my department this year	21	27.63%	52	69.33%	64	88.89%

# Figure 112 - Please read the following statements and indicate the extent to which you agree or disagree. (Q48)

Strongly agree • Agree • Somewhat agree • Neither agree nor disagree • Somewhat disagree • Disagree • Strongly disagree

	Strongly disagree		Neither agree nor disagree		Strongly agree	
Answer	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
My department has greater flexibility around working arrangements today than it did before the pandemic	49	6.67%	114	15.51%	204	27.76%
New policies have been created in my department to formally enable remote or hybrid working arrangements for staff	86	11.73%	112	15.28%	147	20.05%
Remote or hybrid working arrangements are granted to staff on an as-needed basis.	49	6.67%	81	11.02%	169	22.99%
Remote work has benefited my department's ability to administer and provide access to collections	61	8.30%	194	26.39%	109	14.83%

Figure 113 - In the next 5 years, which of the following skills will be most important for the staff in your department to have? Please select up to five options. (Q49)
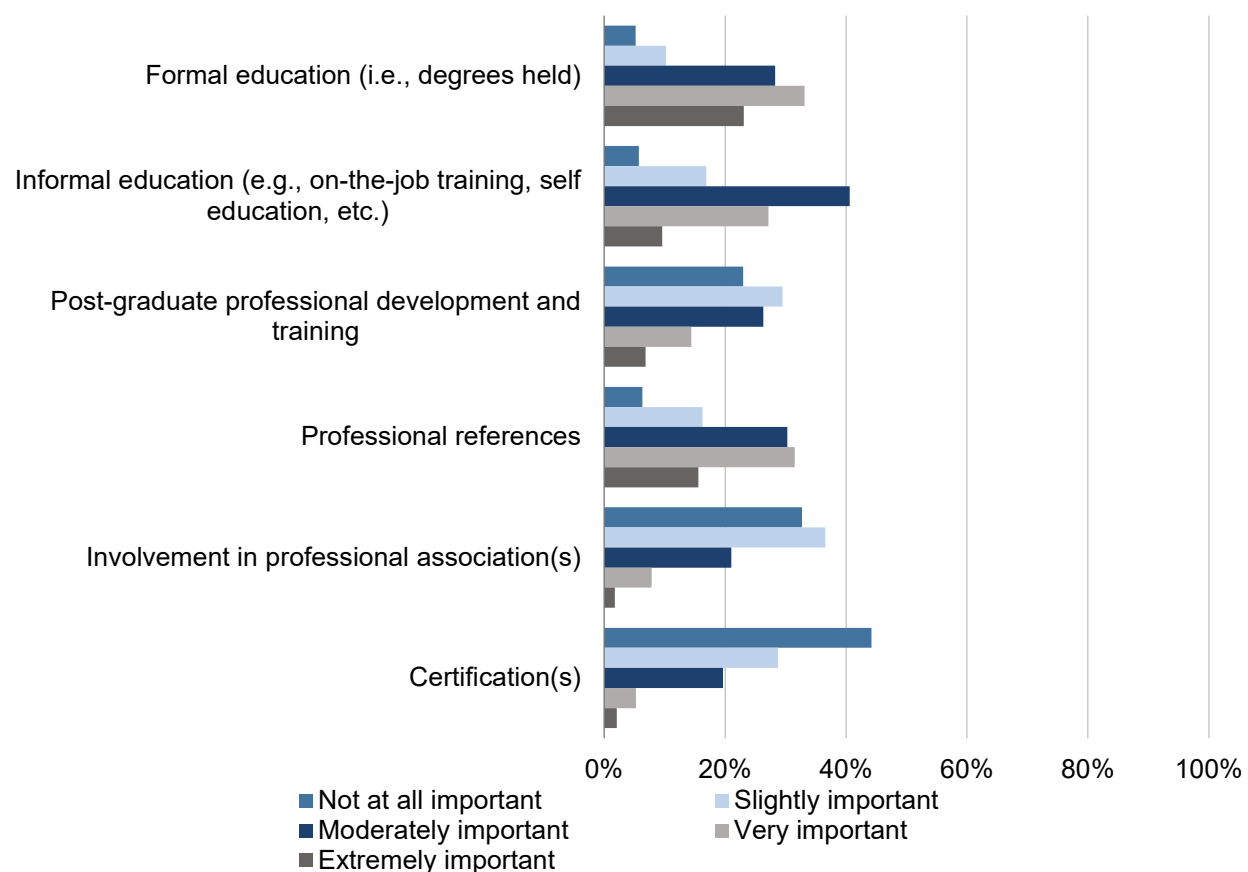
Answer	Frequency	Percentage
Technology and systems (e.g., digital asset management systems, digital preservation, digitization and reformatting, electronic records, scripting and application programming interfaces (APIs), system migration, web archiving, etc.)	596	80.54%
Public services (e.g., exhibits, outreach/public relations, public programming, reference and research services, research and publications etc.)	445	60.14%
Arrangement and description (e.g., cataloging, EAD/EAS (Encoded Archival Description/Standards), metadata etc.)	427	57.70%
Records management	286	38.65%
Accessioning, acquisition, and appraisal	278	37.57%
Facilities and materials management (e.g., conservation, preservation, disaster preparedness/recovery, security, etc.)	249	33.65%
Administration (e.g, managing people, projects, and records/archives, etc.)	246	33.24%
Format expertise (e.g., moving images and sound recordings (film, video), oral history, architectural drawings, art, photography etc.)	235	31.76%
Principles and practices (e.g., ethics, legal, and diversity, equity, inclusion, and accessibility etc.)	205	27.70%
Grants and fundraising	205	27.70%
Donor relations	119	16.08%
Other (please specify):	20	2.70%
Don't know/not sure - exclusive	4	0.54%

