NAPA Founding Documents
(1983-1986)
23 September 1983

Dear Colleague:

We are writing to you as one of the nearly 2,000 members of the American Anthropological Association identified as having an interest in the non-academic practice of anthropology. As you know, the requirements of the Internal Revenue Service have made it necessary for our Association to change its relationship with the various cooperating anthropological societies. As a consequence we must adjust our governance system in order that we can continue to represent and serve the broad spectrum of interests which make up the discipline today.

In 1981 Schwartzman and Downs were elected to Board seats reserved by Board action for practicing anthropologists. Barbara Pillsbury, another practicing anthropologist, is a Board Member elected at-large. Such future representation depends on forming a constituency from which representatives can be chosen. So many of you responded to the January 1983 article in the Anthropology Newsletter about a national organization that the Executive Board has provided funds to begin this organizational effort.

We are proposing that a national organization of practitioners be formed as a division of the American Anthropological Association. It is our hope that in various areas practicing members will further organize themselves into local or regional chapters. Without the structure which academic departments provide for our academic brothers and sisters, we all too often feel isolated and out of the "mainstream." It is our opinion that the practitioner may well represent the mainstream of the future and that organization will provide the structure necessary to preserve our professional identity and allow us to make our contributions to the discipline. A number of obvious needs of the practicing community have been discussed in the newsletter and elsewhere. These needs can be met only if we organize to share both our problems and our creativity in solving them.

We are inviting you to become an organizing member of the tentatively titled National Association of Practicing Anthropologists by filling out the bottom of this letter and returning it with five dollars ($5.00) to finance further organizing efforts.

If you have interested colleagues who have not received this invitation, please pass it on to them.

OVER...
Page Two

There will be an organizational meeting open to all organizing members at 7:30pm, Thursday, November 17, in the Grand Ballroom D North, Chicago Hyatt Regency Hotel. We look forward to seeing you there.

Sincerely,

[Signatures]

James F. Downs
Member, AAA Executive Board
3605 Quesada St., NW
Washington, DC 20015

Helen B. Schwartzman
Member, AAA Executive Board
Dept of Anthropology
Northwestern U
Evaston, IL 60201

Barbara Pillsbury
Member, AAA Executive Board
18057 Coastline Dr.
Malibu, CA 90265

Ralph Anderson
Dept. of Human Services
U of Tennessee
Chattanooga, TN 37402

Billie R. DeWalt
Dept of Anthropology
U of Kentucky
Lexington, KY 40506

Emeline Otey
6349 Carolyn Dr.
Falls Church, VA 22044

Larry Bartlett
U of Arizona
c/o 5127 W. Aster Dr.
Glendale, AZ 85304

Walter J. Dickie
Creative Research Associates
180 North Michigan Av.
Chicago, IL 60601

William L. Partridge
Dept. of Anthropology
Georgia State U
University Plaza
Atlanta, GA 30303

Steve Barnett
Planmetrics, Inc.
666 Fifth Av, 34th Fl.
New York, NY 10103

Peter B. Hammond
Dept of Anthropology
UCLA, 341 Haines Hall
Los Angeles, CA 90024

Joan Rubin
PO Box 143
Pinole, CA 94564

Ralph J. Bishop
1430 Crain St.
Evaston, IL 60202

Patricia Mariella
Inter Tribal Council of Ariz.
124 W. Thomas Rd, Suite 201
Phoenix, AZ 85013

Sam Stanley
Alaska Tribal Consultants
2214 4th Ave.
Seattle, WA 98119

Joann Baumberg
323 Clark Road
Brookline, MA 02146

David Michaelson
105 East 15th St.
New York, NY 10003

[Enclosed a note]

Enclosed find five dollars ($5.00) dues as an organizing member of the National Association of Practicing Anthropologists. Please make checks payable to the American Anthropological Association.

Name __________________________
Affiliation ______________________

Mailing Address ______________________

Telephone Number(s) ______________________

SEND TO NAPA, 1703 NEW HAMPSHIRE AV NW, WASHINGTON, DC 20009
**List or Label Order Form**

Please complete and return to Henry J. Mulholland, AAA, 1703 New Hampshire Ave, NW, Washington, DC 20009. Orders received by the 30th will be filled by the 20th of the month following receipt. A separate order must be submitted for each list or set of labels required.

**Date:** 1/31/74  
**From:** Chris [Name]  
**For:** (State specific use of list, labels)  
**Ship to:** [Address]  
**Coordinate, Steering Committee:** Practicing auth. unit  
**Practice Dir.:**  
**Labels/list needed by:** 1/10/74 (date)  
**Set here: order 3 sets**

I. Labels for mailing list rental only: Check one category in each column.

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II. Labels for the Society's use (eg, ballots, call for papers, journal mailings, etc): Check one category in each column.

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*In alphabetical order C in 1/15/74 told Wes Brocks who said alpha order was OK.*

III. Membership list. Check one category in each column.

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NAME: Bock Choice

ADDRESS:

PHONE:

"Bulletin"

Masthead.

typed start

TERMS - NET 30

A Finance Charge of 1.5% per month will be added on all balances over 30 days.

This is an Annual Rate of 18%.

CUSTOMER SIGNATURE: Ralph Bock

PLEASE PAY TOTAL AMOUNT DUE FROM THIS INVOICE: 2/9/84

charged

2-9-84
February 8, 1984

Dear Helen and Barbara;

As you know, Rob Werge and I conducted a national telephone survey of PAD members (i.e. persons attending the first PAD organizational meeting in Chicago) in order to obtain information that would enable us to formulate a program for the 1984 AAA Meetings. Together, Rob and I spoke at length with approximately 25 individuals, and from these discussions we developed 5 potential program topics, including: (1.) an overview of the diverse roles played by practicing anthropologists (perhaps in contrast to the narrow public image of the anthropologist); (2.) the goals and objectives of the PAD itself (perhaps growing out of a national mail survey of our constituents and their needs); (3.) a review of ways and means of organizing regional networks of practicing anthropologists, and some of the functions of these networks; (4.) reports on progress in the field of "industrial" anthropology (especially the use of ethnographic techniques in the study of modern work organizations); and (5.) reports on the development of "business" anthropology (i.e. the use of anthropological techniques to expand international and domestic business operations). After discussions with Max Drake, Ralph Bishop and a few other special friends, we also identified two additional topic areas, including: (6.) a review of anthropological practice in large, public sector bureaucracies; and (7.) reports on the teaching of subjects that strengthen the position of practicing anthropology (e.g. syllabi, reading lists and techniques used to teach business anthropology, anthropological methods, etc.) We are authorized to schedule 5 sessions, and we may submit as many additional session proposals as we deem appropriate. Max and I feel that not all of the 7 topic areas outlined above need to be formal "sessions" per se; some could be organized as luncheon discussions, roundtables, or in the context of a Divisional meeting.

I have enclosed rough drafts describing 5 of the 7 potential program topics. Max will send you the 6th (i.e. on public bureaucracies) under separate cover. The only topic not yet described is that relating to
teaching, and I am certain that it will not be difficult to develop some language describing that area.

At this point, the PAD Program Committee needs your input regarding the topics that have been developed, and your suggestions regarding which of these topics should be organized as formal "sessions" and which should be organized in some other format. Specifically, I need to know if the two of you will be setting the agenda for our 1984 PAD unit meeting in Denver, and whether any of these topics might be treated at that meeting. If not, we will have to petition the AAA Program Committee for some additional sessions.

I have a call in to Ed Lehman now, and after talking with him about the "biocultural theme" problem, I may propose to Lynne Goldstein that our unit establish its own PAD-specific theme relating to one of our topics...perhaps the image of the anthropologist, or the roles of the practitioner. Clearly, I will not take the liberty of declaring such a theme unilaterally, and would appreciate receiving your advise regarding an appropriate unit there (and whether there should be such a theme).

Once I have received your comments on the enclosed materials, we will make any necessary modifications of the program descriptions, and then Max and I will proceed immediately to find organizers and facilitators for each of the sessions. Several individuals have already volunteered to organize sessions and to give papers, so I don't think that task will be much of a problem. If you have suggestions for program chairs or contributors, please let us know. I am pleased to report that Henry Tosi of the Academy of Management has agreed to co-chair the proposed session on industrial anthropology, and he has indicated that he might be able to get the Academy to formally co-host that session. I would like to be the other co-chair for that session, if you agree.

Well, that concludes my report for the present. Max and I need your input as soon as possible, and we are looking forward to hearing from both of you in the very near future.

Sincerely,

Marietta Baba
Interim PAD Program Chair

cc: Rob Werge
Max Drake
Ralph Bishop
February 22, 1984

Helen Fisher
Practicing Anthropology Unit of the AAA
1703 New Hampshire Ave., N.W.
Washington, D.C. 20009

Dear Ms. Fisher:

I see from OR/MS Today that the Practicing Anthropology unit of the AAA
is planning a conference for 1984.

I would be happy to send you some current JCR brochures for distribution
at the meeting, including information on manuscript submission and
subscription (sample enclosed), which might be useful to those
attending.

If you would like some brochures, simply let me know where to send them,
and how many you might be able to use.

Sincerely,

Betsy Ryan
Assistant Editor
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**TOTAL ITEMIZED CALLS** 24.13
Steering Committee to Meet April 1

Members of the Practicing Anthropology Unit Steering Committee will meet in Washington, D.C. Sunday, April 1 at the AAA offices.

There are two main reasons for the meeting: first to establish the procedures for the election of officers unit's by-laws and representation; second to discuss present and long-term goals and projects.

Practitioners attending the November, 1983 organizational meeting of the P.A.U. stated a number of concerns, with the following appearing the six most important being that the unit work toward:

1. representing the needs of practicing anthropologists within the AAA
2. furthering communication among practicing anthropologists
3. providing information on employment and related issues
4. supporting, as much as possible, the activities of regional and special interest groups of practicing anthropologists.
5. supporting the training of anthropologists for non-academic work
6. developing strategies to promote anthropology as a profession outside the academic world.

One project that is under consideration is the compilation of a directory of practicing anthropologists. Jim Dewne has been working on this.

We urge anyone who wishes to contribute to the discussion of goals and projects for the Practising Anthropology Unit to get in touch with either Helen Schwartzman or Barbara Pillsbury before April first. (see p. 000)

###
OPEN FORUM ON THE GOALS AND FUNCTIONS OF THE AAA PRACTITIONER UNIT

The objective of this forum is to discuss in an informal setting members' perceptions of the Practioner Unit's goals and functions and to seek agreement on the manner in which the Unit can best work toward those goals and implement those functions. Results of a mail survey of the membership of the unit and of other practitioner organizations will be analyzed and its implications for the unit's role and position within AAA will be discussed.

Suggested Facilitator:

WHERE THEORY LEAVES OFF...THE NECESSARY ROLE OF THE PRACTICING ANTHROPOLOGIST

The objective of this panel is to explore mechanisms for improving the flow of communication between theorists (who might otherwise be called academicians) and practitioners (who might otherwise be called clinicians/professionals). The panel discusses a number of facets of the practitioner role in the public and private sector as it relates to the academic environment, including: (1) the manner in which theory is utilized and shared in the public and private sector, (2) the public image of the anthropologist that includes both academics and practitioners but which can be highly disfunctional to the practitioners' career; and (3) the mechanisms for institutionalizing links between academic and public/private sector anthropologists.

Suggested facilitator:

WORKSHOP ON FORMATION AND MAINTENANCE OF LOCAL AND REGIONAL PRACTITIONER GROUPS

Based on the experience of successful and not so successful local practitioner groups, the objective of this workshop will to develop guidelines for nourishing local practitioner groups. The workshop will emphasize practical advise and development of support networks to begin and maintain the local and regional practitioner groups. The workshop will also emphasize the critical importance of such groups in promoting the professional roles of the anthropologist. Panel members will be representatives of WAPA, the High Plains Association, and other regional and local practitioner groups.

Suggested facilitator:
This session will present experiences of anthropologists working on programs to train or help people to adapt more effectively in a new culture. Examples might include training Peace Corps Volunteers, cross-cultural workshops for foreign service officers studying or researching in the U.S., orientation programs for American professionals going to work in the Middle East, Japan, or other areas. Training to facilitate cross-cultural adaptation is a specialization in which anthropologists are often active, but which is now dominated by professionals of other backgrounds. What are the opportunities for anthropologists now? What have we learned from the...
About this Bulletin

This is the first general publication of the newly formed Practicing Anthropology Unit of the American Anthropological Association. A number of issues of interest to practicing anthropologists are raised here. Also presented are reports on developments affecting the unit, and on the work of Steering Committee members who accepted specific tasks.

What the Bulletin becomes in the future will be determined largely by the needs expressed by its readers. We hope that it will become a forum for active and productive discussion of the practical concerns of anthropological practitioners in the 1980's.

We encourage you to contribute letters, articles, and ideas. You can help to make this Bulletin a voice for anthropologists in all types of practice and in all regions of the country. However, for our voice to have the greatest impact, we must seek to communicate not only amongst ourselves. We must also be heard in business, in government, in all fields where the training and knowledge of anthropologists can be effectively applied.

Please address all editorial correspondence to: Ralph J. Bishop, Editor, Practicing Anthropology Unit, P.O. Box AA1497, Evanston, IL 60204.

We are not, incidentally, wedded to the above name or logo for this publication. If you have a suggestion for either, please send it along.

*** *** *** *** *** *** *** *** *** *** *** ***

Four Hundred Join Practicing Anthropology Unit

More than 300 anthropologists responded last fall to a letter proposing the establishment of a National Association of Practicing Anthropologists. Nearly a hundred more have expressed an interest in such an association since then, either at the 1983 Annual Meeting of the American Anthropological Association in Chicago, or in response to subsequent publicity.

The names and addresses of these people constitute the preliminary roster of the Practicing Anthropology Unit of the AAA. If your copy of this Bulletin is not addressed with a computer-printed label, your name is not yet on the official roster, and you may miss future mailings.

If you wish to become a Charter Member of the Practicing Anthropology Unit, you may still do so by sending $5.00 to: Practicing Anthropology Unit, American Anthropological Association, 1703 New Hampshire Avenue, Washington, DC 20036. Please make checks payable to the AAA. (Membership in the AAA is prerequisite for unit membership; AAA dues are not included in the above figure).

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Program Committee Report: Sponsored Sessions & Special Events for Denver '84

Robert Werge, Meta Babb, & Max Drake

The Practicing Anthropology Unit will sponsor five scientific sessions at the 1984 AAA Annual Meeting in Denver, November 15-18. Special events will include one or more roundtables, a reception with cash bar, and a business meeting.

If you would like to present a paper at any of the scientific sessions, or are interested in acting as facilitator for a roundtable discussion, please call Mtea Babb at (313) 577-2047. Some sessions are still in need of facilitators or chairs. Remember that time is important—the deadline for program submissions to the AAA is April 1.

Here are our suggestions for the five scientific sessions.

1. Business Anthropology: International and Domestic. Suggested Co-Chairs, John Sherry (Florida) and Jo Rainie Rodgers (Cultural Research Associates). The objective of this session is to explore the diverse roles played by anthropolo—

(Continued on p.3, column 2)
March, 1984 Page 2

BULLETIN BOARD

Annual Meeting Themes

The program of the AAA's 83rd Annual Meeting (Denver, CO November 14-18) will be organized around two themes: "Ecological Dimensions of Anthropology" and "Economic and Social Roles for Anthropologists in the 1980's". Both themes are to be understood in the broadest way possible; moreover the meeting is by no means restricted to them. As in the past, symposia and volunteered papers on other topics are invited and welcome.

###

Unit Name

The name Practicing Anthropology Unit, used throughout this Bulletin, is being used primarily as a matter of convenience, and should not necessarily be regarded as permanent.

The by-laws of the American Anthropological Association mandate an organization composed of units, and list four classifications: divisions, sections, branches, and interest groups. Branches, e.g. the Central States Anthropological Society, are regionally based; divisions, sections and interest groups are functionally based. The Practicing Anthropology Unit is of the latter type.

Among functionally based units, the specific designation depends on a unit's minimum membership over a three-year period. Divisions require 1000 members, sections require 250 members, and interest groups require 100 members. It appears that with approximately 400 members, the Practicing Anthropology Unit qualifies as a section.

Since the AAA by-laws grant considerable autonomy to the Association's units, we are at liberty to choose any name that fits the unit's functions and goals. It has been suggested that we retain the name "National Association of Practicing Anthropologists" which was proposed last fall. Other suggestions are also welcome.

###

Circle April 1 on Your Calendar!

Please bear in mind that all submissions for the 1984 Annual Meeting program must be in the hands of the AAA by April 1st. Also bear in mind that that date falls on a Sunday. (See the November, 1983 Anthropology Newsletter for instructions and forms). To volunteer participation in a unit-sponsored session, contact Meta Baba. Other submissions should go directly to the AAA.

April 1 will also see a general meeting of the Practicing Anthropology Unit's Steering Committee. If you wish anything brought up for consideration at this meeting, please get in touch with Barbara Pillsbury or Helen Schwartzman immediately.

###

(Continued on p.4, column 1)
The members of the Practicing Anthropology Unit Steering Committee will meet in Washington, D.C., Sunday, April 1, at the AAA offices.

There are two main reasons for the meeting: first, to establish the unit's by-laws and procedures for the election of officers; second, to discuss present and future goals and the costs.

Practitioners attending the November, 1983 organizational meeting of the unit were asked to suggest priorities. The following six emerged as the most important:
1. Representing the needs of practicing anthropologists within the AAA.
2. Furthering communication among practicing anthropologists.
3. Providing information on employment and related issues.
4. Reporting, as much as possible, the activities of regional and special-interest groups of practicing anthropologists.
5. Supporting the training of anthropologists for non-academic work.
6. Developing strategies to promote anthropology as a profession outside the academic world.

One project under consideration is a survey of practicing anthropologists, aimed at discovering what sorts of work they are presently doing, discovering their professional needs, and producing a directory designed to be useful both for the anthropologists themselves and for potential users of their professional services.

We urge anyone wishing to contribute ideas to the discussion of goals and projects at this forthcoming meeting to communicate their thoughts to either Helen Schwartzman or Barbara Fillesbury (see p. 2, col. 1) before April 1.

*** *** *** *** *** *** ***

ORGANIZATIONAL LIAISON REPORT
Helen Fisher

The January issue of the Anthropology Newsletter printed a summary of our Chicago meeting. In December Erve Chambers, Editor of Practicing Anthropology, agreed to reprint the report in a forthcoming issue. Kirk Gray, past editor of the WAPA (Washington Association of Practicing Anthropologists) Newsletter and a member of our steering committee, agreed to do the same.