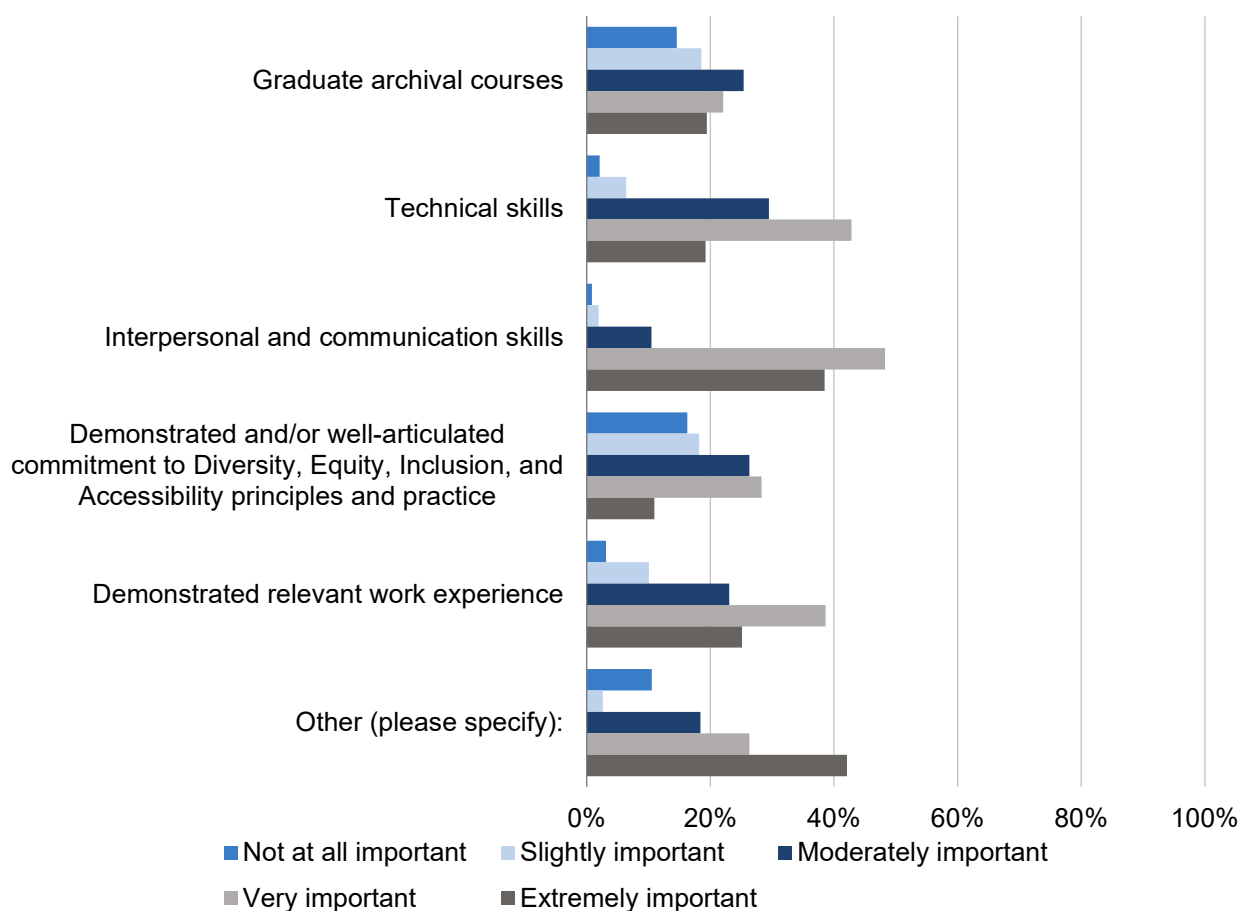**Figure 114 - To what extent are staff in your department resistant to the following items? (Q50)**
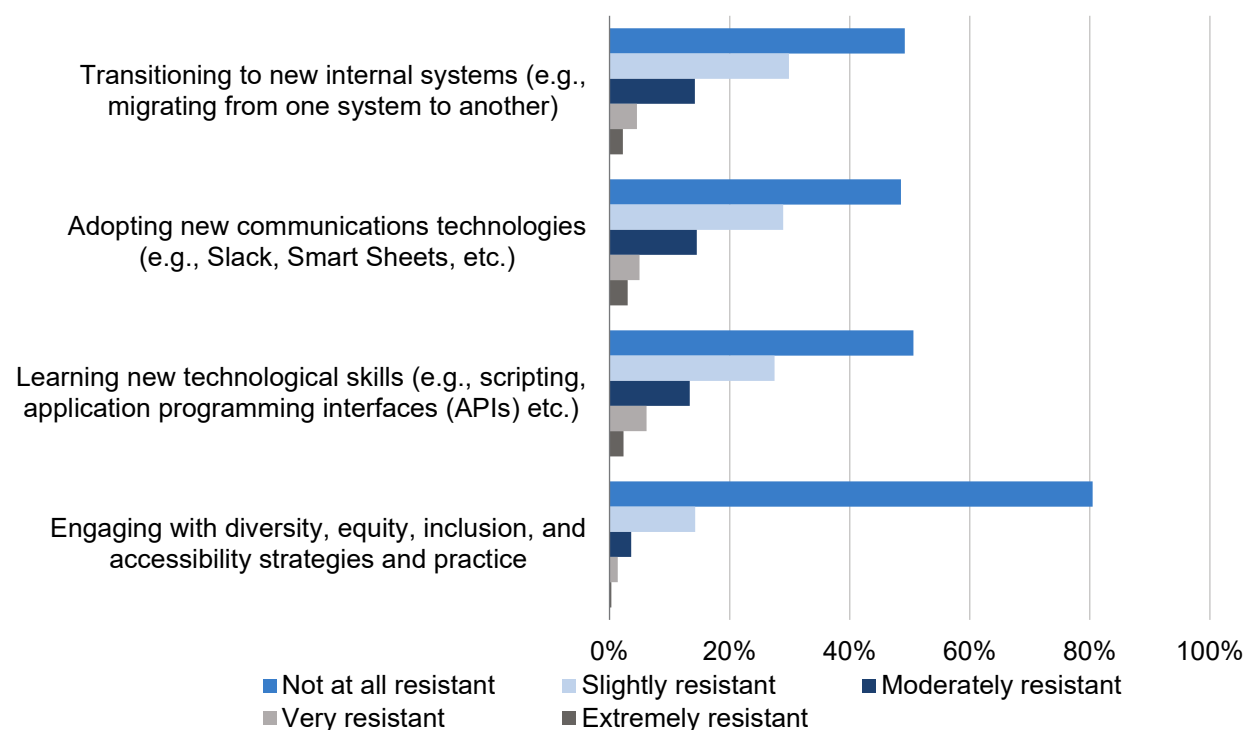
	Not at all resistant		Moderately resistant		Extremely resistant	
Answer	**Frequency**	**Percentage**	**Frequency**	**Percentage**	**Frequency**	**Percentage**
Transitioning to new internal systems (e.g., migrating from one system to another)	357	49.17%	103	14.19%	16	2.20%
Adopting new communications technologies (e.g., Slack, Smart Sheets, etc.)	351	48.55%	105	14.52%	22	3.04%
Learning new technological skills (e.g., scripting, application programming interfaces (APIs), etc.)	368	50.62%	97	13.34%	17	2.34%
Engaging with diversity, equity, inclusion, and accessibility strategies and practice	581	80.47%	26	3.60%	2	0.28%