In another significant development the Executive Board of the Society for Applied Anthropology has invited the Practicing Anthropology Unit Steering Committee to present information and answer questions about the unit at a round-table discussion Thursday, March 15, at the AAA Annual Meeting in Toronto.

Ralph Bishop, Kirk Gray, and I will participate on behalf of the unit. As your representatives, we welcome your comments and suggestions, but need them before March 14.

*** *** *** *** *** *** ***
Call for Participants

Organized session: "Training for Cross-cultural Adaptations." Contact Bill Wittenberg or Fred Erickson, Pediatrics & Human Development, E-114 Clinical Center, Michigan State University, East Lansing, MI 48824 (517) 355-5127. This session will present experiences of anthropologists working in programs to train or help people to adapt more effectively in a new culture. Examples might include: training for Peace Corps Volunteers, workshops for foreign physicians working or studying in the U.S., or orientation programs for American professionals going to work abroad.

This is a specialization in which anthropologists have long been active, but which is now dominated by professionals of other backgrounds. What are opportunities for anthropologists now? What have we learned thus far?

###

Business & Industrial Anthropology Network

The Department of Anthropology at Wayne State University has prepared a list of names and addresses of anthropologists interested in business and industry. If you want a copy, or would like to be added to the list, write Mark Weiss or Meta Baba, Dept. of Anthropology, WSU, Detroit, MI 48202.

###

Missing Colleagues

An unknown number of people with advanced degrees in anthropology are no longer members of either the American Anthropological Association or the Society for Applied Anthropology. We do know that many of them are practicing anthropologists, and that others have changed careers altogether.

Since the Practicing Anthropology Unit is concerned with the needs of all anthropologists active outside the traditional spheres of the discipline, we would especially like to make contact with as many of these people as we can. Bulletin readers can help, either by telling former classmates and colleagues about this unit, or by providing the Steering Committee with names and addresses of anyone who might be interested in the unit.

*** *** *** *** *** ***

Program Committee Report

well as to attempt an assessment of the history and future of the discipline in these respects.


One of the proposed special events is a luncheon or wine & cheese roundtable to be sponsored by the unit. Topics already suggested include the relationship between anthropological theory and practice, training students for non-academic careers and teaching anthropological approaches to professionals in other areas. We need additional topics and facilitators for this roundtable to succeed.

We are also interested in discussing cosponsorship of events with other units or specialized groups. If interested, call Ralph Bishop at (312) 326-5557.

*** *** *** *** *** ***

About the Next Bulletin

Our next issue will present an update on the survey and directory project, a report on the April 1 Steering Committee Meeting, and an update on the 1984 program.

Also forthcoming:

Bill Fartridge on regional and special interest groups.

Your comments and contributions are most welcome.

Next issue deadline is May 15, Projected publication date, June 1.
Dear Mr. Bishop,

As I'm rushing off with a proposal that our firm must submit by the 4:30 deadline today, I hope you'll forgive this hasty note.

I understand that, as part of the upcoming AAT meetings in Denver, NAPA (and/or its affiliated members) is interested in sponsoring one or more events/panels/roundtables. Our firm might be able to assist in some way. I hope you'll be in touch. My name card is enclosed. My home phone is 303-757-4621.

Best wishes,

Peter W. Van Arsdel, Ph.D.  
President
DRAFT FINAL REPORT

TO

SfAA EXECUTIVE COMMITTEE

from

SfAA Committee on Relations between Academic and Practicing Anthropologists (RAPA)

on

March, 1984

Committee Members
Robert Wulff (Chair), Charles Cheney, Jack Alexander, Erve Chambers, Joe Harding, and Madeleine Leininger

Committee Charge
To create a list of services that the SfAA should/could undertake to attract practitioners to SfAA membership and active participation. Each recommended service to include a cost estimate (although the cost of any particular service will not inhibit or prioritize the recommendations). The goal is to identify the universe of services without concern for the budgetary impact on SfAA (certainly, costs will become a concern at some later stage).

To suggest organizational structure(s) through which the SfAA can deliver these new services to members.
I. GENERAL FINDINGS

Background

In 1982-83, Anthropology departments graduated approximately 600 PhDs and 1200 MAs. In the same year, approximately 210 Anthropologists were hired by university departments. (Extrapolated from the AAA survey of Departments.) Even assuming that a generous number of new PhDs and MAs found work within university-based research centers, the numbers clearly demonstrate that the great majority of anthropologists trained today will not work as academic teachers/researchers. Rather, they will forge practitioner careers that utilize their anthropological training to a variety of degrees.

These individuals represent an important segment of the discipline, yet, the preliminary evidence indicates that a very high percentage of anthropologists working outside the academy do not join SfAA. This is a loss that SfAA and the discipline cannot afford.

General Recommendations

How can SfAA attract anthro practitioners as members? The answer lies in understanding why practitioners choose not to join. Like everyone else, the practitioner is faced with the constraints of limited time and resources. Practitioners choose their professional memberships on a relative cost benefit basis that goes beyond simple allegiance to the discipline of their graduate degree. An important motivation for joining a professional association is based in self-help: does the association provide
services that will help the practitioner improve professional performance?

1. SfAA should shift worldviews and look upon itself as a bundle of member services, and SfAA should evaluate current services in light of practitioner needs. It is the committees' view that SfAA provides two services. SfAA publishes H.O. and P.A., and it sponsors an annual meeting.

2. SfAA, specifically the Executive Committee, should direct the provision of practitioner-oriented services as a strategy for attracting practitioner members. To this end, a second section of this report lists services designed to benefit practicing anthros.

3. The SfAA Executive Committee should make a decision about which of these services it wishes to provide members and for each such selected service appoint an Implementation Committee directed to write a specific implementation plan within 60 days. The implementation plan should: refine the scope of activities, confirm the budget estimate, and devise specific procedures/qualifications for hiring and appointing the necessary staff.

An important aspect of the Executive Committee's directive to each Implementation Committee should be a clear-cut direction to the Committee on the: a) source of funds for the service to be provided (i.e., SfAA general funds, user fees, or extramural funding), and b) source of staff (i.e., from SfAA contractor's hours, from "outside" contractor RFPs, or SfAA volunteer labor).

NOTE: it is the Committee's strong feeling that the services listed on this report cannot adequately be provided by volunteers.

- 2 -
II. SPECIFIC RECOMMENDATIONS

1. Conduct a mail survey of full-time anthro practitioners. The goal of the survey is to produce baseline data on: socioeconomic profile of anthro practitioners; what/where/how of practice; and practitioner attitudes. The survey data will be designed to inform: anthro educators interested in designing applied curriculum according to the market for anthro knowledge; the SfAA in its attempt to provide practitioners with meaningful services; and practitioners themselves in their search for successful career trajectories.

The survey questionnaire will be comprehensive with questions covering: demographic traits, professional traits (work years, professional memberships, education, pay, rank in office, employer, etc.), attitudes on work and anthropology, job analysis (functional areas, work environment, daily activities, necessary skills, etc.), and perceived needs to excel in practice arena.

Survey methods will be designed around a non-random sample. Since the total universe of anthro practitioners is undefined, it is impossible to apply any standard sampling procedures. Instead, the survey will strive to identify existing visible anthro practitioners through networking and organization mailing lists. A 100% sampling of this universe is envisioned. Total universe is estimated to be between 500 and 1,000 full-time practitioners. Using a mail questionnaire with a postage paid return envelope, a 40% to 60% return rate is expected. The following budget employs the above sampling and return assumptions:

- Questionnaire design: $ 5,500
- 1 professional (2 months)
1 part-time computer consultant
plus secretarial service

- Data analysis: $27,000
  2 research analysts - (4
  months each)
  1 analyst/writer
  (2 months),
  1 part-time computer
  consultant

- Computer time 4,000
  (at least 200 crosstabs)

- Final report production 3,000

- Postage 700

DIRECT COST TOTAL $40,200

- Overhead (50% of direct
costs - this may not be
a real cost depending on
who conducts survey)

TOTAL $60,300

2. Compile a national directory of anthro practitioners based
on the proposed survey data. This directory would expand and update
the AAA's directory. Detailed indices will be an important attribute
of the directory. The goal of such a directory is to create a
national network useful to newly organising LPO's, employers of
anthro practitioners, and practitioners looking for joint venture
partners for RFP responses.
Budget assumes a softbound directory of approximately 70 pages with a first printing of 750.

- Person hours ($5/hr.)  
  $ 1,000
- Typing
  500
- Printing
  4,500
  TOTAL  
  $ 6,000

3. **Stimulate and nurture Local Practitioner Organisations (LPOs) across the country through seed money and technical assistance.** Practitioners require a localized forum to maintain/revitalize their anthro identity, and to serve as a liaison with academic anthros. LPOs are the functional equivalent of the university department and highly desirable for the growth of a professional practice arm within the discipline. Without LPOs, SfAA (or AAA) cannot hope to attract and benefit from significant numbers of practitioners.

Without grassroots strength no centralized national association can be effective. Yet, LPOs are not likely to spring-up and thrive as evidenced by the less than healthy state of SOPA, MAPA, COPA and SCOPA. What these histories demonstrate is how fragile LPOs are and how much outside assistance will be necessary to insure their long-term success.

The most effective method for stimulating successful LPOs is a small team of change agents with the capability to deliver technical assistance and inspiration to nascent LPOs. The task will be long-term but the work will be periodic and intense; and the
change agents must be dedicated and possess specialized knowledge. Creating successful LPOs is not a casual activity.

The change agent team must be selected carefully with their tasks and expected products defined in detail. Funding must be allocated to attract quality staff.

There are two basic strategies SfAA can use to select a change agent team. Let the market work by issuing an RFP. Or, utilize informal SfAA networks to select and hire individuals to the team.

Regardless of the staff selection method, a specific plan of action should be designed along the following guidelines.

(a) Triage the many potential LPO sites according to: areas with critical mass of practicing anthros (NYC, LA, Chicago, Philadelphia, Florida, etc.); and where there is evidence of interest among both local academics and practitioners. Ideally this interest would be manifested by an invitation to SfAA's team to come into their community. Select 3-5 target sites where there is high probability for success. The change agent team will focus their energies here. Identify up to 10 additional sites for secondary attention by the team.

(b) Develop an LPO "propagation kit" that should include thorough analysis of how and why LPOs work and specific step-by-step recommendations for creating and maintaining an LPO.

(c) Team to visit the 3-5 target sites to train and stimulate local disciples using TLC and propagation kit.
(d) With less TLC and the propagation kit, team will provide a telephone/letter advisory service to 10 sites selected for secondary attention.

The following budget includes two enhancement levels: 3 target sites and 5 target sites. Assumptions: 2 staff will make 3 visits per site, staff salary at $12.50/hr. and flat $100 per day on site visits, airfare will average $400 per roundtrip, and site visit per diem at $60 a day.

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<tr>
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<th>5 Sites</th>
<th>3 Sites</th>
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<tr>
<td>Airfare</td>
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<tr>
<td>Per diem</td>
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<tr>
<td>Person hours (triage, exercise and development of LPO propagation kit)</td>
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<tr>
<td>Person hours (site visits)</td>
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<td>3,600</td>
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<tr>
<td>Person hours (telephone advise, report writing, etc. over 1 year period)</td>
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<td>Office supplies, printing, etc.</td>
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<td><strong>$18,410</strong></td>
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4. **Design and deliver a constellation of continuing education programs.** The perceived need is great but there is very little detailed information on specific needs. The survey proposed in this report will provide guidance. In the meantime, continuing education programs should be instituted immediately for three general audiences, each with distinct needs. These are outlined below with illustrative curriculum and proposals for delivering the curriculum to the audience.

   a. **Need:** General career guidance for future practitioners.

   **Audience:** Anthro students who need advice on preparing for a practice career trajectory; and anthro faculty looking to be mid-career shifters out of academia into practice.

   **Illustrative curriculum topics:** How to obtain a Federal job; How to become an anthropological consultant; Career decisions: changing tracks and expanding options; Retooling tactics; and Resume writing for government and industry.

   **Delivery Format:** SfAA or associated group (e.g., WAPA) selects courses and faculty, monitors/supports curriculum development and (1) offers courses directly to clients at national/regional anthro meetings, or (2) offers to present the courses through local sponsors (e.g., individual anthro departments, local practitioner organizations, university continuing education programs, etc.) ala a "road show."
b. **Need:** Technical training to add to or improve practitioner skills.

**Audience:** Established anthro practitioners who want to add to their tool kit, and recently minted practitioners looking to define their market.

**Illustrative curriculum:** Ethnographic methods and Program evaluation, Management skills for anthros, Contract negotiation principles and techniques, Opportunities in cross-cultural training, Opportunities in conflict resolution, How to be an expert witness, Microcomputer software for behavioral science problem-solving, What do I do next - skills required to survive and advance in the bureaucracy, Project management skills, and Data presentation strategies.

**Delivery format:** similar to above but utilizing longer training periods (e.g., weekend workshop formats) and decentralizing training from SfAA down through local practitioner organizations who would serve as road show sponsors.

c. **Need:** State-of-the-art reviews of the content and direction of applied anthropology.

**Audience:** University anthro faculty who are responsible for teaching applied courses or counseling students regarding practice careers, but who have minimal or outdated experience in the marketplace for anthro knowledge.

**Illustrative Curriculum:** Theory and practice of clinical anthro, Anthro roles in urban planning, Ethics and
practice, Case studies in problem-solving with anthro knowledge, Utility of the culture concept, and Ethnographic data for policy-making.

**Delivery format:** Summer Institute at either one convenient location (e.g., Washington, D.C.) or at several sites around the country. Course work could range from 2 week to 2 month sessions. Most faculty would be active practitioners. Tuition would be substantial and students would also be expected to pay room and board. One model for such coursework already exists. The Committee on Nutritional Anthropology sponsors a week-long summer course at MIT entitled "Nutritional Field Methods for Anthropology." Tuition is $300.

The budget for any continuing education program must cover the cost of the person hours necessary to design curriculum and course materials, and the cost of delivering this information to students. User fees are typically charged to pay for both these costs. SfAA should adopt this policy.

To date, workshops presented at SfAA's annual meeting have been developed through members' volunteer labor. To mount comprehensive and professional continuing education, curriculum development cannot depend on volunteer labor. Quality curriculum will require development funding. Estimated development costs appear below for the various types of continuing education described above.

a. One day career guidance workshops .......... $ 750
   (60 person hours at $12.50 per hour)
b. Two day technical training course............1,500
   (100 person hours at $15.00 per hour)

c. Summer Institute 2 week course.............4,500
   (300 person hours at $15.00)

The cost of presenting the continuing education is difficult to estimate because local arrangements are so variable. The basic costs which must be accounted for include: travel cost of faculty from home to course site; faculty salary; on-site costs (e.g., room rental, refreshments, etc.); advertising and course materials. Average presentation costs for the various types of continuing education follow:

a. Career guidance workshops (1 day) presented at national/regional meetings.
   * Faculty labor......................... $  50
   * Faculty travel........................ 300
   * Course material....................... 150
   * On-site costs........................ Free
      TOTAL $  500

b. Roadshows (2-day courses taught by one person)
   * Faculty salary.......................$  200
      ($100 per day)
   * Faculty travel and per diem........ 400
   * Course materials..................... 200
   * On-site costs......................... ?
      TOTAL $  800
c. Summer Institute Course (2 weeks)
   - Faculty salary .................. $1,000
     ($100 per day)
   - Faculty Travel and per diem .... Negotiable
   - Course materials ................ 500
   - On-site costs ....................
     (may be free if sponsored in conjunction with university, otherwise negotiable)

TOTAL $1,500

By cosponsoring roadshows and the Summer Institute with another organization with needed facilities (e.g., a university department or continuing education program), SfAA can reduce otherwise significant on-site costs.

To each of the above budgets must be added advertising costs. These costs can vary from $150 to produce and mailout a one color flyer to several thousand dollars for color pamphlets and posters.

5. Commission and disseminate case studies illustrating how anthro knowledge can benefit the operation of government and industry. While not a direct service to an individual practitioner, there is a tremendous need for a national organization to promote anthropology as a problem-solving discipline. The pay-offs are at
the group (caste?) level and are long-term. But such a service may prove more beneficial to practitioners (and the discipline) than the short-term payoffs of workshops, manuals, and market surveys. The concept of a "service" should go beyond the normal individual-directed services to encompass services that benefit a generic applied anthropology.

Two directions this effort might take are outlined below:

a. Collect examples of situations where anthro knowledge has produced cost benefits for government/industry and package these cases for an "Anthropology Pays" educational campaign. With this basic information a variety of educational materials can be developed for non-anthro audiences: briefing books for local, state and Federal officials; capability statements for general circulation to industry; or brochures aimed at potential anthropology students.

b. Produce Interface Inventories that document the contributions anthro knowledge has made in problem arenas already dominated by established professions. Documenting these anthro contributions at the interface of established professions is important to short term expansion of anthro practitioner opportunities. Disseminating the nature and value of this common but little-known anthro practice role will help to enlarge this market and benefit all anthro practitioners. Potential interface professions to investigate include: planning, social work, criminal justice, journalism, market research, public administration, and management.
Creating the above case materials will require old-fashioned literature review research and networking by anthros expert in these respective areas. With the lure of eventual publication of the results of such research, volunteers can probably be found. But formal commissions by SfAA, including an upfront "honorarium", will result in a superior and more timely product.
March 19, 1981

From: Ralph Bishop

To: Helen Schwartzman and Barbara Pillsbury

RS: SF AA Meeting

The following report presents my impression of events at the proposed SFAA Meeting, March 14-16 in Toronto.

About 16 people showed up at the roundtable session introducing the PAU's representatives, including Kirk Gray and myself on behalf of the PAU, one present member of the SFAA Executive Committee, and at least one former president of the Association. No present officer of SFAA was there.

Three points of controversy arose:

1. The perception of the PAU as a new, independent organization fighting with the AAA
2. Concern over the names of the Practicing Anthropology Unit (PAU) and the Journal Practicing Anthropology
3. The structure and membership requirements of the AAA

Since its founding, the SFAA has always had a different orientation from that of the AAA, so the issue of the PAU fighting with the AAA does exist to a degree. There isn't anything that can be said to fix about the need for clarity. We were able to make clear that PAU is not a new, independent organization, but rather an integral part of the AAA which has grown because of the reorganization of what someone at the meeting called the "liberal church" and the decision on the part of SFAA to remain independent. We stressed that the main purpose of PAU is to represent practitioners within the AAA, and that whatever the unit does will stem from that purpose. We also noted that nothing precluded us from seeking to act in concert with other organizations on behalf of a perceived common purpose.