Figure 115 - When hiring for an entry-level position, how important is it that candidates have the following qualifications? If your department does not hire for entry-level positions, you may leave the question blank. (Q51)
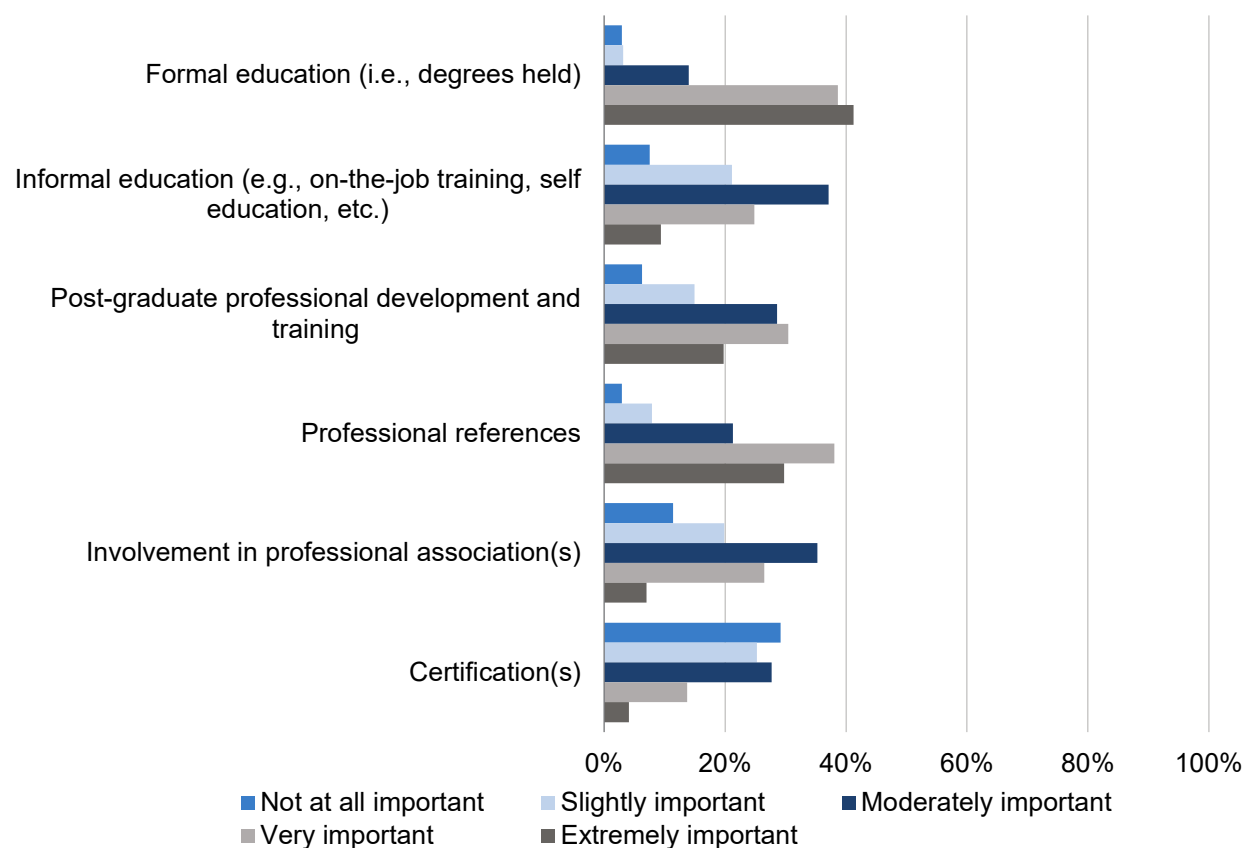

	Not at all important		Moderately important		Extremely important	
Answer	**Frequency**	**Percentage**	**Frequency**	**Percentage**	**Frequency**	**Percentage**
Formal education (i.e., degrees held)	30	5.21%	163	28.30%	133	23.09%
Informal education (e.g., on-the-job training, self education, etc.)	33	5.75%	233	40.59%	55	9.58%
Post-graduate professional development and training	131	22.98%	150	26.32%	39	6.84%
Professional references	36	6.30%	173	30.30%	89	15.59%
Involvement in professional association(s)	187	32.75%	120	21.02%	10	1.75%
Certification(s)	252	44.21%	112	19.65%	12	2.11%

Figure 116 - Q51 Continued

	Not at all important		Moderately important		Extremely important	
Answer	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Graduate archival courses	83	14.54%	145	25.39%	111	19.44%
Technical skills	12	2.08%	170	29.46%	111	19.24%
Interpersonal and communication skills	5	0.87%	60	10.45%	221	38.50%
Demonstrated and/or well-articulated commitment to Diversity, Equity, Inclusion, and Accessibility principles and practice	92	16.25%	149	26.33%	62	10.95%
Demonstrated relevant work experience	18	3.12%	133	23.05%	145	25.13%
Other (please specify):	4	10.53%	7	18.42%	16	42.11%

Figure 117 - When hiring for a mid-level or senior position, how important is it that candidates have the following qualifications? If your department does not hire for mid-level or senior positions, you may leave the question blank. (Q52)


	Not at all important		Moderately important		Extremely important	
Answer	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Formal education (i.e., degrees held)	16	2.95%	76	14.00%	224	41.25%
Informal education (e.g., self education, volunteer experience etc.)	41	7.54%	202	37.13%	51	9.38%
Post-graduate professional development and training	34	6.27%	155	28.60%	107	19.74%
Professional references	16	2.94%	116	21.32%	162	29.78%
Involvement in professional association(s)	62	11.40%	192	35.29%	38	6.99%
Certification(s)	157	29.18%	149	27.70%	22	4.09%

Figure 118 - Q52 Continued

	Not at all important		Moderately important		Extremely important	
Answer	**Frequency**	**Percentage**	**Frequency**	**Percentage**	**Frequency**	**Percentage**
Graduate archival courses	39	7.21%	118	21.81%	152	28.10%
Technical skills	7	1.29%	96	17.68%	152	27.99%
Interpersonal and communication skills	5	0.92%	32	5.87%	326	59.82%
Demonstrated and/or well-articulated commitment to Diversity, Equity, Inclusion, and Accessibility principles and practice	59	10.89%	119	21.96%	136	25.09%
Demonstrated relevant work experience	6	1.10%	34	6.26%	321	59.12%
Other (please specify):	7	20.59%	2	5.88%	13	38.24%

Figure 119 - What are the most significant challenges facing your department? Please select up to five options. (Q53)
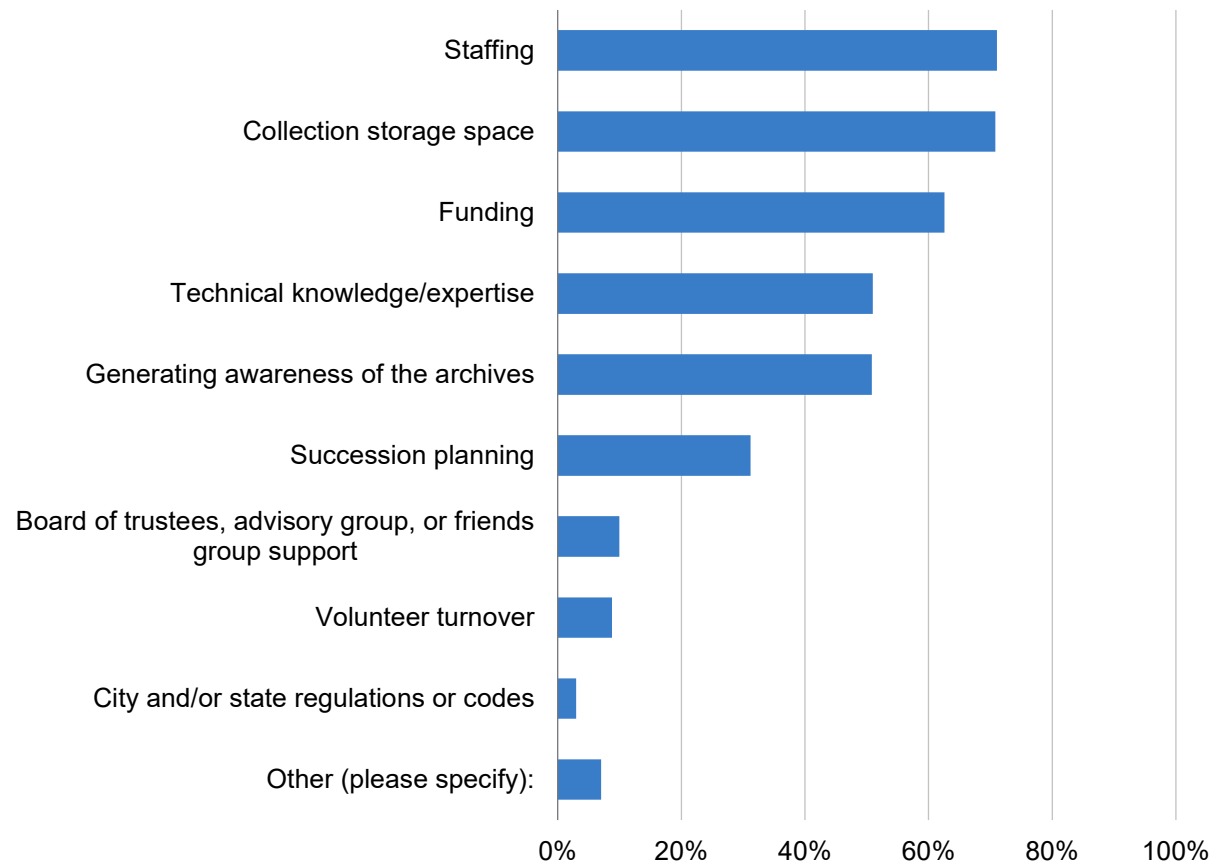
Answer	Frequency	Percentage
Staffing	526	71.08%
Collection storage space	524	70.81%
Funding	463	62.57%
Technical knowledge/expertise	377	50.95%
Generating awareness of the archives	376	50.81%
Succession planning	231	31.22%
Board of trustees, advisory group, or friends group support	74	10.00%
Volunteer turnover	65	8.78%
City and/or state regulations or codes	22	2.97%
Other (please specify):	52	7.03%

Figure 120 - Please read the following statements and indicate the extent to which you agree or disagree. (Q54)
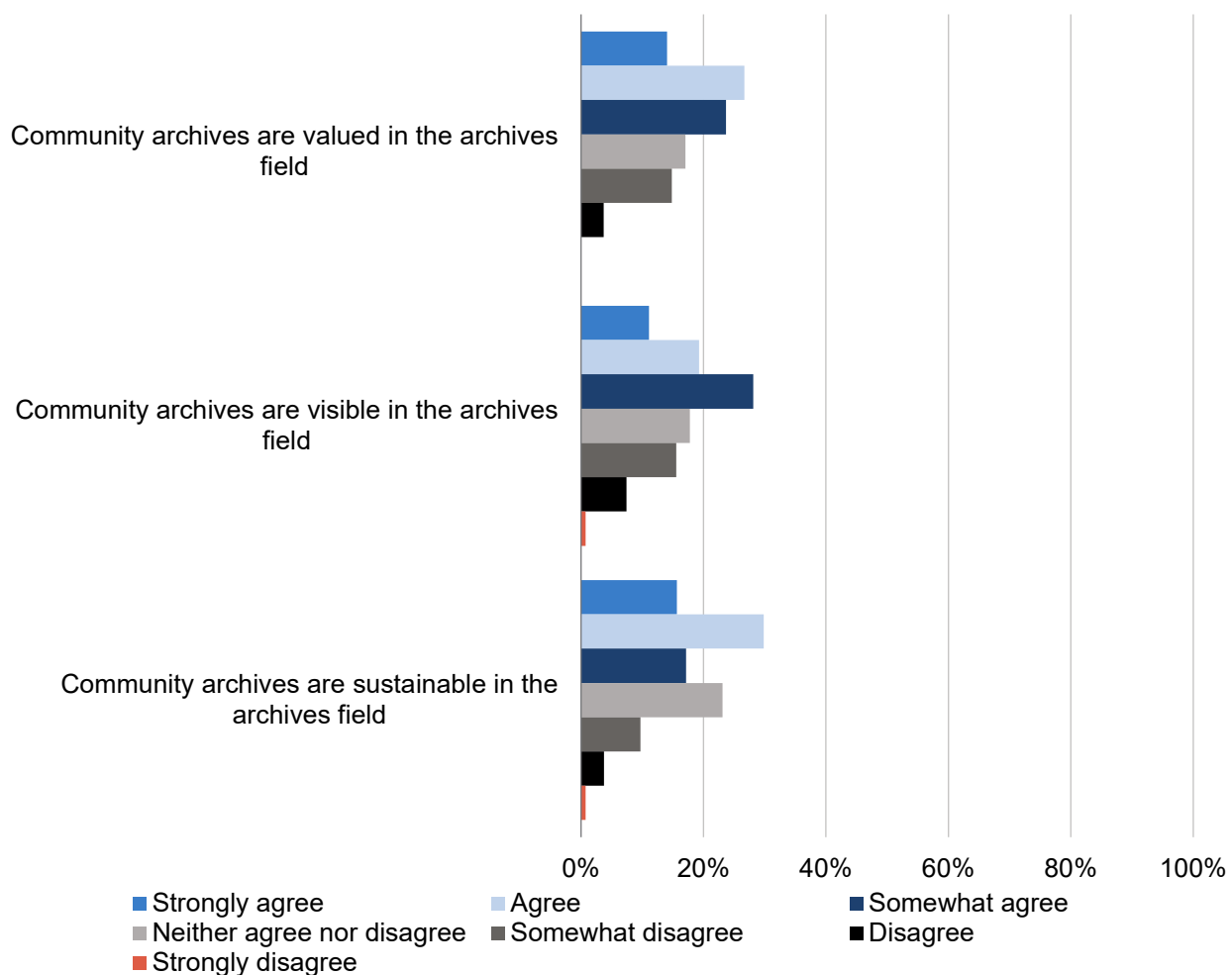
	Strongly disagree		Neither agree nor disagree		Strongly agree	
Answer	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Community archives are valued in the archives field	0	0.00%	23	17.04%	19	14.07%
Community archives are visible in the archives field	1	0.74%	24	17.78%	15	11.11%
Community archives are sustainable in the archives field	1	0.75%	31	23.13%	21	15.67%

Figure 121 - In what year was your department established? If your department has multiple repositories founded in different years, please enter the year the earliest repository was established. If you do not know the year your department was established, leave the box below blank. (Q56)

Answer	Min Answer	Max Answer	Median Answer	Count
Year	1822	2021	1977	613

Figure 122 - For how many years have you been a senior administrator in your department? (Q58)
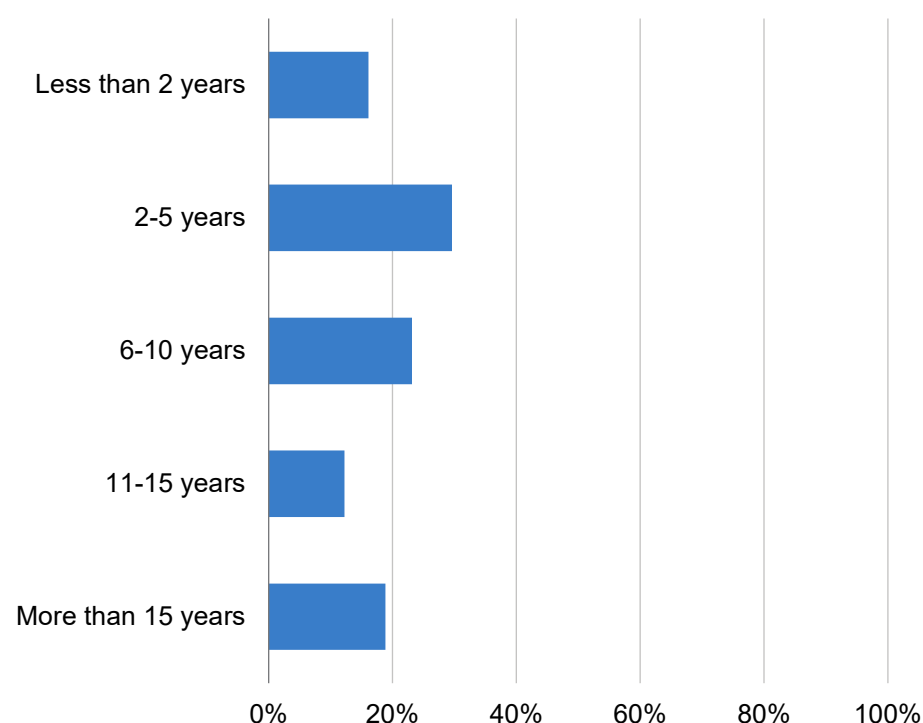
Answer	Frequency	Percentage
Less than 2 years	117	16.12%
2-5 years	215	29.61%
6-10 years	168	23.14%
11-15 years	89	12.26%
More than 15 years	137	18.87%