The confusion regarding names will have to be resolved. At this point all we were able to do was to state that no official names have been chosen, and that we wished to avoid confusion. My suggestion is that we not use the words "practicing" or "applied" in the official names of either the unit or any of its future publications. I would also like to propose a short list of names for consideration. (The list could be expanded by interchanging the words "council on," "association," and "practitioners.") These names would be followed in small print by a new "name of the American Anthropological Association".

1. Council on Anthropological Practice
2. Association for Anthropology as a Profession
3. Association of Anthropological Practitioners
4. National Association of Consulting Anthropologists
5. Society for Anthropological Research and Consulting
6. Society for Anthropology in Consulting and Research
7. Society for the Practice of Anthropology. (This could give SF AA as a name for a newsletter).

With regard to the third issue, we once again emphasized that under the new structure, it was required that members of the AAA also be members of at least one of the Association's designated units, and that PAU was the unit specifically organized to represent practitioners. We also stated that practitioners were not required to join PAU, and that there is a general interest unit for those who did not wish to join any specialized unit, also that there is no limit on the number of units one could join. In response to questions, we said that dues for PAU were yet to be established, and would supersede the $5.00 charge already widely publicized and that PAU dues would be in addition to the prerequisite AAA dues, as is the case for all units of the AAA.

Having resolved these points satisfactorily, the discussion turned to such issues as bridge-building and co-operation as how the various professional societies can work together for mutual benefit, and the such goals as influencing public policy, improving public relations, etc.
Earlier in the afternoon of the PAU roundtable, I was asked to participate in a session introducing editors of publications in applied anthropology, so I wound up on a panel with Erve Chambers and John Pogge.

I explained that the Bulletin was published essentially out of an immediate need to communicate with a specific constituency, and that its future name, format, and publication had not been decided on. Some concern over duplication of effort and information was expressed, and I replied that if response to the initial issue indicated that it was seen by its primary constituency as useful, it would probably continue in some form; if it was meeting no needs not met elsewhere it would probably not continue.

Outside of these scheduled meetings, I spent considerable time discussing points of contact and co-operation on a number of issues.

1. Publications. Practicing Anthropology will soon begin publishing an SfAA newsletter, separately edited, but included within PA. Erve Chambers has agreed to discuss the possibility of doing the same sort of thing with the PAU Bulletin or its successor. The great advantage to us lies in the fact that PA goes to an unknown but significant percentage of subscribers who are members neither of SfAA nor AAA.

(We should also make the maximum allowable use of the Unit News section of AN).

Since PA is officially published by SfAA, we may have to pay for space, although nothing was mentioned about this and I certainly would leave it to Erve to bring that issue up.

2. Alliance for Anthropology. PAU might be an appropriate contact point between this consortium of anthropological societies and the AAA; we should certainly try to work for as much representation as possible in the structure of interlocking directorates that is emerging in the profession.

3. Several people suggested the possibility of a meeting of the PAU officers and the Committee in Practice of the SfAA at the Denver Meeting.

4. SfAA has a Committee on Regional and Special Interest Groups, which is working on ways of supporting and encouraging organizations of that kind. This is another co-operation competition situation. We should explore the possibility of co-operation. Tony DiBella has been in charge of this committee.

5. SfAA is planning to compile a directory of its membership. This is an excellent opportunity for co-operative effort in the compilation of a useful directory of practitioners. Although it should be noted that not all SfAA members are practitioners.

SUMMARY: Questions on the purpose and nature of the PAU, raised by its members, have been substantially resolved, and areas of potential cooperation have been explored, resulting in suggestions for several possible important joint ventures, particularly regarding publications and the directory project. All these ventures will require negotiation in cases of considerable extent.
By-Laws

of the

NATIONAL ASSOCIATION FOR THE

PRACTICE OF ANTHROPOLOGY

a Unit of the American Anthropological Association

ARTICLE I. Name

1. The Unit shall be known as the National Association for the Practice of Anthropology (NAPA), a unit of the American Anthropological Association.

ARTICLE II. Purposes

1. The purpose of NAPA shall be to represent the practice of anthropology and the interests of practicing anthropologists within the American Anthropological Association to other organizations, and to the general public, and to further the practice of anthropology as a profession.

ARTICLE III. Powers

1. NAPA shall be autonomous in all matters within its field that are not reserved by the By-Laws of the American Anthropological Association, inimical to the American Anthropological Association's interests, or prohibited by law.

2. NAPA shall have an elected President, a Secretary, a Treasurer and other elected or appointed officers as set forth in these By-Laws.

3. NAPA is empowered to determine membership dues.

4. NAPA shall determine voting requirements on all Division/Section matters.

5. NAPA may engage in publishing, program, and other activities, appoint editors, committees and other agents, and set publication, program, and other policies appropriate to its purposes.

6. NAPA shall adopt and maintain By-Laws or Rules of Procedure consistent with American Anthropological Association By-Laws. NAPA shall file with the American Anthropological Association Secretary a copy of its current By-Laws, Rules of Procedure, and Table of Organization.
ARTICLE IV. Membership

1. Membership in NAPA shall be open to any member in good standing of the American Anthropological Association who supports the above purposes, subject to the payment of dues stipulated by the Governing Council of NAPA.

2. A Member in good standing shall be eligible to hold elective or appointive office, participate in the program, receive publications, and have one vote in nominating and electing officers and the transaction of other business of the Unit.

3. For just cause, a Member may be deprived of membership by a two-thirds (2/3) vote of the Governing Council, subject to appeal to the Members at the Annual Meeting.

ARTICLE V. Dues

1. The Governing Council shall set the annual dues of Members and may establish rates for special categories.

2. Any Member in arrears in the payment of dues shall lose all membership privileges.

ARTICLE VI. Officers

1. The officers shall be a President, President-elect, Secretary, and Treasurer.

2. The President shall be the presiding officer of NAPA and, should NAPA be entitled to such representation, its first representative on the Board of Directors of the American Anthropological Association and its representative on the Executive Committee of the American Anthropological Association.

3. The President-elect shall assume the duties of the President in the event of absence, death, resignation or incapacity of the President and shall succeed to the office of President at the expiration of the term as President-elect. The President-elect shall be the Association's second representative to the American Anthropological Association Board of Directors should NAPA be entitled to more than one representative.

4. The Treasurer shall have charge of the financial records of NAPA and shall submit a draft budget for the approval of the Governing Council not less than sixty (60) days before the Annual Meeting.

5. The Secretary shall serve as editor of NAPA's section in the Anthropology Newsletter and shall have such duties as assigned by the President and Governing Council of NAPA.
6. The terms of office of all officers shall be two (2) years, commencing at 9 o'clock pm, on the third day of the Annual Meeting of the American Anthropological Association.

7. No individual may serve in the same office for more than two (2) consecutive terms.

ARTICLE VII. Governing Council

1. There shall be a Governing Council of NAPA consisting of the officers and five (5) members elected at-large from the membership of NAPA.

2. Subject to directives and limitations imposed by the Members of NAPA, the Governing Council shall have the authority to execute on behalf of NAPA all powers and functions defined in these By-Laws.

3. The Governing Council shall meet at least twice annually, once at the time of the Annual Meeting, and may meet additionally on the call of the President or a majority vote of the Governing Council.

4. The Governing Council shall make all non-elective appointments and may make interim appointments to fill vacancies in any elective office until the next regularly scheduled election.

5. The term of office for the members-at-large shall be two (2) years. Two (2) will be elected in even years and three (3) in odd years.

6. No individual may serve in the same office for more than two (2) consecutive terms.

ARTICLE VIII. Annual Report

1. At the time of each Annual Meeting, the Governing Council shall report its activities to the Members and to the Board of Directors of the American Anthropological Association. The report shall include the reports of the Secretary and Treasurer, editors of publications, committees, and other agents representing NAPA.

ARTICLE IX. Meetings

1. NAPA shall hold an Annual Business Meeting at the time of the Annual Meeting of the American Anthropological Association.

2. The place and date of the Annual Meeting shall be disclosed to the Members not less than one hundred twenty (120) days in advance of the meeting.

3. The Governing Council shall appoint a Program Chair who shall organize the program of NAPA.
4. Special meetings may be called by the Governing Council or upon written request of five (5) per cent of the Members.

ARTICLE X. Quorum

1. Five (5) per cent of the Members in good standing shall constitute a quorum at the Annual Business Meeting.

2. A majority of the members of the Governing Council shall constitute a quorum for transacting business.

3. The business of NAPA shall be transacted by majority vote unless otherwise provided in these By-Laws.

ARTICLE XI. Nominations and Elections

1. Candidates for any elective office may be nominated by the Governing Council, by a Nominations Committee, or by Members. All candidates shall be Members in good standing of NAPA.

2. A Nominations Committee of three (3) Members shall be appointed annually by the Governing Council.

3. The Nominations Committee shall nominate two (2) persons for each vacant office. These nominations shall be made known to Members at least one hundred twenty (120) days before the Annual Meeting.

4. Five (5) per cent of the Members in good standing may nominate an additional candidate for any office, provided the nomination is received in writing by the Secretary at least ninety (90) days before the Annual Meeting.

5. The Secretary shall inform the prospective nominee of the probable extent of the burden of the office. A nomination becomes effective only upon filing with the Secretary a statement of willingness and ability to devote such time to the affairs of NAPA as necessary to the effective execution of office.

ARTICLE XII. Balloting

1. A Member in good standing shall be entitled to cast one ballot in any election or referendum.

2. Ballots shall be secret and enclosed in a signed envelope. The Governing Council shall have the authority to examine the eligibility of any voter.
3. Thirty (30) days shall be allowed for the return of ballots. Ballots must be received by the Secretary not later than the stated return date to be counted.

4. A service agency may be engaged to tally the votes and certify the results to the Governing Council.

5. The candidate receiving the most votes for a contested office shall be elected; the Governing Council shall hold a run-off election within ninety (90) days to resolve all ties.

ARTICLE XIII. Referenda

1. A referendum may be conducted by mail ballot at any time upon initiation of the Governing Council of NAPA or upon receipt of a petition signed by twenty (20) per cent of the Members in good standing. A majority of votes received shall constitute a favorable vote.

ARTICLE XIV. Finances

1. The fiscal year of NAPA shall be that of the American Anthropological Association.

2. NAPA shall submit an annual operating budget to the American Anthropological Association Board of Directors, which, when approved, shall govern NAPA activities.

3. The income from annual dues and from investments and other sources shall constitute a working fund, available for operating, publication, and current expenses consistent with the purposes of NAPA.

4. No financial obligation in excess of funds available in the treasury shall be assumed by the Governing Council or by any officer on behalf of NAPA except that for the purpose of this section, estimated receipts from annual dues and other accounts receivable for the current year may be considered as available funds.

5. NAPA may establish special funds to be administered by the American Anthropological Association for purposes NAPA may designate.

ARTICLE XV. Amendment

1. These By-Laws may be amended by the Members by mail ballot, provided that a proposed amendment is approved by two-thirds (2/3) of the votes cast.
2. Amendments may be proposed by the Governing Council or by twenty (20) per cent of the Members in good standing. The Governing Council shall have the proposed amendment circulated to the Members and it shall allow thirty (30) days for the return of ballots.

3. The amendments and provisions of these By-Laws shall be effective immediately upon adoption and shall supersede and nullify all previous amendments and provisions.

Adopted by the Governing Council of the National Association for the Practice of Anthropology, April 1, 1984.

Received, April 7, 1984,

[Signature]

Secretary, American Anthropological Association
Technical image bothers engineers

New York Times News Service

NEW YORK - Engineers have had a hand in creating almost every manufactured object we see in our daily lives, yet most people simply do not know what they do or what they are like.

To make matters worse, when the engineer does have an identifiable image, it's often what Don Weinert, executive director of the National Society of Professional Engineers, calls "the stereotype of the wooden engineer."

Some of what engineers do is mundane.

"Dealing with nuts and bolts or grease and oil is not very ethereal," said Henry Petroski, professor of civil engineering at Duke University. Even when designing glamorous technologies, he said, individual engineers usually work in large groups and rarely deal with the public.

The National Research Council has established a Committee on Education and Utilization of the Engineer. The group, according to Fred Jerome, a committee member and an official of the Scientists' Institute for Public Information in New York, is exploring ways to "improve media access to the engineering community."

THE FUNDAMENTAL problem, most experts agree, develops early in engineers' professional lives and is not entirely their fault. It lies largely with the one-sided curricula they must endure.

Engineering students are fed an "over-technicalized" menu of courses that carry measurable gain, said Dorothy Nebkin, professor of science, technology and society at Cornell University, but they are practically starved for the humanities. When they do take the token liberal arts courses, she said, they are unprepared for the realization that it is "mostly questions and provides few pat answers."

"It's not a proper professional education," agreed Samuel C. Florman, a writer-engineer and author of "The Existential Pleasures of Engineering." "The average engineer is basically a high school graduate with technical training," he said.

If this appears to be a shortchanging, Weinert says, it is only because engineers need little more than a bachelor's degree to begin practicing their craft.

Weinert says this may also explain why scientists, even though they, too, practice in isolation from the public, have better images.

DAVID H. Cheng, dean of engineering at New York's City College, says engineers in the past took classical bachelor's degrees before entering engineering school, much as aspiring physicians still do before entering medical school. "But the pressure of industrial demand shortened the number of years needed to become a professional," he said. "Industry wants engineers early and wants them to produce right away."

"It is really the marketplace that determines curriculum design."

By "cranking out technicians to fill job slots," colleges are failing to do their jobs, Florman said.
To the NAPA Governing Council:

April 3, 1984

I think we all deserve a collective and mutual pat on the back for our work through all that stuff this Sunday. And a special one for those of you who worked on all the preparations. What we did was move the NAPA from an enthusiasm to a real entity...but having done so we are now faced with the realities of doing business.

A. We did not pass a budget. We need one...however simple...before we can make expenditures. I have talked to Max about it and when he gets one together... he will send it to me. I will circulate it along with a motion to adopt. You will I earnestly hope vote on it immediately and return to me so that we can report it out to the AAA Executive Board.

B. I am now about to make another motion. We need some activity with our still limited capacities and yet visible enough for our members and prospective members to see. To us working through the by-laws and getting some officers in place were big jobs. For our membership I'm afraid they will be kind of "ho hum". Thus I recommend that NAPA undertake the publication of a directory of members. AAA has, as you know, published a directory of practitioners and would like to repeat the performance. But the task, in this new environment, seems to be a logical activity for NAPA to sponsor. We do not have either
MOTION

That NAPA undertake the sponsorship of a directory of its membership to serve as a second iteration of the AAA Directory of Practitioners. And, that the President forward this motion to the Executive Board of the American Anthropological Association and request assistance of the AAA.

YES

NO

Signature

Date 4/6/81

Jim:

I agree that a directory is necessary but cannot support the above motion.

The RAPA report to the SfAA Executive Committee includes a proposal for a directory of practicing anthropologists. I feel that this will be a more useful project than a directory limited to our own membership. There is a serious omission in their proposal, namely the lack of any funds for marketing the directory. If we offer a joint venture, we may be able to get money for this crucial activity.

I therefore propose an alternative motion:

That NAPA be authorized to cosponsor with SfAA the production and distribution of a directory of practicing anthropologists for the use both of anthropologists and potential clients; and that the AAA Executive Board authorize support of this project to the extent of 50% of the total cost, in return for a proportionate amount of the proceeds from sale of the directory.
Dear Max,

Here is a budget for the NAPA Bulletin based on a fiscal year beginning June 1, with a print run of 600, six pages, printed offset from typed copy at 60% reduction in the same format as the NAPA Bulletin. This is absolutely the cheapest way to go—if we want the whole thing typeset it will add approximately $300.00 to the cost of each issue, and I just can’t imagine any advantage in doing this.

Issues to be mailed on June 1, September 1, December 10 (to allow for annual meeting report), and March 1.

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Now, here are some thoughts on the reimbursement issue:

I'm taking it as a given that the Bulletin is reimbursable.

I don't think that the travel costs of officers and council members should be automatically reimbursed:

1. Certainly there should be no reimbursement for travel expenses related to the AAA Meeting—presumably everyone on the council has other reasons for going there.

2. Travel expenses related to meetings scheduled apart from the AAA annual meeting should be reimbursed subject to the following condition, namely that the person being reimbursed be able to demonstrate that he or she had no alternative to paying for the relevant expenses out of personal funds. (The situation that now exists, wherein some persons are able to get reimbursement and others are not, is inherently inequitable.)

3. Transportation costs will be reimbursed at the lowest available fare (If you want to go first-class, it's your money).

4. Persons traveling on NAPA business (e.g. as representatives to meetings of other associations) should be reimbursed for their expenses, subject to the condition in #2 above.

I had hoped to present a report on the Toronto SfAA Meeting, but time ran out. The enclosed hits the high spots, but there's a lot of extraneous stuff in there too. I'm also enclosing my opinion of Jim's motion, and an alternative. I don't think this is an appropriate time to be nursing inter-association animosities.
MOTION

That NAPA undertake the sponsorship of a directory of its membership to serve as a second iteration of the AAA Directory of Practitioners. And, that the President forward this motion to the Executive Board of the American Anthropological Association and request assistance of the AAA.

YES

NO

Signature: [Signature]
Date: [Date]

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I therefore propose an alternative motion:

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And, that the President forward this motion to the Executive Board of the American Anthropological Association and request assistance of the AAA.

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I had hoped to present a report on the Toronto SF&AA Meeting, but time ran out. The enclosed hits the high spots, but there's a lot of extraneous stuff in there too. I'm also enclosing my opinion of Jim's motion, and an alternative. I don't think this is an appropriate time to be nursing intersectional animosities.
Dear Friends and Colleagues:

I am writing to invite you to participate in a directory of professional and academic anthropologists involved in the ethnographic study of science, technology, and organizations in industrial societies. A group of us have been meeting over the last year to try and build a network of communication in this field. At a January 4 meeting at Stanford, we decided to assemble an informational directory. The Wenner-Gren Foundation for Anthropological Research has agreed to provide start-up funds, and the first issue will be produced this summer.

We have circulated an announcement of the directory to numerous professional newsletters, and the "ad" is enclosed here. The relevant details are in its text. The sheet also includes our statement of "aims" to Wenner-Gren.

You have received this letter either because you have participated before in NESSTO or its predecessor LAN (in which case, please pardon the formality and redundancies!), or because your name was on the "Business and Industrial Anthropology" mailing list which Prof.s Bahs and Weiss of Wayne State University passed on to us. In like spirit, we urge you to pass this information on to any other colleagues you know who are working in this field. Please also suggest additional newsletters where we might announce the project with addresses to Jeanette Blomberg or Lucy Suchman at Xerox-PARC, telephone (415) 493-4340.

We hope to attract a large number of listings (which are free!) and distribute copies of the directory for a $3 contribution each. The directory will be assembled in Palo Alto, and include all of the listings plus keyword and geographical indices. It will be ready in the Summer, 1984; and we intend to continue up-dating the data-base and producing further editions in the future.

Other NESSTO activities include a panel at upcoming AES meetings in Asilomar. Prof.s Jeanette Blomberg (UC Davis/Xerox PARC), Sharon Travek (MIT), and I will present papers in a session on the "Etnographic Study of Science and Technology in Advanced Industrial Societies". We will address some of the interwoven professional, ethical, and theoretical issues which have arisen in our work on office automation systems, high-energy physics, and biotechnology firms.
At the Denver AAA meetings, several NESSTO affiliates will participate in the Practicing Anthropology Unit's organized session; and look for a NESSTO "Open Meeting" to introduce the directory and discuss further aims and projects. We expect a volume of papers from the Chicago AAA session on "... Science and Technology..." to appear later this year, and we look forward to building local-area networks of professionals in the field.

This last is an important aim of the project. The directory is a resource for finding other workers in your own specialty, but it can also serve as a stimulus to ongoing contacts and local meeting for anthropologists in diverse (and occasionally isolated) institutional environments. I have long promised to circulate our mailing list, so it is enclosed here (almost up-to-date). As you can see, its usefulness is limited to general solicitations. We look forward to your directory contributions to construct a more specifically useful communications and organizing tool.

Thanks again to the Wenner-Gren Foundation and its Director, Lita Osmundsen, for assisting us on such short notice; and to the Program in Science, Technology, and Society of MIT and to Xerox Corp.—Palo Alto Research Center for their institutional havens which have supported several of us in preparing this project. Thanks, too, to Gil Whittemore of the American Academy of Arts and Sciences (AAA & S) for helping "assemble" the mailing list. The AAA & S is compiling a bibliography of works in progress on science and technology since World War II, including anthropological ones. The Academy is attempting to secure private funding for further research, perhaps including support of anthropological work. Because of an imminent deadline, they would like to hear about our various research in advance of the directory (Gil Whittemore, AAA & S, Norton's Woods, Irving Street, Cambridge, MA 02138).

We look forward to receiving your materials soon at NESSTO, PO Box 11442, Stanford, CA 94305.

Sincerely yours,

Frank A. Dubinskas, PhD
Boxcon Fellow

and also for:
Jeanette Bloemberg
Visiting Prof. of Anthropology
UC Davis

and
Research Consultant
Intelligent Systems Laboratory
Xerox-PARC

Lucy A. Suchman
Research Intern
Cognitive and Instructional Sciences Group
Xerox-PARC

FAD:LAB
Directories Announcement "Ad":

The Network for the Ethnographic Study of Science, Technology and Organizations (NESSSTO) is compiling a directory of people from industry, government and academia doing ethnographic work in advanced industrial societies. Please send name, address, phone number, computer net address, affiliation(s), education, and a description of your current activities and research interests (approximately 50-100 words), underlining five key words. Please respond by July 1 and send to NESSSTO, P.O. Box 11442, Stanford, CA 94305. Listing is free. Enclose a $3.00 contribution for a copy of the directory (checks payable to NESSSTO).

Partial Text of the Wenner-Gren Foundation Application — "Aim[s]":

10. Aim and scope of project:

The aim of this project is to build and enhance a network of communication and cooperation among anthropologists working on the ethnographic study of science, technology, and organizations in complex societies. Specifically, we are preparing a directory of people in this field as a means of information sharing which would 1) Gather the people who work in this and related areas, 2) Provide information about them and their work to each other, and 3) Serve as a vehicle for publicizing this work outside the profession.

We began as an ad hoc group whose interests were in the study of culture and organizations in high-technology industries and scientific establishments in advanced industrial societies. As an informal network, we include academic researchers, industrial consultants, and employees in both the public and private sectors. Our mailing list has reached over 100 individuals. Our dual object in working together is to cross-fertilize practical work "for" industry and scientific organizations with the insights and theoretical formulations of academic anthropology, and conversely, to bring the experience of the professionals in industrial environments to bear on the development of anthropological theory. In many cases, we are engaged in "studying up" — examining the practice of powerful managers and elite scientific and technical communities.

Some special problems — analytical, professional, and ethical — arise from this work. Expanding our network links will bring a broader range of experience to bear on these issues. These have been partly addressed by sessions at the Chicago AAA meetings and at the upcoming Asilomar (AES) meetings, and discussions held after the formal papers have been sent to the ever-increasing mailing list, and a meeting was held at Stanford in January 1984. The directory project was formulated at that meeting as the most appropriate way of stimulating more interaction with a minimum of administrative and "organizational" work.
April 10, 1984

Ralph Bishop
1430 Crain Street
Evanston, IL 60202

Dear Ralph:

Thank you for your recent letter. I am glad to see that NAPA is moving ahead and appreciate being informed of your activities. Please remain assured of our willingness to cooperate whenever possible.

Sincerely,

Erve Chambers
Editor

EC/ew
NAPA DRAFT QUESTIONNAIRE

This questionnaire will allow us to sketch a profile of our present membership. Please help by filling out your questionnaire form and returning it by June 30, 1984.

To use this form as a self-mailer, just fold so the section showing NAPA's address is facing out, and tape the ends and bottom edge.

1. Age______       2. Gender______       3. Ethnic identification______
4. Please list, from first to most recent, beginning with your first baccalaureate degree, the degrees you have earned, with major subjects and dates.______

5. Are you studying for a degree now? ________ If yes, list degree sought, major, and date expected.______

6. What specialization(s) do you find yourself most active in at this time?______

7. Does the answer to number 6 represent (check appropriate column) the same fields different fields from those you worked in: Last year ________ ________ 2 years ago ________ ________ 5 years ago ________ ________ 10 years ago ________ ________

8. In which of the categories listed below does your professional income (i.e. that derived from the practice and/or teaching of anthropology and related disciplines) fall?
Less than $10,000______ $10,000-19,999______ $20,000-29,999______ $30,000-39,999______
$40,000-49,999______ $50,000-59,999______ $60,000-69,999______ $70,000______

9. What percentage is the above figure of your total income?______

10. What percentage of your total professional income comes from Self-employment______; Government Employment______; Business/industrial employment______; Academic employment______; Employment with not-for-profit private agencies______; Other employment (please specify)______

10. The following have been suggestions of areas and activities in which NAPA should become concerned. All of them require money. Please indicate those which you think are important enough to be supported by the dues payments of NAPA members
______ Support for regional and special interest groups
______ Publication of a regular bulletin for members
______ Publication of a journal
______ Publication of a directory of NAPA members
______ Publication of a directory of all practicing anthropologists
______ Public relations for anthropological practice, directed at decision-makers and the general public
______ Maintenance of a center for job and contract information
______ Maintenance of a network of contacts and referrals
______ Lobbying for or against legislation affecting the profession
______ Development of resources and materials for professional training
______ Development of certification standards for practitioners.

(over)
11. Please use this space for additional comments.
*NORTHERN UNIVERSITY PROGRAM
IN ETHNOGRAPHY AND PUBLIC POLICY

AND

NORTHERN UNIVERSITY
DEPARTMENT OF ANTHROPOLOGY

present

GEORGE ROTE
Cultural Anthropologist and Assistant Branch Chief,
Branch of Federal Acknowledgment, Bureau of Indian Affairs
Washington, DC

"ACKNOWLEDGING UNRECOGNIZED TRIBES:
A STAFF'S-EYE PERSPECTIVE ON THE ADMINISTRATIVE PROCESS OF ACKNOWLEDGMENT"

Thursday, April 12, 1984
Hsu Seminar Room
2000 Sheridan
7:00-9:00 p.m.

(NUPEPP Seminar in Ethnography and Public Policy)
10. Please list any additional concerns that were not covered under question #9.


Thank you for returning your questionnaire.
TO: Ralph Bishop
1430 Crane St.
Evanston, IL 60602

MESSAGE: The information you need for the NAPA newsletter mailing is enclosed. As you probably know, the 3rd class indicia must be printed in the upper right-hand corner with the name of the permit holder and business address in the upper left-hand corner. For this mailing, NAPA should appear before the Association's name. A copy of both these requirements is enclosed. If you have any questions, please let me know.

SIGNED

REPLY

PS: The charge per piece should come in around 5.2¢ so mailing us the labeled newsletters, sorted in zip, for us to drop off at the post office will save money.

SEND PARTS 1 AND 3 WITH CARBONS INTACT. PART 3 IS RETURNED WITH REPLY.
The total comes to $612.97, or if you want to discount the overrun on the first bulletin, $561.22. I submit that these constitute extraordinary expenses which would not normally be and are not normally required of a board member of an association such as this.

Please confer with Max Drake concerning this account before June 13, and pass it on with whatever approval the two of you decide upon as soon as you are able to do so.

Sincerely,

Ralph J. Bishop

cc. Max Drake
April 16, 1984

Dr. Helen E. Fisher
Associate, Dept. of Anth
American Museum of Nat. Hist.
(Office) 65 East 80th St.
New York City, NY 10021

To: Barbara Meta, Ralph, Jim, Max, Kirk, Rob and Helen.

Here are my minutes to our April 1st meeting. Barbara has reviewed them and suggested a slightly different format for the future. I am unfamiliar with this procedure and welcome all comments.

I have sent them directly to Ed Lehman as was requested of me. If you have any SUBSTANTIVE changes please contact me as soon as possible. All other comments please send to me prior to our next meeting.

The first order of business for our next meeting will be the approval of these minutes. At that time we can rehash anything and make improvements in content or style.

Also enclosed is the article I wrote for the AN June issue. It was sent by overnight express to meet the deadline.

I am planning to contact WAPA, PRACTICING ANTHROPOLOGY with an emphasis on the AN. Perhaps they will want to publish parts. I think I will also establish liaison with PAN, the Physical Anthropology Newsletter. I now represent NAPA on the AAPA committee: Jobs Placement and Development Committee. We had an interesting meeting at the annual AAPA convention last week. I was able to offer quite a bit, simply due to our discussion in Washington the prior week. Even they want a list of practicing anthropologists.

There is a lot to be done. I enjoyed seeing all (except Helen) in Washington and hope these minutes meet with your approval. Please send me any other ideas about communication, the job of the secretary.

Best Wishes,

Helen E. Fisher
Interim Secretary, NAPA

PS. I need to write something in the Sept. issue of AN in mid July. I think I should cover our plans for the AAA 1984 meetings? Other suggestions.
24 April 1984

Meta Baba
Department of Anthropology
Wayne State University
Detroit, MI 48202

Dear Dr. Baba:

At Jim Downs' request, we are enclosing a print-out of NAPA members, which is current through the end of February 1984. The red check marks indicate lapsed or non-members of the AAA.

Although all members of the NAPA Governing Council are AAA members, several do not appear on the list because the token $5 enrollment fee was not remitted. They include yourself, Ralph Bisch, Kirk Gray, and Robert Werge.

If there is any additional information you need, please let us know.

Sincerely,

Christina L. Malec
Assistant to the Executive Director

enc
Consortium of Social Science Associations
1200 Seventeenth Street, N.W., Suite 520, Washington, D.C. 20036 • [202] 887-6166

The Consortium of Social Science Associations (COSSA) announces an opening for the position of Executive Director. COSSA is an advocacy and educational organization representing 175,000 social and behavioral scientists and functions as a bridge between the academic research community and the Washington community. COSSA's membership includes the ten major disciplinary associations in the social and behavioral sciences as well as 25 affiliated scholarly associations, a growing number of contributing research universities and institutes, and other national social science organizations. A complete list of COSSA Members, Affiliates, and Contributors is attached.

One of the primary missions of COSSA is to work with the Congress to increase research budgets in the social and behavioral sciences. After an initial focus on the budget of the National Science Foundation, COSSA has expanded its program to encompass advocacy on behalf of research budgets and research policy issues in a broad array of federal agencies and research programs. As part of this effort, COSSA plays an important role in informing Members of Congress, congressional staff, and federal officials about the importance of research in the social and behavioral sciences and the need to maintain adequate financial support for this research. COSSA conducts congressional seminars on topics of current and emerging research interest and reproduces these presentations as COSSA Occasional Papers.

Another important mission is to keep social and behavioral scientists informed about legislative actions and federal policies that bear directly on the conduct of social and behavioral science research. One of the means of doing this is through the COSSA Washington Update, which is sent to over 800 social scientists and circulated widely to many more. The eight-page newsletter is issued biweekly.

Within the broad priorities set by the Board of Directors, the Executive Director works with the Executive Committee to set goals for the organization. The Executive Director is responsible for carrying out COSSA policy. This involves maintaining contact with key agency and congressional staff; representing COSSA and the research community to the Executive branch, the Congress, and the scientific and higher education communities; and dealing with the press on issues of importance to research. The Executive Director is responsible for preparing and editing all COSSA testimony, the COSSA Washington Update, and an annual report to the Board of Directors. The Executive Director is also responsible for the management of the organization's financial affairs, supervision of its staff of three, general fund raising, and maintaining contact with officers of the 25 Affiliates and officials of the contributing universities and institutions. The Executive Director is a non-voting ex officio member of the Board.
The Executive Director should have a doctorate in one of the social or behavioral sciences. Candidates must also be familiar with research methodology and research issues in the social and behavioral sciences. Good writing and communications skills are essential. Experience in working with Congress or the Executive branch and experience in dealing with grass roots organizations preferred. Salary negotiable; good fringe benefits.

For more information about this position, contact the Chair, Executive Director Search Committee, COSSA, 1200 Seventeenth Street, NW, Suite 520, Washington, DC, 20036.
Consortium of Social Science Associations

Members
American Anthropological Association
American Economic Association
American Historical Association
American Political Science Association
American Psychological Association
American Sociological Association
American Statistical Association
Association of American Geographers
Association of American Law Schools
Linguistic Society of America

Affiliates
American Association for Public Opinion Research
American Educational Research Association
American Society of Criminology
Association for Asian Studies
Eastern Sociological Society
Economic History Association
Evaluation Network
Evaluation Research Society
History of Science Society
International Communication Association
International Studies Association
Law and Society Association
National Council on Family Relations
North Central Sociological Association
Northeastern Anthropological Association
Population Association of America
Regional Science Association
Rural Sociological Society
Social Science History Association
Society for American Archaeology
Society for the History of Technology
Society for Research in Child Development
Society for the Scientific Study of Religion
Society for Social Studies of Science
Southwestern Social Science Association

Contributors
University of California, Berkeley
University of California, Los Angeles
Center for Advanced Study in the Behavioral Sciences
Center for International Studies, Duke University
University of Colorado
Columbia University
Cornell Institute for Social and Economic Research
Cornell University
Georgia Institute of Technology
Harvard University
University of Illinois
Indiana University
Institute for Social Research, University of Michigan
University of Iowa
The Johns Hopkins University
University of Michigan
University of Missouri
University of Nebraska
New York University
Ohio State University
University of Oregon
University of Pennsylvania
University of Pittsburgh
Princeton University
Social Science Research Council
University of Southern California
Stanford University
State University of New York at Stony Brook
Texas A & M University
Tulane University
University of Washington
University of Wisconsin, Milwaukee
Dear Ralph,

Re: your of the 27th-

No doubt of greater personal importance - now the bell of books is about to ring - many thanks for such abrupt & quick reply. I will be setting down to jog the memory well between today and my departure for the Santa Clara Circuit Conference on the 3rd so that should be along in first another day or two.

As for ARS & NAPS/LSSA - an urgent DSS of HPRS. I guess I'm best qualified to constitute some situation sharing ideas as asked with others of HPRS are wanting - so you can schedule me in as that. We then either formally or informally include other HPRS officers as they will be there - I'm flexible in that.

For my part, something... be formal letters will help me get travel money out of the University.

Best regards

[Signature]

[ButtonClick]
ANNOUNCEMENT

Free Listing of Scholars and their Services - Any scholar who thinks s/he has a service or capacity to offer to business will be listed in a publication to be made available to corporations, etc. For more information and listing write: Wayne J. Mack, Knowledge Network Online, Inc., P.O. Box 183, Bordentown NJ 08505.

JOB OPPORTUNITIES

Diane G.H. Cook, Executive Director, Translation Center, 307A Mathematics Building, Columbia University, New York NY 10027; (212) 864-7431, is looking for translators who are willing to translate American literature into Asian languages. Although the deadline for the Thornton Wilder Prize competition has passed, ISA members may want to contact Ms. Cook for future projects. One magazine, e.g., is planning a special issue on Japanese literature.

**

A new information service, scheduled to begin publication later this year, is in need of free-lance abstracters. This service will provide English-language abstracts of Japanese technical and business literature. Individuals with the following abilities are sought: competence in written Japanese and English, experience in constructing descriptive abstracts, and knowledge of applied science and technology. Please, send resume as soon as possible to: Herman Baron, Box 194, Moylan PA 19065.

**

Mentors Sought by Non-Traditional M.A. Program - Vermont College invites independent scholars (in social sciences, humanities, liberal arts, and social services) to add their names and resumes to their files as potential Field Faculty for the Graduate Program.

Field Faculty Advisors (experts in the student's area of concentration) are selected by students to help them design a study plan (based on the student's interest), meet with them on a regular basis to review progress and discuss substantive issues, and provide feedback on drafts of the student's work.

The College is an independent study, non-resident program with regional offices throughout the U.S. Because the college emphasizes the integration of theory and practice, students are encouraged to test theory, extend applications, and think about the ethical and political implications of their work and its relationship to social change. Some current projects include: An Historical Study of Family Law; Development of Curriculum for Temporarily Incarcerated Adolescents; and an Application of Paulo Freire's Theories of Critical Literacy to Non-English Speaking Recent San Francisco Arrivals.

For further information contact: Margaret Blackburn White, 50 Golf Court, Teaneck NJ 07666 or Barbara Rosenblum, Director, San Francisco Regional Program, Graduate Program of Vermont College, 1195 Valencia St., San Francisco CA 94110.

***

The U.S. Information Agency has a limited number of openings for men and women to serve as guides for the U.S. Pavilion at the Japanese International Exposition (EXPO '85) which opens March 17 to September 16, 1985, in Tsukuba, Japan. Persons selected for this short-term employment (appr. 23 weeks) will be hired on temporary non-career Foreign Service Staff appointments. Details available for reference at SEANRG office or write: U.S. Information Agency, Room 524, 301 4th St., S.W., Washington DC 20547. Deadline: May 15, 1984.

***

Sandoz Yakuhin has positions available in product management, marketing research, and planning. Mr. Shigeta will be in the U.S. in June and available for interviews. Those interested should write to Sandoz Yakuhin KK Akasaka, P.O. 40, Tokyo, Japan

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ISA is governed by its members. All members of ISA are welcome to become involved. You are needed to assist with networking, workshops, lectures, Asia briefings for corporations as well as colleges and public schools. No matter whether you have only a few hours or a few days free or whether you have any suggestions or contacts, please, contact your regional representative or ISA headquarters.