Figure 123 - How many total years of experience do you have working in the archives field or working with archival material? (Q59)
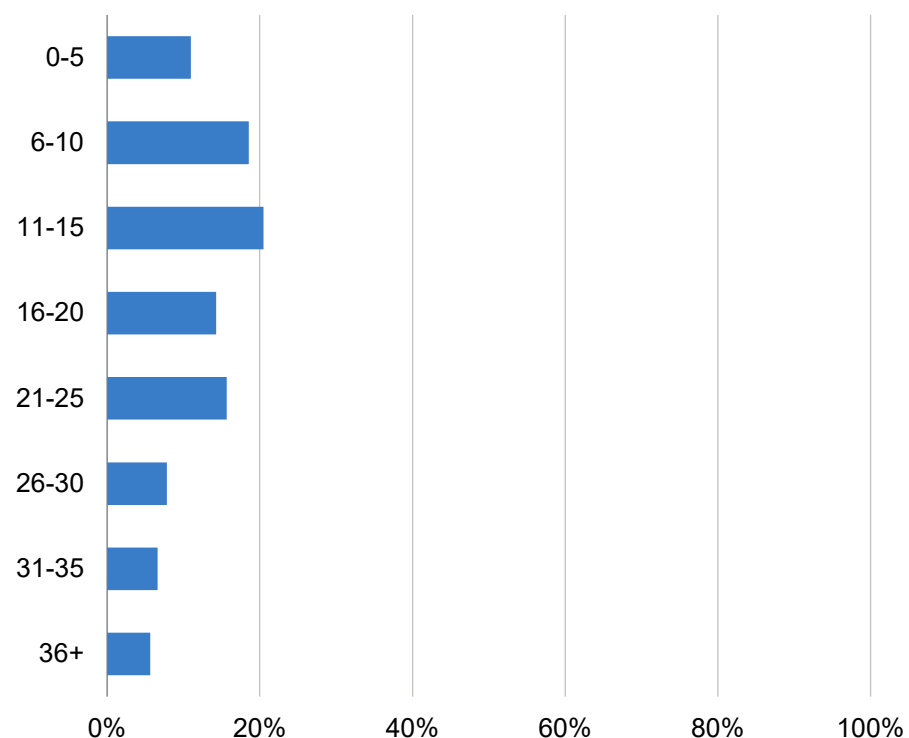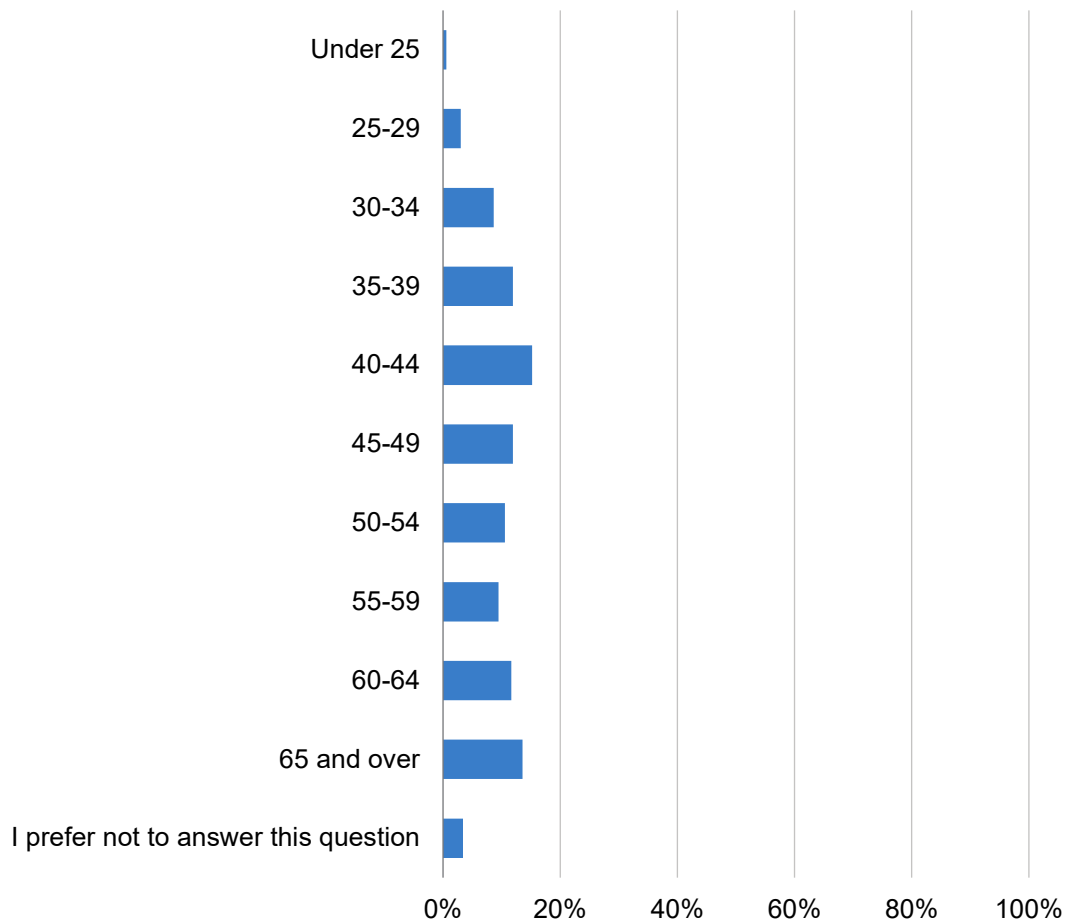

Answer	Frequency	Percentage
0-5	80	10.99%
6-10	135	18.54%
11-15	149	20.47%
16-20	104	14.29%
21-25	114	15.66%
26-30	57	7.83%
31-35	48	6.59%
36+	41	5.63%