We also need volunteers for fund-raising drives.

In unity lies strength.
PROFILE OF AN INDEPENDENT SCHOLAR OF ASIA

I consider myself a semi-independent scholar because I am in the enviable position of holding down an academic assignment. However, this position is not in the field of Asian Studies for which I was trained and which I consider my vocation. As a result, I have diversified into side jobs and research projects which, while not sufficiently lucrative to sustain me, exercise my expertise in a satisfying way and hopefully will lead to full independence.

I went into Chinese Studies against the advice of my high school teachers who thought I was mad. I had the full support of my family who knew I'd never be happy in any other field. Without their moral and financial support, I wouldn't have been able to carry on. In 1974 I graduated from Cambridge, United Kingdom, with a Ph.D. in T'ang history.

Because I consider my strength to lie in historical research and in translating, I have been involved in a veterinary medical translation project as well as literary and historical translations. I'm now trying my hand at classical poetry and a modern model.

After I had received my doctorate, it became obvious that I would have to leave the United Kingdom to seek academic employment. I already had experience overseas - one and a half years as a student in Japan. I chose Australia, as Asian studies was opening up there. I spent about seven years in Australia and took citizenship. My positions were always temporary, so a measure of independence was forced upon me. I started to get into other areas, such as radio broadcasting. I think, independence was there, latently, in my temperament.

In 1981, I returned to Asia. I'm living in Taiwan, where I draw a salary one third of the salary I received in Australia, but as compensation I am constantly exposed to the Chinese language and the Chinese way of life. I've become involved in Chinese computing and directed a project on Chinese computer-assisted language instruction. I have also received fellowship support and stimulation in my research on T'ang education and examinations as well as the exciting opportunity of comparing traditional Chinese education with its modern equivalent, by teaching English in two Chinese universities.

Looking at the previously published profiles of independent scholars of Asia, I find there are two things we all seem to share - a dedication to excellence in scholarship and versatility. The former I have always had and the latter I had to learn quickly when teaching general Asian courses in Australia and in taking on Teaching English as a Foreign Language as an economically useful sideline. The difficulty for all of us is to maintain the correct balance between the two. I was lucky to gain recognition and opportunities early in my career, but, because I chose the pursuit of excellence, I didn't always sit easy among my departmental colleagues. I now find it relatively easy to win fellowships and research grants and solicit unpaid work, but hard to gain a comfortable niche in academe. It is, however, particularly satisfying to me that I have gained more recognition from Asian colleagues, particularly, the Japanese, who are strong in the T'ang field, than in the West, despite traditional Asian prejudices against women. The international outlook, which is the greatest asset I have developed from my itinerant life, must have helped.

Penny A. Herbert

***

A prize of $1,000 for independent scholarship is offered for distinguished published research in modern languages and literatures, incl. English. The prize will go to a scholar who has not held a post at any education or research-related organization that provides the sort of support for research usually associated with an institution of higher education for three years. For information contact Judith Teply, Research Programs, Modern Languages Association, 62 5th Ave, New York NY 10011.
Duration of course: one semester.

2. Cultural Ecology. This course is intended to familiarize the student with basic concepts and methodology in the study of comparative social systems of adaptation, biological adaptation among different human populations, and overview of issues involving interface between industrial development and indigenous production systems. Students are also familiarized briefly with studies indecision-modeling in different agricultural and pastoral societies to illustrate points made in development studies. Curriculum was developed for use at Navajo Community College. Duration of course: one semester.

3. Cognitive Anthropology and Ethnoscience Ethnography. Course is intended to familiarize students with methods in ethnographic interview, taxonomic, sequential, componential analyses, and other methods of ethnographic decomposition. Students are also instructed in how to conduct micro-ethnographies, present their results as organized papers, and organized write-up of reports. Examples from Navajo reservation research are utilized. Curriculum has been developed into a Handbook (see "Publications"). Course has been taught at Navajo Community College and through Northwestern University Field School of Ethnography. Duration of course: one semester.

4. Education and Culture. Course includes discussion of theories of education and culture as proposed by anthropologists and educators, the contribution of anthropology theory and research to educational program development, evaluation, and policy analysis. Examples from Indian and bilingual education are used for illustration. Course has been taught through University of New Mexico and Navajo Community College. Duration of course: one semester.

5. Issues in Indian Affairs. Course addresses issues of modern economic development, sovereignty, education, water rights, land use, and the development of legislation throughout the 19th and 20th Centuries. Particular attention is paid to illustrate the impacts of policy and implementation on traditional Native American social structure and culture, and the adaptations these people have made to these. Course has been taught through the University of New Mexico. Duration of course: one semester.

The above courses have been developed as a result of field research, and have been taught, upon request, through extensions of the University of New Mexico, the Northwestern University Field School in Ethnography, San Juan Community College and Navajo Community College.

Other courses in which I have had teaching experience and capability include introductory physical anthropology, cultural anthropology, and social science methodology.
WE ARE NOT ALONE

Following are some excerpts from a New York Times wire service story which appeared in the April 1, 1984, Chicago Tribune under the headline "Technical Image Bother Engineers".

"NEW YORK - Engineers have had a hand in creating nearly every manufactured object we see in our daily lives, yet most people simply do not know what they do or what they are like.

"To make matters worse, when the engineer does have an identifiable image, it's often what Don Weinert, executive director of the National Society of Professional Engineers, calls 'the stereotype of the wooden engineer.'"

The article goes on to list factors in engineering training purportedly contributing to the image problem.

SCHOLARS & SERVICES LISTED FREE

Any scholar with a service to offer businesses may be listed in a new reference publication for corporations and other organizations. Write Wayne J. Mack, Knowledge Network Online, Inc. P.O. Box 185, Bordentown, NJ 08505 for more information and listing.

VERMONT COLLEGE NONRESIDENTIAL MASTERS PROGRAM

Vermont College, one of the two colleges of Norwich University has a non-resident master's degree program which allows students to work towards a degree in the social sciences, humanities, liberal arts, or social services by carrying out study programs in their own communities.

The college maintains a file of scholars willing to act as advisers to students by assisting them to design a study program, and monitoring their progress. Emphasis is on the integration of theory and practice.

Interested may submit a CV, stressing current work an
Reorganization
Continued from p 1

these groups have been adopted which enables them to be provisionally accepted as AAA units. Four other organizations are currently considering whether to put merger plans before their memberships in the near future.

Of the five organizing meetings held at Chicago to consider the establishment of new units, three were formally organized and recognized by the AAA Board. These are Linguistic Anthropology, Bio-social Anthropology, and Practicing Anthropology.

In the case of both merger units and newly organized units, the final step in becoming a unit in AAA is a mail referendum to the entire AAA membership. Balloting is currently expected to take place in the spring for those prospective units whose plans for merger have been adopted by the AAA Board by that time.

Correspondence
Continued from p 2

$3,000-$5,000, depending upon the number of children enrolled.

Of eight children whose parents registered for the service in 1982, seven were less than 1.5 years of age; the eighth between 2 and 2.5 years. All the children were registered for a total of 110 hours or an average of 13.75 hours per child. At the established fee of $3.00 per hour, contributions from parents would have totaled only $330. Had the service been provided for this number, the cost would have been approximately $3,000 and the membership at-large would have provided a subsidy of almost $2,700, which is approximately the cost of one issue of the Anthropology Newsletter.

The question of child care service at annual meetings is being considered by the Committee on the Status of Women in Anthropology at this time. The Board meets next. It will decide on whether to offer the service at the annual meeting in Denver and, if so, under what conditions. Members are urged to communicate their views to the Association's officers before the decision is made.

Over 100 practicing and applied anthropologists met at the annual AAA meeting in Chicago and agreed to establish a new unit of the AAA: Practicing Anthropology. It was decided that the unit shall represent and serve all four subfields of anthropology. Goals of the unit will include: (1) to represent the needs of practicing anthropologists within the AAA, (2) to provide a network for communication among practicing anthropologists, (3) to disseminate and exchange information on employment and related issues in practicing anthropology, (4) to support, to the extent possible, the activities of already existing regional and special interest groups of practicing anthropology, (5) to educate students of anthropology in the skills necessary for nonacademic anthropological work, and (6) to develop new strategies to serve the needs of practicing anthropologists.

An interim steering committee—-to be replaced by elected officers—was established and met to discuss initial plans. Members are Marietta Baba, Ralph Bishop, Jim Downs, Max Drake, Helen Fisher, Kirk Grey, Barbara Pillsbury, Helen Schwartzman and Robert Werge. It was decided that Helen Schwartzman and Barbara Pillsbury would serve as interim coordinators. Ralph Bishop and Helen Fisher volunteered to oversee communication among practicing anthropologists during this interim period. Robert Werge, Marietta Baba and Max Drake will serve as the program committee for the unit, and Werge will act as the unit’s program editor for the 1984 AAA meetings. Provisional by-laws were adopted and will be revised during the coming year.

Among the immediate plans of the unit are to elect officers, to adopt by-laws, to compile a directory of practicing anthropologists, and to conduct a survey to identify backgrounds, present situations and needs of practicing anthropologists. The initial membership of the division will include those who were present at the November 17th meeting (whose dues will be solicited), those who earlier sent a contribution earmarked for the “National Association of Practicing Anthropologists,” and any who wish to join at this time. To join please send a $5 check payable to the AAA to: Practicing Anthropology Unit of the AAA, 1703 New Hampshire Av NW, Washington, DC 20009.

I wish to express the enthusiasm of all of us present at both meetings of practicing anthropologists. We believe that practicing anthropologists will play an expanding role in the anthropological community, government and the private sector and that their needs can be met most effectively as a group. We look forward to development of the unit within the AAA and to collaboration with other units, existing groups of practicing and applied anthropologists, and all anthropologists interested in broadening the scope and impact of anthropology.
Meta Baba, Assistant Provost
Wayne State University
Detroit, Michigan 48202

May 5, 1984

Dear Dr. Baba:

Ralph Bishop recommended that I contact you in regard to the National Association for the Practice of Anthropology. As a member of this organization, I would like to participate more actively, either as officer or on the governing council. My background includes a decade of research and development on the Navajo Reservation. The research ranges from educational ethnography, bilingual educational policy and comprehensive educational planning, on the one hand, to energy resources development and social environmental impact assessment, on the other. I have conducted this research for a variety of organizations, including the Navajo Tribal government, Navajo Community College, and Dine Bi'Olta Association, a Navajo-owned non-profit research and development corporation. A Vita is enclosed.

As a council member I would like to work toward identifying more explicitly (1) the theoretical bases of the different applied and non-academic branches of anthropology, (2) the non-academic niches—both institutional and non-institutional—previously occupied by these anthropologists, and (3) the ways in which they have developed these niches. As a non-academic anthropologist I would also like to establish ties with the more conventional academic branches in order both to insure academic support of non-academic endeavors, and to insure that the experiences of the latter become taught to future generations of students. In this fashion, anthropology will be able to share with other social and behavioral sciences mutually-reinforcing ties between academic and non-academic sectors.

I would also, of course, like to continue working with colleagues in this association, to develop opportunities for employment and other educational work for other anthropologists, students, and other aspiring professionals who have considered anthropological perspectives and methods important.

Thank you, in advance, for considering my request. Should you require further information, please let me know.

Sincerely,

[Signature]
Dear Board:

OK..the motion to do a directory of members passed by seven to two. The majority voiced some concern that we were not attempting to develop practitioners. We are not. Couldn't afford to. haven't defined practitioner enough. etc. Simply a directory of people who have put up their money and joined NAPA. Perhaps it will help people get together, communicate etc. I've talked to Lehman and we can get it started fairly soon.

Our balloting for officers for the first full term can be conducted by mail along with all other elections in AAA. Savings of money and elimination of the burden of a separate count.

I have had some discussions with people who are engaged in various kinds of inter-cultural training or international programs. They would like a central registry to which they could turn for possible people to provide first hand information about different cultures. I think the NAPA should initiate such a registry. My own view is it should be a NAPA service to all members of AAA who if they have been in a foreign country within the past two years could, if they wished, go on a list which could be used as a referral. It could provide some income for anthropologists but more importantly expose anthropologists in different environments. Again Ed Lehman tells me that the AAA office can maintain such a file with very little effort. I'd like to see us do it to permit NAPA to take some impact on the rest of anthropology and to see more anthropologists involved in inter-cultural training a field now filled with people who know very little about culture and often do more harm than good and who inevitably give us a bad name. I'd like very much to hear your thinking on this...should we or shouldn't we? What kind of a form should we develop? etc.

I have been doing some thinking about our proposed structure and am uncomfortable with the size of the board. Nine people is really a very large group to govern a body with only four hundred members and a budget of best $10,000. It is difficult to communicate effectively with that many people. And, as time goes on I think that some system of cost reimbursement for meetings will have to be developed simply because many of us work in organizations which simply don't fund that sort of thing. And that will be expensive. Just a wild guess suggests that bringing nine people together once will cost roughly $3200 which is a third of the total income per year. If we are going to conduct any real service activities I think the money should be spent on committee papers, pencils and such stuff. I think a board consisting of Pres, Pres elect, secretary/treasurer and two members at large would be adequate. Would be more in line with what other units are doing and would be cheaper and more effective. PLEASE RESPOND TO THIS SOONEST. I am totally mindful that if we adopted this some of us would not be on the board next year. elections or not. Only solution to that is to consider what may be best in the long run and also that those of us who got cut out in such a re-organization should have first shot at any major committee post.

Anyway those are some ideas. Respond please.

Ralph (some red ink)

Keep on Practicing! We'll get it right eventually.

3605 Quesada Street N.W. Washington D.C. 202-244-8969
List of Candidates for At-Large Positions on the NAPA Board

BOB WULFF

Bob Wulff is currently an economic development officer at the U.S. Department of Housing and Urban Development; he works in the section which deals with action grants for urban redevelopment. Before going to Washington eight years ago, Wulff worked with a private consulting firm involved in urban and land use planning and was a faculty member at the University of South Florida. Wulff has extensive experience in practitioner and anthropological organizations. He developed the PRAXIS awards, the first national awards designed for practicing anthropologists; he is a past president of WAPA; he was one of the founding editors of Practicing Anthropology; he serves on AAA's Committee on Anthropology as a Profession; he has served as program chair for SfAA. "I feel that the principle emphasis in NAPA during its early stages of development should be to identify services that practitioners need from a professional organization and to work with AAA on delivering those services."

GEORGE ROTH

George Roth has worked for the past eight years as a cultural anthropologist in the Bureau of Indian Affairs at the Department of Interior in Washington, D.C. His work involves developing recommendations for or against federal recognition of previously unrecognized tribes. Roth earlier taught anthropology at San Bernadino, CA. He has worked for two years as the program chairman of his local practitioner organization, as a program committee member at SfAA, and as a adjunct faculty member with Northwestern University's program in Ethnology and Public Policy. "I would like to identify new and developing areas for the use of anthropology and work with NAPA to help practitioners become involved in them."

ROBERT W. WERGE

Robert W. Werger has worked for the past nine years as a practicing anthropologists with international agricultural development agencies. After studying at the University of Florida, he worked at an agricultural research institute (CIP) in Peru and has worked since 1979 at the US Department of Agriculture in Washington. An adjunct faculty member of the University of Maryland's Department of Agricultural Education and Extension, he has served for two years as editor of the WAPA newsletter and is currently on the governing board of NAPA. "I think that NAPA must provide a mechanism for assisting practitioners in developing jobs and new professional roles within the public and private sectors and to make AAA more responsive to the particular needs and contributions of employed and underemployed practitioners."
May 6, 1984

Ralph Bishop
1430 Crain Street
Evanston, IL 60202

Dear Ralph:

Please accept my apologies for not getting a reply to your March 23 letter a bit sooner. I have talked with Kirk Gray since the Applied meetings and we look forward to chairing a roundtable on "Practicing Anthropology in America: Reality or Pipe Dream."

Also find enclosed my check for $5.00 to be listed as a supporter of PA section of AAA.

Best regards,

Bill Millsap

cc: K. Gray
Ralph Bishop
1430 Crain Street
Evanston, IL 60202

Gill Millsap
DEPARTMENT OF ANTHROPOLOGY
WASHINGTON STATE UNIVERSITY
PULLMAN, WASHINGTON 99164
May 8, 1984

Dear Reed,

I got your letter, and think that it would be good to let anyone you think could contribute to a discussion know that it is going to happen. When I get all the details I will be sending letters to all discussion facilitators giving time, place, etc., all couched in elegantly formal prose, suitable for funding.

We will be publicizing our program in the Bulletin, PA, etc., closer to the time of the meeting. We want to involve as many people as possible in these "professional strategy" sessions; we'll see how well the reception-discussion format works to do this.

The two backordered Judge Dees have come in and are on their way to you. Have you come across a new book called DR. ADDER yet? It's by someone named K.W. Jeter, and has the possible distinction of describing the most relentlessly horrid dystopia ever to appear in the history of SP. For starters, the hero leaves his job at a Phoenix ranch which produces huge and intelligent mutant chickens for food to deliver a weapon called a flashglove (which plugs into its owners nervous system, heightening his perceptions and vaporizing whoever it is used against) to the mysterious Doctor Adder, who is a super plastic surgeon specializing in amputations and sexual mutilations that enable prostitutes to live out their most depraved masochistic fantasies with suburbanites having complementary kinks. Then it starts to get nasty. Took ten years to find a publisher who would touch it. Afterword by Philip K. Dick. Definitely a benchmark, but I'm not sure what kind.

Regards,

[Signature]

Personal service for people who read
National Association for the Practice of Anthropology
A Unit of the American Anthropological Association

To: All members, NAPA Governing Council

Here is the sketch for a new logo for the Bulletin (above), and a proposed letterhead design (below). Although I don’t think that printed stationery is a necessity at present, it may become so before long, so I would like comments or alternative suggestions, concerning the design so that printing can be expedited when we need to get it done.

The National Association for the Practice of Anthropology
1703 New Hampshire Ave. NW
Washington, DC 20009 (202) 232-8800
A Unit of the American Anthropological Association

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China Adds Compassion to Its Birth Control Drive

By CHRISTOPHER S. WREN

Special to The New York Times

PEKING, May 17 - When China, one of the world's most populous countries, adopted its one-child family planning policy early last year, the family planning officials of Shunyi County regarded it with a vengeance. Middle-aged women using intrauterine devices were told to undergo sterilization, and women who switched from birth control pills to IUDs were mandated to undergo sterilization and fitted with IUDs. The IUDs were inserted without much care about the women's comfort and without anesthesia. Men who changed the number of their children on the birth control pill were also required to undergo sterilization.

China has found that its stringent birth control policy is the only way that it can alleviate its population, now over one billion, and prevent its living standards. Last year China's population grew by 1.15 percent, which was well below the 1.73 percent growth rate recorded for all of Asia last year.

The Chinese Government permits each couple a single child, though exceptions are made in some rural areas if the firstborn is a daughter, on the basis that a farmer needs a son to help work the land. Husband and wife have a duty to practice family planning under Article 49 of the 1982 Constitution. An unauthorized pregnancy is a form of abortion. If an extra child is born, the wife may be instructed to undergo sterilization.

The preoccupation with holding China's population to 1.2 billion by the year 2000 has led many officials with little sensitivity for the feelings of the women involved.

"The family planning people are pushing so fast to achieve their targets that they ignore what the women's health problems are," said Dr. Barbara Pillsbury, an American medical anthropologist, who is a director of the International Women's Health Coalition.

"In the past, the focus was just too much attention to the side effects of the IUD and the pill, or the psychological effects, or the effects of anemia during pregnancy." The Peking Medical College is concerned about making birth control more compassionate, said Dr. Pillsbury, who is a professor of obstetrics and gynecology at the college. She said the college wanted to set up a project in Shunyi County to better acquaint family planning officials, who are mostly men, with the needs of women, including personal counseling, a wider choice of contraceptives and greater attention to potential side effects.

Dr. Pillsbury said Shunyi County, with a population of 477,000, was picked by the Peking Medical College for a pilot project because its birth rate was 1.8 percent last year. That was only slightly higher than China's 1983 birth rate of 1.86 percent. Natural growth is reached by subtracting the mortality rate - slightly over seven-tenths of 1 percent - from the birth rate.

China May Invite U.S. Experts

Wang Shaoxian, a Peking Medical College faculty member who studied in the United States, has proposed inviting American experts of ethnic Chinese descent from Johns Hopkins University and the Centers for Disease Control in Atlanta to train 15 junior staff members at the Peking Medical College.

The United States experts would in turn fly out into Shunyi County to educate local planning cadres, as officials are called in China. Dr. Pillsbury said she was told the program would cost about $233,000 over a three-year period.

"This is the first attempt to do this sort of thing," Dr. Pillsbury said. "They regard it as a pilot project. If it succeeds, they can hold it up as a model to the rest of China, and the family planning program would be influenced by what they have accomplished."

The State Family Planning Commission, which operates separately from the Ministry of Public Health, has set up a training course for family planning officials in Nanjing. The commission, which supervises the educational and administrative aspects of birth control, is preparing to offer its technical services, including contraceptives and abortions, putting it in direct conflict with local clinics that operate under the Ministry of Public Health.

The project in Shunyi County would focus on improving the quality, rather than quantity, of birth control measures. By a study of what Dr. Pillsbury called "the very large" sample of eligible married women in the western district of Peking in 1982 and 1983 showed that 44.7 percent of such women had an IUD-induced abortion.

In 1983 the district had 74 IUDs per 100 live births. That meant that over 40 percent of all pregnancies were terminated by abortion, Dr. Pillsbury said. She said the situation was not considered unusual for China.

A major weakness of China's family planning is the ignorance or disinterest of some municipal officials in the district of carrying it out, according to Dr. Pillsbury. Many local officials have been reassigned from other jobs, notably the agricultural communities that are not being dismantled, because there is no other work for them. Dr. Pillsbury said China. She was concerned about the statistics results of birth control.

"Familial planning cadres don't have a high level of education," she said, "and they don't have knowledge of women's or children's health."

Another Western health specialist agreed that "it's getting done by administrative cadres who have no understanding of family planning in its ethical issues."

Reports of Pressure

There have been reports of women being coerced and threatened and even killed into abortion, but these are largely unconfirmed. Women are said to be under pressure to accept abortion or sterilization in whatever form is available, and to carry it out, according to Dr. Pillsbury. Women in China are reportedly forced on women who refuse to undergo abortion or sterilization by the government, and they experience side effects from the procedure.

Last September Qian Xinhong, the director of the State Family Planning Commission, denied that women in China were being coerced into abortion. His commission said women who were subjected to any form of abortion had been fitted with contraceptive pills or had been sterilized.

A Chinese family standing by a billboard in Peking. The sign, part of a program advocating single-child families, reads, "Daddy, Mommy and Me."

Syngenta Owen/Frankena
May 23, 1984

Dr. Helen E. Fisher
Associate, Dept. of Anth
American Museum of Natural History
(Office) 65 East 80th Street
NYC NY 10021 Tel: (212) 744-9870

To the participants of the AAA symposium THE ANTHROPOLOGIST IN AMERICAN SOCIETY: PAST, PRESENT, AND FUTURE.

Steve Barnett, Ralph Bishop, Erve Chambers, Margaret Clark, Walter Dickie, Walter Goldschmidt, Marvin Harris, Jack Kelso, Jack Weatherford.

Dear Participants,

Members of the AAA Unit NAPA (The National Association for the Practice of Anthropology) have asked me to review this symposium with you and request your cooperation on several matters. So I have enclosed your abstracts (in the order in which you will speak) and wish to remind you of our objectives.

As you know NAPA members feel strongly that the time has come to encourage the use of anthropology in non-academic settings—not only because of our job crisis and because some of our students may wish to practice anthropology, but because anthropologists have a unique perspective and body of information that can be of use to society.

Our participation in the world community is over-due. And this symposium is an opportunity to advance that goal. It was designed to review the past contributions of anthropologists to American society, to examine the public image of our discipline, and to explore the uses of anthropology in non-academic fields today. So I appeal to you. Please address some aspect of the above topic directly in the body of your paper. Please prepare to speak for exactly 20 minutes or less. Please take care to illustrate ways in which anthropology can make a contribution to society.

NAPA members have asked me to introduce each of you (in less than a minute) prior to your presentation. I agree that this will make a more coherent program and I am eager to touch on some of your achievements. But to make my remarks effective, I need your vitae.

So I look forward to receiving your vitæs.

And I thank you for participating with me and my co-chair, Walter Dickie, in a symposium that can effect change in anthropological attitudes and advance the understanding of our opportunities in and our responsibility to the "outside" world.

Best Wishes,

Helen Fisher
THE ANTHROPOLOGIST IN AMERICAN SOCIETY: PAST, PRESENT AND FUTURE

Symposium Proposal

FISHER, Helen (AMNH) Practicing and academic anthropologists from several subdisciplines will review past contributions of anthropologists to American society, examine public images of our discipline, and discuss the utility of anthropology in business, publishing, education, government, and health fields. Our objective is to explore the uses of anthropology and the non-academic employment opportunities for anthropologists in the world community today.

Participant abstracts (in the order in which you will speak)

BARNETT, Steve (Planmetrics Inc.) ANTHROPOLOGY AS A BUSINESS SYMBOL I will discuss how business decision-makers differentiate anthropology from other social sciences, what they expect from anthropological research, and how they use anthropological findings to develop and sell products and services. Business executives have an image of society and how it functions. These concepts are expressed as "scenarios" of the future and used to predict forthcoming social/economic trends. The roles of anthropology in these futurist scenario constructions illustrate the way business executives incorporate anthropological perceptions into their work.

WEATHERFORD, Jack McIver (Macalester) PRACTICING ANTHROPOLOGY: FROM POLITICS TO PROSTITUTION. The politicians in the United States Congress as well as the prostitutes and pornographers near the White House present part of their work in public view yet must keep much of their behavior and culture secret. The diversity of such groups in complex societies presents new challenges for anthropographic methods and ideas. The analysis of these groups then brings anthropological work to the scrutiny of new audiences which may have an important impact on the way anthropology will be conducted in the future.

CHAMBERS, Erve. (Maryland) FROM PRACTICALITY TO PRACTICE: PROFESSIONALISM IN THE USES OF ANTHROPOLOGY. Fifty-five years ago, while extolling the merits of a "practical" anthropology which could be applied to human problem solving, Bronislaw Malinowski posed an obvious but vital question. "If anthropology is of such great potential utility," he asked, "why has the anthropologist been little used and of little use?" Today the idea of a "practicing" anthropology heralds major shifts in our thinking about the uses of anthropology. Still, we remain bound in many other respects to a rhetoric and set of professional priorities which have barely changed.

KEISLO, Jack (Colorado, Boulder) ANTHROPOLOGY AT WORK: SOME WAYS TO CONSIDER The purpose of this paper is to call attention to some ways of extending the influence of an anthropological perspective. The following possibilities are discussed: 1) establishing a summer university, 2) offering educational opportunities for families, 3) initiating seminars for the community, and 4) publishing an anthropology newsletter for students and the general public. In addition, attention is drawn to the Small Business Innovative Research Program. These suggestions are presented to stimulate criticism and further discussion of the role of anthropology in the present.
BISHOP, Ralph J (Bookchoice) STONES, BONES AND STRANGE TRIBES: THE ANTHROPOLOGIST IN THE AMERICAN POPULAR PRESS. Anthropologists often complain that the public image of their profession is distorted, and that non-anthropologists have little understanding of what anthropologists, compared with other professionals, actually do. This paper examines reports of anthropological work appearing in selected U.S. newspapers and magazines of national circulation during the last seven decades. Reports are analyzed to determine whether they form a valid basis for the complaints mentioned above.

HARRIS, Marvin (U. Florida) TRIAL BY CONGLOMERATE Publishing is a form of practicing anthropology. It requires a knowledge of at least three publishing subcultures: "trade", "college", and "mass paperback." In "trade" there is an ever present threat of publishing and perishing. Complex feedbacks govern the behavior of acquisition editors, agents, and authors. Conglomerates threaten to acquire or divest themselves of entire houses without prior notice. Trade book authors must be prepared to cope with a peculiarly intense form of Darwinian selection.

CLARK, M. Margaret (U. Cal, San Francisco) THE FUTURE OF ANTHROPOLOGY IN MEDICINE AND THE HEALTH SCIENCES. One anthropologist has described the field of human health and healing as one in which people attempt to influence directly the relationship between biology and culture. As such, it is a field uniquely fitted for anthropology, the science that studies precisely that relationship. Yet, biomedical technology has proceeded so rapidly that academic anthropology has not kept pace with the need for new conceptional and methodological development.

GOLDSCHMIDT, Walter (UCLA) FISSION IN ANTHROPOLOGY AND THE PRINCIPLE OF HOLISM. Increased specialization in modern academic pursuits has resulted in a narrowing focus of scholarship and created fission within anthropology. The split between biological and cultural approaches is the oldest and most serious. There is evidence that a second generation of fission within cultural anthropology is taking place. These tendencies run counter to the holistic character of anthropological thought, which is seen as the sine qua non of the discipline, and threatens the integrity of anthropology.

Discussants: Walter Dickie, Helen Fisher, and all participants.
Mr. Ralph C. Stanley
Evanston, IL 60202

Dear Ralph:

Thank you for your letter of March 23rd, which arrived shortly after I had taken off for Japan and points west. I think that the example that you gave of responses to the imaginary tool kit is quite insightful and innovative. Do you have a reference to this study that I could follow up?

I would have really enjoyed talking to the Practicing Anthropology Unit at our AAA meeting in November. Perhaps we could arrange an informal meeting now that this one has been torpedoed. Such a pity. I spoke to Ed Lehman on the phone and, according to him, they really did try to straighten things out, but matters had gone too far.

I look forward to seeing you in November.

Best as always,

Edward T. Hall
May 24

Dear Ralph,

I enclose some items that may be of use or interest.

Did you get paid yet for the first Bulletin? You should have been.

Ed Lehman needs the receipts.

Best wishes.

Barbara
Dr. Ralph Bishop  
1430 Crain Street  
Evanston, IL  60202

June 5, 1972  

Dear Ralph:

Enclosed please find a copy of the IAPA membership list. As you will note, several members of the Governing Council are not on the list (including you and I!). I wonder how many other important people are missing? The list was "lost" for a couple of weeks, because it was sent to the wrong office.

I have spoken once again with Jim Downs, and he promised to pressure Ed Lehman to cut your check. Please let me know if this has happened, since we need to send out another Bulletin as soon as we possibly can. Incidentally, Jim Downs told me a few days ago that he wasn't certain he wanted to run for President in this election. If that is the case, we may not have to run two slates for officers. I will keep you posted.

Sincerely,

[Signature]

Harrietta L. Baba  
Assistant Provost
June 7, 1984

It is my pleasure, on behalf of the nominating committee of the National Association for the Practice of Anthropology, to ask you to consider allowing your name to be placed in nomination for the NAPA Governing Council.

As presently constituted, the Governing Council has four officers: President, President-elect, Secretary, and Treasurer; and five members-at-large. A copy of the pertinent articles of the Association's bylaws is enclosed.

If you wish to be nominated, either as member-at-large or for one of the offices, please indicate your preference and send a brief biography and a statement of the direction you would like to see NAPA take, to: Marietta Baba, Assistant Provost Wayne State University Detroit, MI 48202.

If you know of any other qualified individuals who might be interested in nomination, please send their names and addresses with your response to this letter, even if you are not interested in being nominated yourself. All materials must be in Dr. Baba's hands by Friday, June 22, 1984.

We wish to stress that since NAPA is a newly organized unit of the American Anthropological Association, there is much work ahead of the Governing Council. Membership on the council will require not only a significant commitment of time, but also the likelihood of incurring certain expenses that may not be reimbursable by the Association. You will, however, as a council member or officer, have the opportunity to set the direction of an organization dedicated to "represent[ing] the practice of anthropology and the interests of practicing anthropologists within the American Anthropological Association, to other organizations, and to the general public, and to further[ing] the practice of anthropology as a profession."

Sincerely,

Ralph J. Bishop
For the nominating committee

Consultant in Educational Anthropology: Research design and evaluation; school-community studies; in-service training on intercultural relations.
Dr. Marietta Baba,
Assistant Provost
Wayne State University
Detroit, MI 48202

June 18, 1984

Dear Dr. Baba:

I am flattered and pleased to have been considered by the nominating committee of the National Association of Practicing Anthropology as a prospective member of the Governing Council. I believe at this time I could serve the association most effectively as a member at large.

I am fully committed to practicing anthropology, having worked most of my career in non-academic settings, and will gladly serve the association in any manner I may. The Council, of course, is in a position to make substantial contributions to defining and refining the role of practice in anthropology.

Please accept this letter as a statement of my willingness to run for the Council and work for its success. I am including a brief statement and profile for your use.

Thank you for your consideration.

Sincerely,

Ralph Anderson Ph.D.
Ralph Anderson
Ph.D. Anthropology
University of Wisconsin-Milwaukee
1976

I am currently teaching at the University of Tennessee-Chattanooga in the Department of Human Services Administration. I am also acting head of the UTC Center for Urban Applied Research.

My experience includes eight years of non-academic employment within the health field. For three years I worked as a senior planner in a regional health planning agency in Milwaukee. While working in health planning I participated in designing and implementing a statistical reporting system for area hospitals, and various specific utilization studies. I then accepted a position as Director of Planning and Evaluation with the Curative Rehabilitation Center of Milwaukee. I continued at Curative for five years and developed planning and evaluations systems for the agency. In each of these positions I frequently worked with physicians, administrators, and clinical staff, occasionally social scientists, rarely however another anthropologist.
Candidate Statement

Emerging out of an extended period of dormancy, practicing anthropology has become alluring with its promise of new employment opportunities and job security. Unfortunately, workplace realities are not as optimistic. A challenge our discipline must accept concerns the skills and expertise we as anthropologists might offer, and as important, convincing administrators in many fields that they might benefit from this expertise. Furthermore, it is our responsibility to define our prospective contribution in concrete marketable ways.

Frequently discussions attempting to specify the value of traditional anthropology, when practiced outside academia, argue ambitiously for a holistic perspective and comparative methods as unifying forces within all areas of anthropology. While I agree with this contention, I also feel that it is critical for NAPA to take a lead in spelling out what holism and comparison mean with respect to program evaluation, social impact assessment, policy analysis, planning, and perhaps even clinical applications of anthropology.

These areas require skills which anthropologists have or can develop with additions to usual curriculum.
THE TYPE STUDIO, LTD.
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STATEMENT

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PLEASE PAY - TOTAL DUE 45.00
From: Ralph J. Bishop

Subject: Account of out-of-pocket expenses incurred while doing unit business.

Practicing Anthropology Unit BULLETIN:

1. Typesetting $15.00
2. Printing for 600 copies distributed $65.50
3. Postage for mailing 417 of above $83.40

Subtotal 161.90

Travel to and from Toronto as representative at AAA Meeting

1. Transportation to Chicago O'Hare Airport $19.00
2. Air fare, Chicago-Toronto-Chicago $188.16
3. Transportation to and from Toronto Airport $9.60

Subtotal 216.76*

Travel to and from Washington D.C. for steering committee meeting

1. Air fare Chicago-Washington-Chicago $152.00
2. Lodging (½ double-room weekend rate at the River Inn, Washington D.C., 2 nts $54.00

Subtotal 206.00

Long-distance telephone calls (re BULLETIN)

22/01-2/22/84 $30.89

Total of expenses for which reimbursement is expected $615.55

*Later funding has been found to cover four nights' lodging in Toronto, therefore that amount is not included. Neither is the $120.00 I spent in meals, although I would certainly accept reimbursement of that expense as well.
PO Box 143  
Pinole, CA 94564  
June 11, 1984

Dr. Ralph J. Bishop  
1430 Crain Street  
Evanston, Il. 60202

Dear Dr. Bishop:

Many thanks for honoring me by asking to include my name on the slate of officers to be elected to the NAPA Governing Council. I must confess to considerable interest in the potential importance and the need for development of the newly formed NAPA. However, after due consideration, I have come to the conclusion that I really won't have sufficient time this year to dedicate to the organization. I will certainly be open to working as an officer at some future time.

With all good wishes in the important work you are doing.

Sincerely yours,

Joan Rubin
June 11, 1984

Ms. Marietta Baba, Assistant Provost
Wayne State University
5980 Cass Avenue
Detroit, MI 48202

Dear Ms. Baba:

Ralph Bishop has invited me to place my name for nomination to the NAPA Governing Council. I would like to do so for the position of member-at-large.

Enclosed please find a brief biographical statement and a statement on NAPA's direction.

Please keep me informed of the next steps.

Sincerely,

[Signature]

Steve Barnett

cc: Dr. R. J. Bishop
I am currently a Vice President at Planmetrics, Inc. in New York, and founder of their Cultural Analysis Group. We do research on all aspects of American society for government, interest groups, and private sector clients. I have also done extensive fieldwork in South India. I have taught at Princeton, Brown, and M.I.T., and received my Ph.D. from the University of Chicago in 1970.