**Figure 124 - Please indicate ALL of the degrees you hold. Please select all that apply. (Q60)**
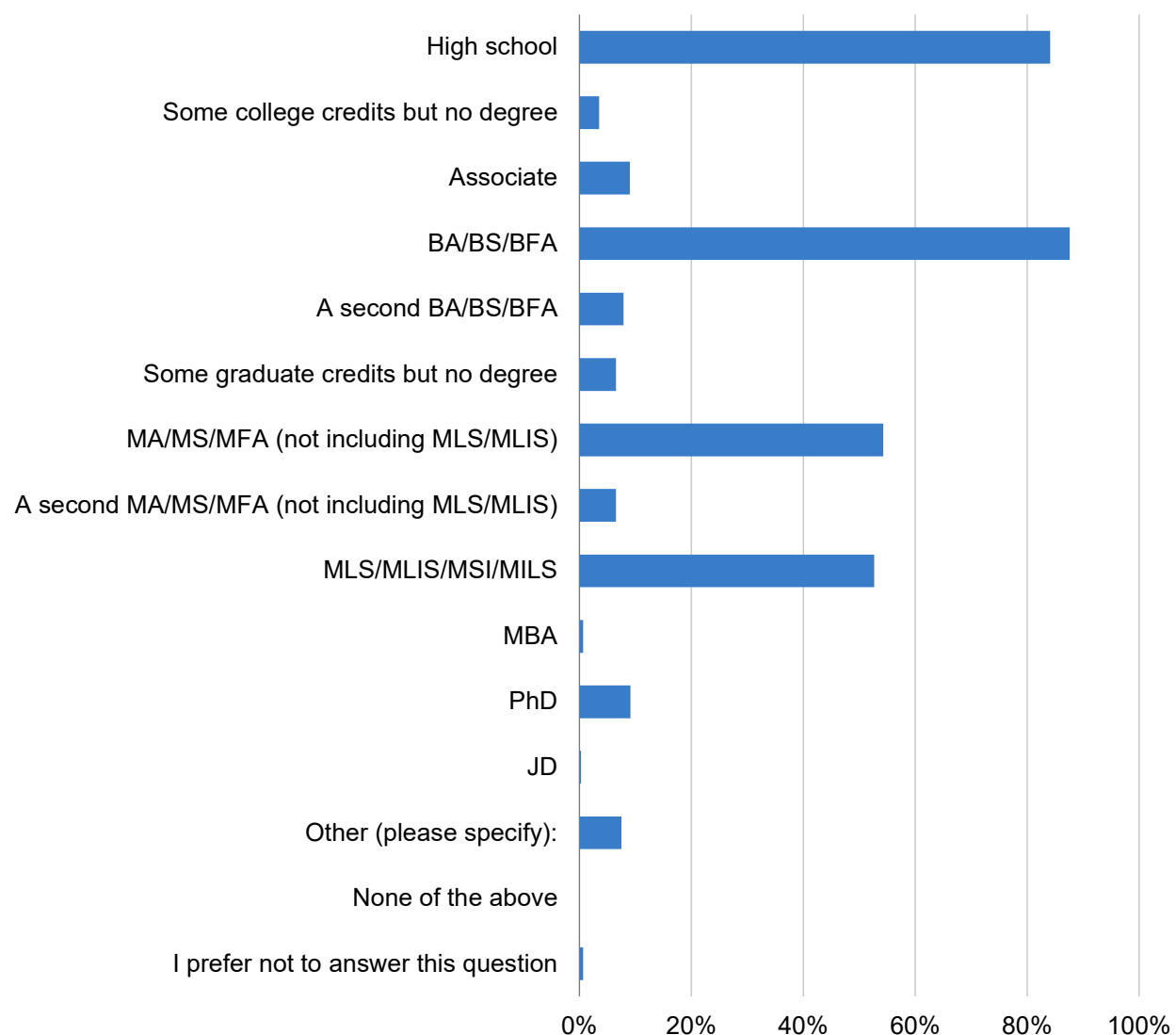
Answer	Frequency	Percentage
High school	618	84.08%
Some college credits but no degree	26	3.54%
Associate	66	8.98%
BA/BS/BFA	644	87.62%
A second BA/BS/BFA	58	7.89%
Some graduate credits but no degree	48	6.53%
MA/MS/MFA (not including MLS/MLIS)	399	54.29%
A second MA/MS/MFA (not including MLS/MLIS)	48	6.53%
MLS/MLIS/MSI/MILS	387	52.65%
MBA	5	0.68%
PhD	67	9.12%
JD	2	0.27%
Other (please specify):	55	7.48%
None of the above	0	0.00%
I prefer not to answer this question	5	0.68%

Figure 125 - What is your age? (Q61)

Answer	Frequency	Percentage
Under 25	4	0.55%
25-29	22	3.02%
30-34	63	8.64%
35-39	87	11.93%
40-44	111	15.23%
45-49	87	11.93%
50-54	77	10.56%
55-59	69	9.47%
60-64	85	11.66%
65 and over	99	13.58%
I prefer not to answer this question	25	3.43%

**Figure 126 - Please indicate your gender(s). Select all that apply. (Q62)**
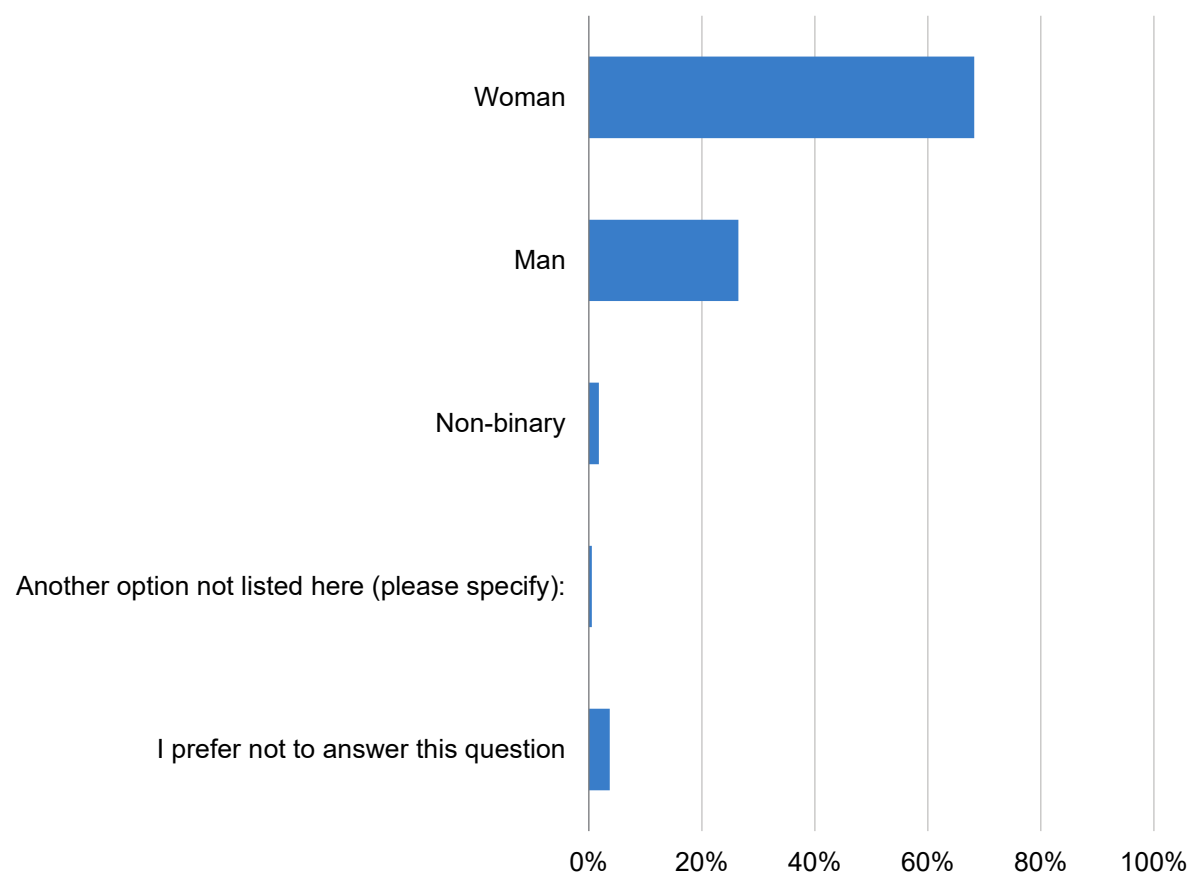
Answer	Frequency	Percentage
Woman	498	68.22%
Man	193	26.44%
Non-binary	13	1.78%
Another option not listed here (please specify):	4	0.55%
I prefer not to answer this question	27	3.70%