NAPA has two immediate tasks; creating a stimulating organization, and not alienating those anthropologists with no academic affiliation. As a non-academic anthropologist, I would try to represent their interests, both in terms of developing programs that would enhance the professional development of non-academic anthropologists, and creating networks for joint ventures and job possibilities. NAPA must be able to answer the question, "Why bother to join - what's in it for me?" I would also like to see NAPA become a legitimating group that acts to proselytize on behalf of anthropological methods and insights for public policy and corporate decision-making. Personally, I am bored with bureaucratically sluggish meetings and will try to expedite NAPA's concrete programs.
12 July 1984

Dear Colleague:

We thank you for informing us of your interest in Business and Industrial Anthropology.

Although it has taken a bit of time, we are enclosing the promised mailing list of Business and Industrial anthropologists in the United States. Incorporated into our list are names of individuals affiliated with the Network for the Ethnographic Study of Science, Technology and Organization (NESSSTO, PO Box 11442, Stanford, CA 94309).

As indicated in earlier correspondence, we at Wayne State University are preparing to teach a lower level Business and Industrial anthropology course this coming academic year, and in preparation for this course, we have managed to compile some rather diverse syllabi and course materials from a variety of sources. If you would be interested in receiving a copy of these materials for the cost of duplication and mailing, please send $3.00 to either one of us. We expect to be able to mail these materials to you within 4-6 weeks.

For the upcoming AAA meeting in Denver, we are planning to host once again, a reception for Business and Industrial anthropologists so that we can informally discuss topics of mutual interest. If you wish to be apprised of our plans for the reception, please RSVP to 313-577-2935 as soon as possible.

Sincerely,

Mark L. Weiss
Chair

Marietta L. Beba
Assistant Provost
Meta,

Caught another one.

PAMELA LINDSAY AMOSS. Pamela Lindsay Amoss is currently working as a consultant for a small firm in Seattle, Washington which she founded with a psychologist. The firm works in the development and evaluation of social programs, primarily with the elderly. Before becoming a consultant, she taught at the University of Washington. Her areas of academic specialization were north-west coast Indians and the Middle East. "NAPA needs to find ways of serving practitioners by 1) developing the image of anthropology among the professions, 2) demonstrating the relevance of anthropology to policy and programs and 3) making practitioners aware of available opportunities in the private and public sectors."

You might want to check out this person with the U of W - I've talked with her several times. I like the way she articulates practitioner concerns.

Also she's from the north west.
Barry R. Bainton
5127 W. Aster
Glendale, Arizona
85304

Dr. Ralph J. Bishop
1430 Crain Street
Evanston, IL 60202

19 June 1984

Dear Dr. Bishop:

Thank you for your letter of June 7th inviting me to enter my name as a nominee for the Governing Council of the National Association for the Practice of Anthropology. I am very honored to be asked. I would be very happy to accept the nomination for a position as member-at-large. Under different circumstance I would like to enter my name for the Presidency, however; at this time, I am completing my Master of International Management degree here at the American Graduate School of International Management. And my employment plans thereafter are, to say the least at this time, up in the air. Therefore, I do not believe I will have the time and resources available to perform the duties of President. I am, however, very deeply committed to the goals and ideals of NAPA and would do everything possible as a member-at-large to promote these.

I am enclosing copies of the materials I am sending to Dr. Baba for your information and files. Thank you again for this opportunity.

Yours truly,

Barry R. Bainton. Ph.D.

cc. Marietta Baba
encl. 4

P.S. After August 12th my address will be 6811 N. Cassim Pl. Tucson, AZ. 85704 unless something else comes up in the meantime.
Dr. Marietta Baba, Assistant Provost  
Wayne State University 
Detroit, MI 48202

Dear Dr. Baba:

It was with some surprise that I read Ralph Bishop’s letter requesting that my name be entered into nomination as a candidate for the Governing Council of the National Association for the Practice of Anthropology (NAPA). Please go ahead and submit my name as a candidate for one of the five members-at-large. I have enclosed for your information the most recent copy of my vitae, as well as a statement reflecting my views on the state of anthropology as a profession today, and the ways in which I perceive NAPA can assist practicing anthropologists.

Honesty compels me to add that while I will be attending the annual meeting of the AAA this fall in Denver, (where I will be delivering a paper), I hope to be in Indonesia for the first six to eight months of 1985, doing the fieldwork for my dissertation. (My topic is the problems encountered by foreign consultants and counterparts involved in the transfer of technical knowledge in development projects.) Consequently, while I will be able to be reached by mail, I would not be able to attend any meetings of NAPA that might be scheduled for the first half of the year. Nonetheless, I would be delighted to serve on the Council if I am elected, and would do my best to participate as fully as I am capable of for the remainder of the term of office.

Ever since my first work in the field on the Navajo Reservation, when I first perceived the tremendous applicability of anthropological knowledge and precepts to the problems of the workaday world, I have been an ardent advocate of anthropology as a profession. Certainly it involves a good deal more than stroll-in down blue lagoons with one’s informant discussing exotic rituals and customs. It would be a great opportunity for me to be able to work with other anthropologists who are as equally concerned with practicing anthropology.

I look forward with pleasure to meeting you and the other members of NAPA’s Steering Committee this fall.

Sincerely yours,

Susan Scott-Stevens

Enclosures
SUSAN SCOTT-STEVENS
Development Anthropologist
P.O. Box 3263
Boulder, Colorado 80307
U.S.A.
(303) 444-7120

Intensive experience and education in various aspects of development anthropology including:

HUMAN RESOURCES
PROBLEM SOLVING
RESEARCH
ANALYSIS (SYSTEMS)
CROSS-CULTURAL COMMUNICATION

SUPERVISION
FIELD WORK
DEVELOPMENT PROJECTS
SOCIO-ECONOMIC IMPACT STATEMENTS
INTERCULTURAL LABOR RELATIONS

EXPERIENCE


APPLIED ACHIEVEMENTS

Identified and mediated sensitive political, religious and cultural problems pertinent to development projects resulting in substantial savings in money, time, and project location. ($7 million project)
APPLIED ACHIEVEMENTS (cont’d)

Negotiated labor policy statement between private industry and Native American Tribe resulting in enhanced communication, and lease negotiation. ($3 million project)

Drafted guidelines and recommendations for domestic cross-cultural training program resulting in management training programs, facilitating the possibility of other projects in the region.

Supervised, researched, analyzed and wrote socio-economic impact statements for major dam constructions and agricultural development projects overseas.

Developed guidelines for increased productivity and morale, job training, management-labor relations, and stabilization of work force in a multicultural work situation.

Counseled technical supervisory personnel in effective intercultural relations.

Produced guidelines for handling negotiations and arbitration for contracultural labor relations, e.g. strikes. (Multi-million dollar coal mine on Navajo Reservation)

EDUCATION

Present: Ph.D. candidate, University of Colorado, Boulder. Anthropology
M.A. Anthropology (cultural), University of Denver, 1979

PROFESSIONAL SOCIETIES

American Anthropological Association; Practicing Anthropology Unit; Society for Applied Anthropology; Southwestern Anthropological Society; American Ethnological Society; American Association for the Advancement of Science.

PERSONAL

Married Good Health
PAPERS AND PUBLICATIONS


STATEMENT FOR NATIONAL ASSOCIATION FOR THE PRACTICE OF ANTHROPOLOGY

Anthropology has long been recognized as a scientific tradition with a venerable history. Anthropology as a profession however, has been stereotyped for too long as a career taken up only by eccentrics or exotic deviants; with its interests and concerns as having little or no relevance to the "real" world. This stereotype unfortunately is shared by people both within and without the discipline.

Businessmen, administrators in government, and policy-makers alike rarely know of the differences among and between anthropologists, and anthropologists themselves have done little to make them aware that differences exist. Caught up in the stereotypes and objectives of anthropologists from the early decades of this century, all too many anthropologists are unaware of the very "real world" contributions other anthropologists have made, and are continuing to make in all of the anthropological fields of interest.

The traditional job market for anthropologists, academia, is becoming more and more limited. More and more anthropologists find themselves looking for work outside of academia and finding that even if employers know how and what they are, they do not know what anthropologists can do. Furthermore, anthropologists themselves are frequently unaware of how their basic anthropological skills can be applied outside of academia. Even then, they often find themselves unprepared for some of the demands and contingencies of working outside of the conventional ivory towers.

Anthropology then, as both a discipline and a profession, is faced with a number of problematic issues. Anthropologists must make themselves and the applicability of the discipline more visible to the world of work. In short, anthropologists have before them a marketing problem of substantial proportions. Moreover, as more and more anthropologists find work outside academia, new standards and criteria must be formulated and decided upon within the profession, and within the institutions which claim to train "applied anthropologists" least the discipline, its practitioners, and its clients suffer.

To that end, the National Association for the Practice of Anthropology (NAPA), as a newly organized unit of the American Anthropological Association, is in position to uniquely influence and shape the course of practicing anthropologists. It can stimulate a greater interest in anthropology as a profession; provide assistance to people who have chosen anthropology as a profession; and to those people and institutions who are training a new generation of anthropologists. It can provide guidelines and recommendations as to the elements of that training, as well as to the general public by providing a greater awareness of the different types of anthropology and its relevance to the problems of the "working" world.

NAPA cannot achieve these objectives through an exclusionary or elitist stance; that is by denigrating other professional anthropological associations, or by competing with them for members. It can, however, use its position within the American Anthropological Association (AAA) to best advantage, so that it can indeed "...represent the practice of anthropology and the interests of practicing anthropologists within the American Anthropological Association, to other organizations, and to the general public, and to further the practice of anthropology as a profession."
CURRICULUM VITAE

NAME
Gordon Mark Schoepfle

PLACE OF BIRTH
St. Louis, Missouri

DATE OF BIRTH
February 25, 1946

HEALTH STATUS
Excellent. Weight 150 lb
Height 5'9"

UNDERGRADUATE DEGREE
BA, Anthropology, University of California, Berkeley, June 1968

GRADUATE DEGREES
Ph.D., Anthropology, Northwestern University, August 1977

EMPLOYMENT EXPERIENCE

1. SEPTEMBER 1981 - PRESENT: Principal Investigator, Navajo Biomedical Research Project in Navajo Alcohol and Substance Abuse. Navajo Community College - Shiprock. Project is intended to describe Navajo views of drinking careers, drinking strategies, and varieties of drinking. Tasks include training of Navajo researchers in cognitive interview and analysis techniques. Also write-up of ethnographic and writing proposals for further research and development. (Position 1/2 - time)

2. APRIL 1983 - PRESENT: Bilingual/Bicultural Education Curriculum Developer for the Navajo Academy, under Title VII. Tasks include the writing of a book on modern Navajo political, economic, educational and religious affairs for use at the secondary educational level by Navajo students. Tasks also include further proposal writing, cultural orientation of the staff, and educational planning. (Position 1/2 - time)

SUMMER 1981, 1982, 1983: Adjunct Professor, Northwestern University Summer Field school in Ethnography. Tasks include lecturing students on cognitive ethnographic methodologies, and individualized instruction and supervision of student projects. (Position 1/2 - time)

OCTOBER 1980 - SEPTEMBER 1981: Director, Research Project "A Study of Traditional Navajo Land Use in Modern Ecological and Economic Contexts," Navajo Community College - Shiprock Campus. Project was funded by a grant from the National Science Foundation Program in Appropriate Technology.
ject was intended to describe traditional Navajo decision-making strategies for livestock rotation and other land use. Tasks included training of Navajo interview staff, ethnoscience interview, ethnographic analysis, and collaborative report-writing with Navajo staff. (Position 1/2 - time)

5. OCTOBER 1980 - JUNE 1982: Director, Research Project: "Ethnographic and Sociolinguistic Study of Exemplary Bilingual Education Program on the Navajo Reservation," Dine Bi'Olta Research Institute. Project was intended to describe the educational philosophies of Navajo parents and the anticipated and observed effects of a bilingual education program at Rock Point Community School. Tasks include direction of Navajo interview staff, conducting field interview, analysis of interviews of school personnel and community, and write-up of descriptive reports. Also included routine administrative tasks and proposal-writing intended for the design of other research and development projects. (Position 1/2 - time)

6. OCTOBER 1979 - SEPTEMBER 1980: Director, Statistical Survey Research Project "A Study of Navajo Perceptions of Environmental Changes Resulting from Energy Resources Development," Navajo Community College - Shiprock Campus. Project was intended to validate and further explain ethnographic description of Navajo-perceived costs, benefits, and strategies for mitigation of adverse environmental effects resulting from energy development. Tasks included direction of Navajo research staff in questionnaire design, statistical analysis, and report-writing. Tasks also included proposal-writing and administrative tasks.

7. OCTOBER 1978 - SEPTEMBER 1979: Director, Institutional Research and Development, Navajo Community College - Shiprock. Tasks included program evaluation and planning, assistance in curriculum development and planning for bilingual classes, proposal writing for college programs, and proposal negotiation.

8. APRIL 1979 - AUGUST 1979: Director, Facilities Inventory Study, pursuant to Title II, Public Law 95-471 (The Indian Controlled Community Colleges Assistance Act), Navajo Community College - Shiprock Campus, Shiprock, New Mexico. Tasks included negotiation of terms of facilities study with the U.S. Department of the Interior, direction of the college staff in obtaining data instrumental to institutional planning, organization and writing of final study report, and routine administrative tasks for project implementation.

9. OCTOBER 1977 - SEPTEMBER 1978: Director, Ethnographic Research Project: "A Study of Navajo Perceptions of Environmental Changes Resulting from Energy Resources Development," Navajo Community College - Shiprock Campus. Project was intended to provide ethnographic description of Navajo-perceived costs, benefits, and strategies for mitigation of
adverse environmental effects resulting from energy development. Tasks included training of Navajo staff in ethno-

science interview and analysis, direction of Navajo research staff in interview, discourse analysis, and report-writing. Also, proposal-writing and administrative tasks.

10. AUGUST 1976 - SEPTEMBER 1977: Facilities and Educational Planner, Navajo Division of Education, Navajo Tribe. Tasks included educational policy analysis for 21 components of the Navajo Comprehensive Education Plan, with emphasis in the physical, economic, and demographic feasibility for the construction of new community schools on the Reservation, and on the feasibility of implementation of bilingual educational programs for each school. Also assisted in the writing of the overall Comprehensive Plan and in implementing the study on Navajo secondary vocational education.

11. JULY 1974 - JUNE 1975: Educational Researcher, Navajo Division of Education, Navajo Tribe. Project was intended to describe Navajo student perceptions of their school environments. Tasks included the training of Navajo researchers in interviewing techniques, ethnographic analysis, linguistic transcription, report writing, and generating of questions for subsequent survey questionnaire, administered the following year. Also included report writing, field interviewing, and routine administration.

OTHER RESEARCH AND CONSULTING EXPERIENCE

1. JANUARY 1983 - APRIL 1983: Consultant on Educational Research Project "Test, Design and Identification of Gifted Navajo Students," Dine Bi'Olta Research Institute. Tasks include structural analysis of Navajo-language discourse and assistance of Director in identifying, defining, and classifying crucial Navajo-language attributes and terms which could be used in denoting intelligence test constructs appropriate to bilingual Navajo skills and contexts.

2. FEBRUARY 1983 - JUNE 1983: Consultant and Researcher for DNA Peoples' Legal Services, in a Class Action Lawsuit by the Citizens of the Haystack Community, on the Navajo Reservation, against the Santa Fe Railroad. Tasks included direction of Navajo Researchers in collecting information on Navajo sacred places to be used in support of the Native American Religious Freedom Act. Tasks also included drafting of reports and discourse analysis.

3. MARCH 1982 - JUNE 1982: Researcher for Project "A Study of the Impact of the Proposed Split Between the Kirtland School District and Central Consolidated School District No. 22," with the Bureau of Educational Planning and Development, R.F. Tonigan, Director. Duties included interviewing, coordinating field researchers, and compiling the "Socio-Ecolo-
gical Study," which describes the attitudes held toward the split by crucial sectors of the Consolidated School District Community People.

4. FEBRUARY 1981: Expert Witness for DNA Peoples' Legal Services in Lawsuit between the Cattlemens' Association of Pueblo Pintado, on the Navajo Reservation, and the Santa Fe Railroad. Testimony concerned the adequacy of the Proposed Environmental Impact Study re anticipated social and economic impacts on Navajo residing in the area.


6. SEPTEMBER 1980 - SEPTEMBER 1982: Membership on the DMB Circular A-95 Subreview Committee for the San Juan Council of County Governments. Duties included review and evaluation of proposals in the fields of appropriate technology, health care delivery, education, and wildlife management, as well as environmental impact statements.


8. 1977 - 1980: Researcher, planner, and consultant for the educational research project: "A Study of the Philosophy of Navajo Education," Institute for American Indian Community Education, University of New Mexico. Tasks included assistance in drafting the proposal, prioritizing important domains of study, itemizing and scheduling major data collection, reporting, and analysis tasks for completion of research project.

GRANTS AND CONTRACTS
OBTAINED THROUGH PROPOSAL AND NEGOTIATION


2. 1978-1979: Title III Indian Controlled Community Colleges Planning Grant for Shiprock Community College Program: $39,400

3. Fall 1978: CETA Training Grants: $8,000

4. Spring 1979: Facilities Inventory Study Contract with Bureau of Indian Affairs to plan construction for new Ship-
rock Community College Campus: $28,000


6. 1979-1980: Title III Indian Controlled Community Colleges Planning Grant for Shiprock Community College Community Development Programs: $79,000


9. Fall 1980: Bureau of Indian Affairs Title IV Grant for Purchase of library materials and equipment: $10,000

10. 1981-1982: Title IV Elementary and Secondary Education Act research grant to study Navajo perceptions and definitions of Giftedness and thought development: $54,500


12. 1982-1983: MBRS Grant for Construction of Culturally-Appropriate Treatment Modality for Navajo Alcohol and Substance Abusers: $39,000

13. 1983-1984: MBRS Grant for Purchase of Minicomputer for analysis of Public Health Service statistical data pertaining to morbidity and mortality related to energy resources development: $38,000

SCHOLASTIC HONORS AND AWARDS

1. Research Assistantship, Negro Education Project, Social Sciences Institute, Washington University, St. Louis, Missouri. Jules Henry, Principal Investigator.