Figure 127 - Please indicate your race-ethnicity(ies). Select all that apply. (Q63)
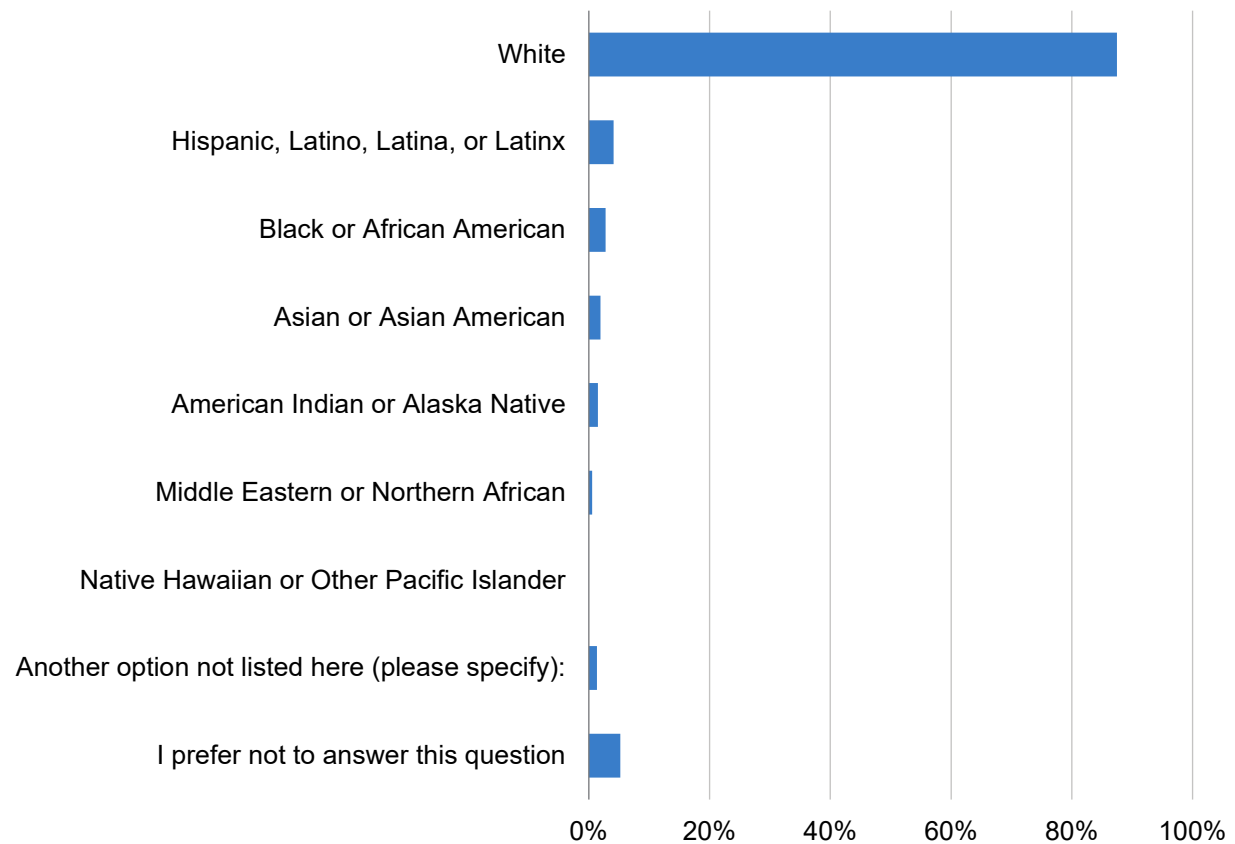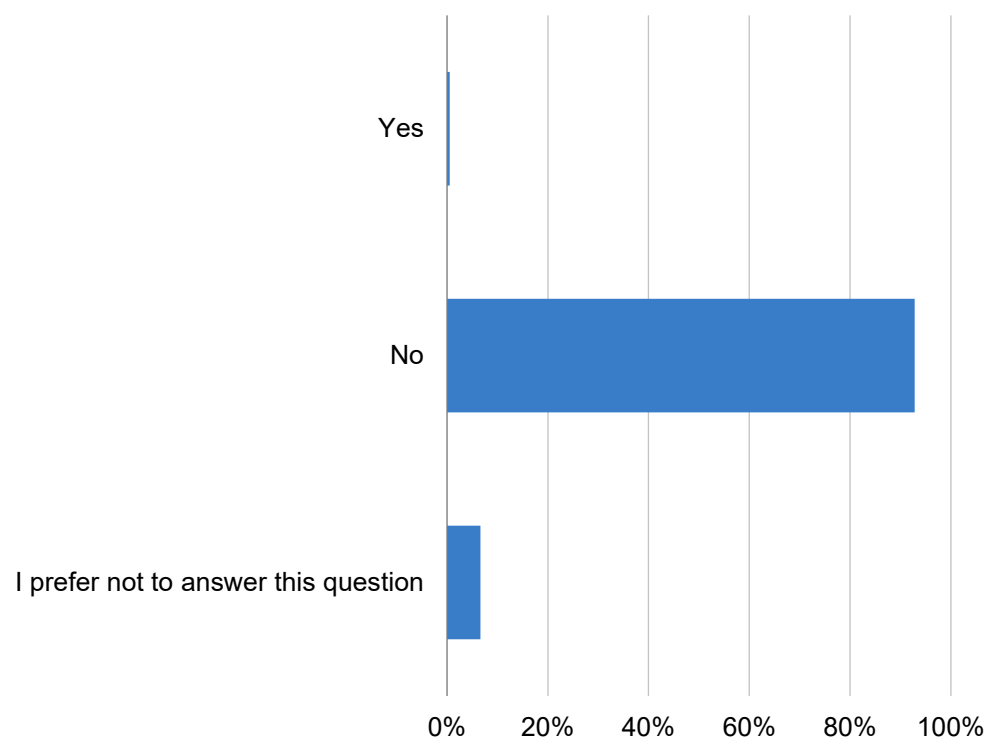
Answer	Frequency	Percentage
White	637	87.50%
Hispanic, Latino, Latina, or Latinx	30	4.12%
Black or African American	20	2.75%
Asian or Asian American	14	1.92%
American Indian or Alaska Native	11	1.51%
Middle Eastern or Northern African	4	0.55%
Native Hawaiian or Other Pacific Islander	0	0.00%
Another option not listed here (please specify):	10	1.37%
I prefer not to answer this question	38	5.22%

**Figure 128 - Please indicate your sexual orientation(s). Select all that apply. (Q64)**
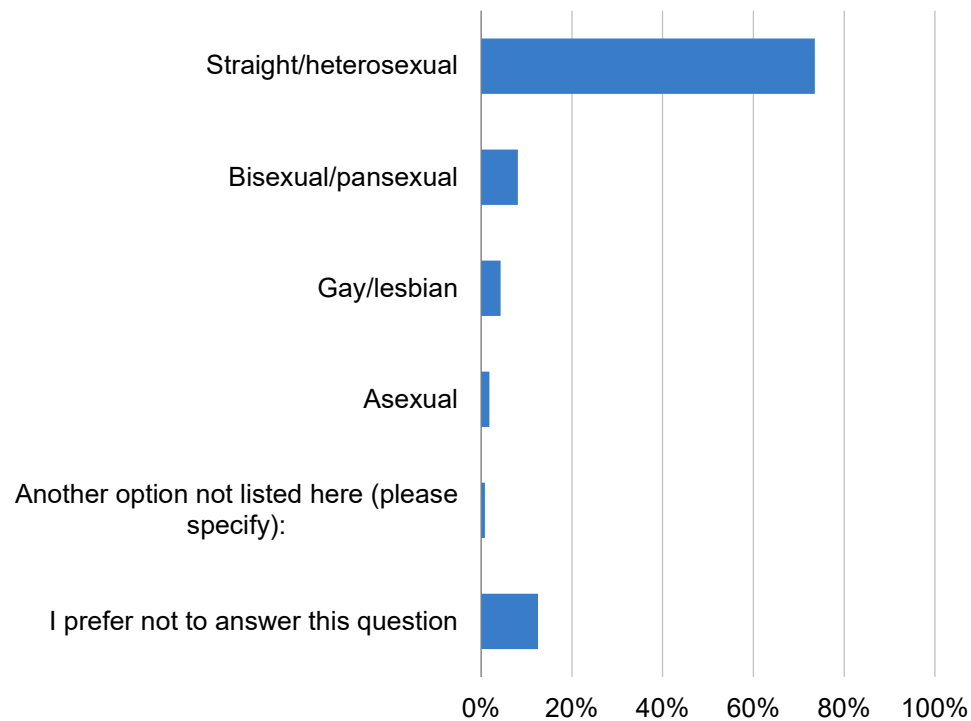
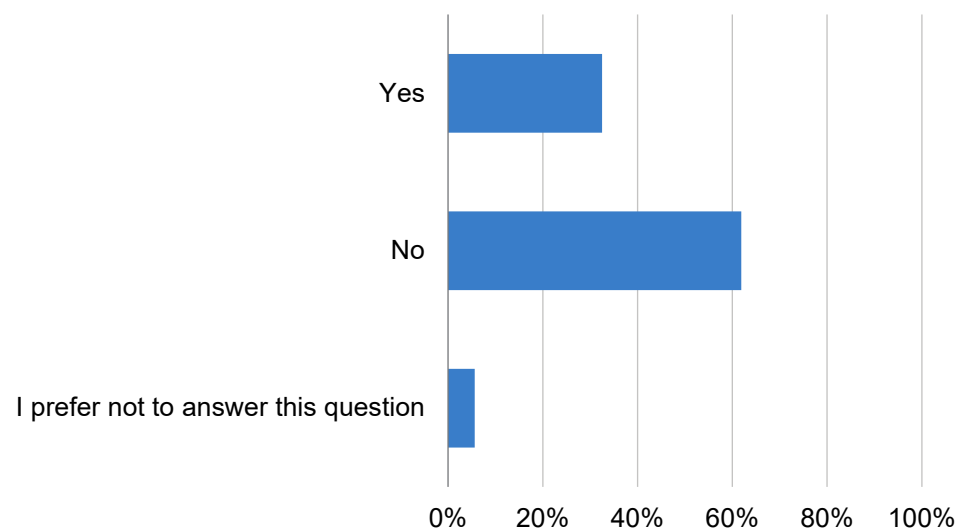| Answer	Frequency	Percentage
Straight/heterosexual	529	73.57%
Bisexual/pansexual	58	8.07%
Gay/lesbian	31	4.31%
Asexual	13	1.81%
Another option not listed here (please specify):	6	0.83%
I prefer not to answer this question	90	12.52%

Figure 129 - Are you transgender? (Q65)

Answer	Frequency	Percentage
Yes	4	0.55%
No	673	92.83%
I prefer not to answer this question	48	6.62%

Figure 130 - Do you have a disability, including but not limited to physical, psychological, developmental, and sensory disabilities? (Q66)
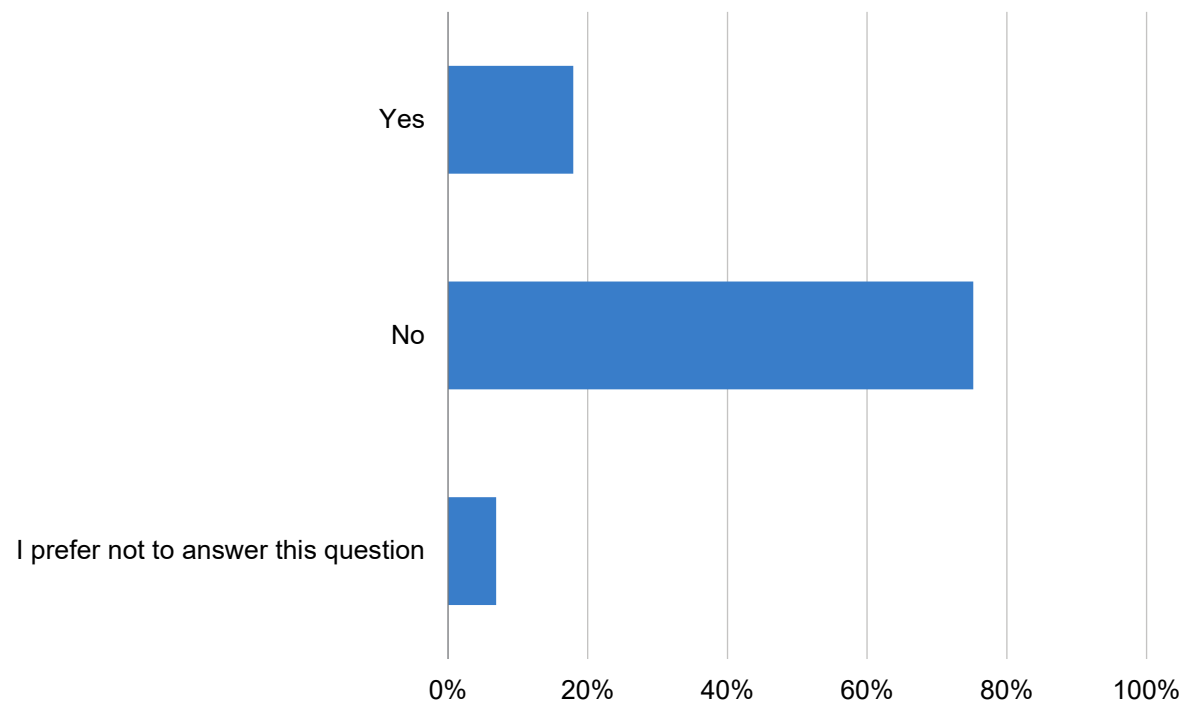
Answer	Frequency	Percentage
Yes	130	17.91%
No	546	75.21%
I prefer not to answer this question	50	6.89%

Figure 131 - Do you have substantial care-giving responsibilities for other people in your household (e.g., parents, children)? (Q67)

Answer	Frequency	Percentage
Yes	236	32.51%
No	449	61.85%
I prefer not to answer this question	41	5.65%