SPECIAL REPORTS

Schoepfle, G.M., R. Oquita, J. King, with I. Johnnie, J.A. Remington, J.K. McNeley,

Schoepfle, G.M., K. Nabahe, A. Johnson, L. Upshaw,

Schoepfle, G.M., K.Y. Begishe, A.B. Pfeiffer, D. Platero,

Schoepfle, G.M., W. Collins, R.T. Morgan, F. Morgan

Schoepfle, G.M., K.Y. Begishe, R.T. Morgan, F. Morgan, A. Johnson, W. Collins, L. Upshaw,

Schoepfle, G.M., K.Y. Begishe, R.T. Morgan, J. John, H. Thomas,

Schoepfle, G.M., L.J. Roan, K.I. Yazzie, O. Werner,
1975 Six Ethnographies of Navajo Schools, m.s. Window Rock, Arizona: Navajo Division of Education, Navajo Tribe.
PUBLICATIONS

Werner, O., & G.M. Schoepfle  

Schoepfle, G.M., M.L. Burton, F. Morgan  

Schoepfle, G.M., M.L. Burton, K.Y. Begishe,  

Schoepfle, G.M., K.Y. Begishe, R.T. Morgan, P. Reno*,  

Schoepfle, G.M., M.D. Topper, L.E. Fisher,  

PAPERS

Schoepfle, G.M., M.L. Burton  

Schoepfle, G.M., S. Tonigan  

Schoepfle, G.M., M.L. Burton  
Schoepfle, G.M.,  

Schoepfle, G.M.,  

Schoepfle, G.M., K.I. Yazzie, L.J. Roan  

Schoepfle, G.M.,  

Burton, M.L., G.M. Schoepfle  

Garrison, E.R. & G.M. Schoepfle  

PROFESSIONAL SOCIETY MEMBERSHIP
1. American Association for the Advancement of Science
2. American Anthropological Association
3. Society for Applied Anthropology

TEACHING EXPERIENCE

1. Introduction to Anthropology. This course is intended to familiarize the student with basic concepts and terminology in physical anthropology, ethnology, archaeology, linguistics, social anthropology, and linguistic anthropology. Examples are used to illustrate the potential unity and interrelationship of these different disciplines. Course has been taught at San Juan and Navajo Community Colleges.
This article is the first in a series on the business aspects of anthropological practice. Future articles by **X** active practitioners will deal with operating a practice. Here we will discuss the decision to start a practice or other business.

Being one's own boss is a powerful and seductive notion. The entrepreneur or independent professional has no superior to report to. The self-employed are masters of their own fate, subject of course to federal, state, and local laws, regulations, and taxes; competition and other market factors; and the demands of their clients, customers, and creditors.

Starting a business is not much different from doing fieldwork in an unfamiliar culture. Regardless of how well you've done your homework, when you actually get to the field you will almost certainly be stunned by the extent of your own ignorance. So, if you're thinking of setting up your own shop, here are some other things to think about.

I. Can you do it?
   Do you have something useful to offer?
   Who else is offering similar goods and services?
   Can you compete with them on quality and price?
   Can you sell? If you can't, find a partner who can, or forget about working for yourself?
   Are you willing to forego vacations and weekends for the foreseeable future?
   How much stress can you stand in your marriage or other personal relationships?
   If your venture is to have any chance of success, it will require a total commitment of time and energy. If that's how you work already, so much the better; if it's not, you will have to make sacrifices.

II. Can you make a living at it?
   How much do you need to live on?
   How much of that will have to come from your business?
   Do you have a detailed and itemized estimate of where your business income will come from and how much you can expect? Be certain that until you have established yourself this estimate is wrong, and more than likely wrong on the high side.
   Do you have a detailed and itemized estimate of the cost of doing business? Be sure that this estimate is **XXX** wrong, and more than likely wrong on the low side.
   What effect will foreseeable changes in government policy or economic conditions have on your business?
   Do you have enough financial resources to survive until the business **XXX** either works or fails.

Bill
3079

Nashville, Tn.
Dr. Marietta Baba  
Assistant Provost  
Wayne State University  
Detroit, MI 48202  

19 June 1984  

Dear Dr. Baba:  

I am writing in response to Dr. Ralph J. Bishops letter of June 7th in which he invited me to submit my name for nomination to the Governing Council of NAPA. I am pleased to accept a nomination for a position as member-at-large. Enclosed are my resume, a biographical sketch in narrative form and a position statement. As requested, if you require any further information or if I can help in any way, please let me know.  

Yours truly,  

Barry R. Bainton, Ph.D.  

cc. Dr. Ralph J. Bishop  
enclosures: 4  

P.S. After August 12th my address will be 6811 N. Cassim Pl., Tucson, Arizona, 85704 unless something else comes up.
Dr. Barry R. Bainton began his anthropological studies as an undergraduate at Brown University as one of the first majors in the new Department of Anthropology in 1962. He graduated in 1964 and joined the Peace Corps serving in Peru. In Peru, he learned that he could apply the theory and practices he had learned in anthropology in his duties working with local communities to carry out local development projects. When he returned to begin his graduate studies at the University of Arizona in 1966, he took the lessons learned in Peru as a focus for his graduate program. As a graduate student he participated in applied research among the Pascua Yaqui Indians (1967), the Pima-Maricopa Indian Community (1970-71), and the Papago Indian Reservation. In 1969, he served as Information and Education Officer for the Papago Legal Services program. In this capacity he served as a liason between the Legal Services Program and the Tribal Government and the villages. Dr. Bainton was awarded his MA in anthropology in 1970.

After working as a graduate research associate in the Division of Business and Economic Research at the University of Arizona, he became Director of Research and Evaluation for the Pima Alcoholism Consortium. He built his department from a one person to eight member staff which conducted evaluations and planning operations for the Consortium and Pima County, Arizona. In 1973, he organized the Across Generations Symposium with Dr. Edward H. Spicer for the Tucson meeting of the SfAA. The following year, he was a co-founder and incorporator of the Society of Professional Anthropologists (SOPA). SOPA, a grass-roots organization of practicing anthropologists, has served as a model for the development of other such grass-roots groups as WAPA, COPA, etc. Dr. Bainton organized workshops at the 1975 and 1976 AAA and SfAA annual meetings where the SOPA concept was presented.

In 1976, he left the Pima Alcoholism Consortium to serve as project coordinator on a study of the drinking patterns of the rural elderly of Arizona. He was appointed to the faculty of the School of Home Economics at the University of Arizona where in addition to his duties on the research project, he served as research coordinator for the school. Upon completing the research project in 1980, he was appointed research coordinator in the Office of the Vice President for Research for the University. Here he conducted an ethnographic survey of the University's research community, the results of which served as the basis for the University's Handbook for Principal Investigators.

Dr. Bainton completed his Ph.D. in January 1979 with a dissertation entitled, Anthropology and the Social Engineer. The dissertation is a case study of the professionalization and elaboration of the role of the social scientist.
In July, 1980, Dr. Bainton was assigned by the Vice President of Research to serve as Deputy Executive Director of the Consortium for International Development (CID). As Deputy Executive Director, he managed CID's AID-sponsored contracts in the Yemen Arab Republic, Bolivia, Cape Verde and an Indefinite Quality Contract with a total value in excess of $50 million. In addition, he was responsible for CID's proposal development and marketing effort. In July, 1983, Dr. Bainton left CID to pursue a Master of International Management degree from the American Graduate School of International Management. He earned his MIM in August, 1984.

Dr. Bainton has written over 100 professional papers, reports, and studies. He has served on the AD HOC Committee to Revise the Statement of Professional Responsibility of the AAA as the representative of the practitioner point of view. He has been a member of the SfAA's Committee for an Anthropology of the Future and as a jobs counselor at the AAA annual meetings. He has organized and participated in numerous scholarly and practitioner-oriented session both within the major anthropological organizations and outside of the profession. He has served as a consultant to a number of public and private organizations.
Position Statement of
Dr. Barry R. Bainton

I would like to thank the Nominating Committee of NAPA for placing my name of the list of candidates for the Governing Council of the National Association for the Practice of Anthropology. I am deeply honored.

For more than a decade I have fought, in my own way within the profession, for the full recognition of the legitimacy and value of the practitioner to the profession. I have personally experienced and witnessed the frustration of anthropologists caught between the two worlds of practice and profession. Faced with the problem of playing their professional title in the practical world and attacked by their "colleagues" for their unprofessionalism in the anthropological world, many of my friends have been forced to surrender their personal goals and ambitions to one or the other to insure financial survival and to regain their self-esteem. I too have been so tempted. Yet in my heart I know that to do so would be to cheat both myself and my chosen profession. Therefore, I welcome this opportunity to serve NAPA.

When Dr. Edward H. Spicer and I initially planned the Across Generations Symposium for the SfAA meetings in 1973, we were concerned about the decline in the interest and role of applied anthropology in the mainstream of the profession. We felt then, and I still believe today that the work of the early applied anthropologists between 1935 and about 1959 did more than anything else to move anthropology out of its natural history stage into a true social science. Since then I have maintain this view. It has disturbed me to see the break between the SfAA and AAA. Yet, I predicted such a fission in my dissertation. I strongly believe that such a separation between practitioner and academic branches is harmful to the profession and the science of anthropology. Therefore, as your representative on the Governing Council I will work very hard to promote and foster linkages between these two complementary branches of our profession.

A second concern which arises from my experience in the practicing world, is the lack of a clear definition of anthropological input into practical and policy issues. Today there is a blurring of disciplinary lines between the social sciences. In the long run this is both good and necessary. Yet, if we trully believe that there is an "anthropological perspective", a "science of anthropology" then we need to define this rather than to let economist, sociologist and other ape us and we them. I feel that practitioners hold the key to this definition and I will work to help develop this perspective within the profession.

Finally, anthropology is the only discipline I am aware of where "professional applied training programs" are being designed and promoted by non-practioners. There is a real difference between those who do "applied" research and those who apply the lessons of research to implement programs and projects. I will work to involve the
practitioners and academic anthropologists in a dialogue to develop ideas for curriculum development to better prepare students to enter the world of practice and to encourage departments of anthropology to recruit practitioners to teach such courses.

I welcome the opportunity to serve NAPA and in the process to foster a strong link between the practical and scientific dimension of our profession.
Marietta Baba
Assistant Provost
Wayne State University
Detroit, MI  48202

Dr. Baba:

Enclosed is a set of materials to support my request to be nominated as a member-at-large for NAPA. These materials include:

- brief biography
- professional resume
- statement of proposed direction for NAPA

Please contact me at my office (602/248-0071) or at my home (602/954-6416) if you need any additional information.

I have also forwarded the nomination information to Edward Liebow, a professional anthropologist working in the Phoenix area (1334 W. Lynwood, Phoenix, AZ  85007).

Sincerely,

Patricia Mariella, PhD
Research Analyst
BIOGRAPHY

Patricia Mariella has worked as a professional anthropologist for 8 years. She currently works for the Inter Tribal Council of Arizona, where she has been research analyst since 1981. Dr. Mariella has also worked as a professional consultant to tribal governments, impact assessment firms and adult education programs.

She is a mayoral appointee to the City of Phoenix freeway relocation Hardship Review Commission. She also provided technical assistance since 1975 to the Fort McDowell Yavapai Indian Community in their successful effort to avoid relocation and loss of their reservation lands to the Orme Dam, a proposed Bureau of Reclamation facility in central Arizona.

She holds a PhD in social anthropology from Arizona State University.

June 1984
STATEMENT OF PROPOSED DIRECTION FOR NAPA

NAPA needs to move rapidly to address specific needs of professional anthropologists including:

- establishment of a specific federal personnel category for anthropologists
- development of professional standards for anthropologists working in various fields

The broader concern of professional anthropologists in making our expertise and general skills widely understood and professionally recognized can be dealt with, in part, by close coordination with other professional organizations outside of anthropology. In addition, NAPA could monitor, analyze and provide recommendations to its membership concerning legislation and other public policy that would affect anthropologists in their professional work.

As a new organization, NAPA needs to actively encourage and facilitate participation from all professional anthropologists and solicit continued direction from its developing membership.

prepared by Patricia Mariella
June 1984
PATRICIA S. MARIELLA

EDUCATION

Ph.D., Social Anthropology, Arizona State University, 1983
M.A., Social Anthropology, Arizona State University, 1976
B.A., Anthropology, University of Wisconsin, 1973

ON STAFF

1981-Current Research Analyst, Inter Tribal Council of Arizona, Inc. -- research and program development focusing on environmental health, cultural resources, and governmental policy

COMMISSION MEMBERSHIPS

1984 - Mayoral appointee to Freeway Relocation Hardship Review Commission, City of Phoenix

SELECTED CONSULTING

1982 - Development of Tribal Archives of the Fort McDowell Indian Community

1981 - Development of Yavapai History Exhibit, Heard Museum, Phoenix, Arizona

- Preparation of a Multiple Resource Nomination to the National Register of Historic Places of the prehistoric and historic sites of the Fort McDowell Indian Community

1980 - Technical Agency Group member of the Central Arizona Water Control Study under contract to the Fort McDowell Indian Community; monitoring social and economic components of the Bureau of Reclamation/Army Corps of Engineers study of Orme Dam alternatives

- Network Member of the organizing committee: International Association for Impact Assessment (IAIA)
Patricia S. Mariella (continued)

- Principal Investigator: Water Rights and Water Use Study under contract to the Fort McDowell Indian Community; extensive documentary work in archives in Washington, D.C., California, and Arizona, as well as interviews with Fort McDowell community members, government and professional experts; training of two research assistants from the Fort McDowell Indian Community.

- Grant Writer: Fort McDowell Indian Community Title IV part C (Indian Education); 1 of 11 new programs funded FY 82

- Preparation of a general relocation policy draft for the Navajo Nation under contract to Navajo Tribal Natural Resources Office/ Janus Associates, Tempe, Arizona


- Technical Assistance: transmission line siting, Arizona Public Service/ ACS Ltd.

- Course Development: Maricopa Technical College, Southwest Studies Program

1978 - Research and Interviews: Native American Socio-Economic Impact Assessment, 500 Kv Transmission Line, (Southern California Edison), under contract to Cultural Systems Research Inc.

TEACHING


Arizona State University: Indian Reservations Today (ASB 418) Spring 1979
Social Anthropology (AN 102) Fall 1981
Social Impact Assessment (Lectures) Fall 1981
Patricia S. Mariella (continued)

Phoenix College: Cultural Anthropology (AN 102)
Spring and Fall 1980, Spring 1981
Indians of the Southwest (AN 245)
Fall 1980, Spring 1981

Mesa Community College: Indians of the Southwest (An 245)
Spring 1980

Heard Museum: Las Guías Program (lectures) 1980 - current

PUBLICATIONS

Khera, Sigrid, and P.S. Mariella
1983 The Yavapai. In Southwest (Volume 10) Alfonso Ortiz
(ed.) Handbook of North American Indians. Smithsonian
Institution, Washington, D.C.

Mariella, P.S., and D. K. Larson
1982 What is a Significant Impact? Impact Assessment
Bulletin

Khera, S., and P.S. Mariella
1982 Long-Term Resistance to Relocation in an American
Indian Community. In Involuntary Resettlement and
Migration, Art Hansen and Anthony Oliver-Smith (eds.)

Mariella, Patricia S.
Sigrid Khera (ed.) HUD Grant #CPA-AZ-09-00-1003.

PAPERS READ AT MEETINGS

Successful Resistance to a Dam Project by an Indian Tribe.
American Anthropological Association Annual Meetings,

The Planning Impacts of Orme Dam. International Conference:
New Perspectives on Planning in the West. Arizona State
University, Spring 1982.

The 'No Action Alternative' in the E.I.S. Process. Western
Social Science Conference, 1980. Symposium: Orme Dam - The
Case of a Desert Dam, organized by S. Khera and P.S.
Mariella. Discussant: Vine Deloria, Jr.

The Consequences of Dam Projects in Native American
Communities. American Anthropological Association Annual
Patricia S. Mariella (continued)


An Investigation of Populations with Significantly High Sex Ratios and No Evidence of Female Infanticide. American Association for the Advancement of Science Annual Meetings, Southwestern Region. Tucson, 1976 Received award for Best Student Paper.

RESEARCH GRANTS

Paracheck Graduate Research Grant. Arizona State University 1977


AWARDS

Best Student Paper: American Association for the Advancement of Science, Southwest Annual Meetings (see Papers Read)

Dubois Scholarship: Arizona State University 1976-1978

Graduate Fellowship: Arizona State University

Phi Kappa Phi: National Honorary Society, University of Wisconsin 1973 - current

REFERENCES: On Request

June 1984
Hi Guys:

It's voting time again. I have received letters expressing all sorts of sentiment re the size of the govern council. Opinions are varied enough and in some cases equivocal enough to justify a flat out vote. My own feelings are the same. The council is too big...we only have 400 members and yet a governing body as large as the entire association! But you've heard all that before. What's your pleasure?

Everyone who commented seemed in favor of the cultural expert registry. But it would help to have a formal statement. If we try to design the forms etc. by mail we'll never get off the ground so I ask you to trust me not to muck it up and simply direct me to get the thing going. I'd like to see it operating before the meetings.

SOME GENERAL THOUGHTS

I am a bit troubled by the direction things seem to be headed in (I know it dangles but what the heck).

NAPA is not an independent organization...it is part of the American Anthropological Association...I sometimes feel that we miss that fact a bit. I am in no way critical of the NAPA bulletin...my admiration for the smooth way it gets out is boundless. Nonetheless we do have a vehicle of communication in the AN. I would like us to use our resources (which are dwindling to virtually zero) devoted to other efforts. The AN is free and has a greater circulation than the bulletin. We can, for a while at least, obtain free space for newsworthy items in PA and the NAPA bulletin.

We are like it our not a membership organization. We must figure out how to get more people on the roles or we will have no representation in the councils of AAA.

I suggest that we plan a desk or table at the meetings with extra bulletins... copies of the original organizing letters and anything else can think of. A table requires people to set it up and man it. Do we have any members in Denver?

We need to do something...the most important thing we can begin to do is get anthropology recognized in public hiring as a discipline which qualifies people for a wide range of jobs. We need this on the federal level and in every state. I volunteer to undertake the campaign here in Washington. Who can we get to tackle the various state employment commissions?

3605 QUESADA STREET, N.W. WASHINGTON, D.C. 20015 202-244-8969
WE need some local, grassroots, if you will, efforts to get the WAPAs and PAPAs and SOPAs and COPAs and NOPAs affiliated with NAPA. We need that because we need the energy and resources of local people working in local areas to energize a national effort.

And...as unpopular...as this view may be we must stop worrying about SFAA. I personally think that the last couple of administrations of SFAA have been unfortunate aberrations and that calmer, less confrontive...heads will prevail in time. Right now SFAA is having a tough time getting its independent act together. Until they do we cannot be helped by waiting for them to move or seeking some kind of over the fence concurrence from them. We, ourselves, are too new...and unstructured to attempt to become a bridge over troubled waters. There has always been a great deal of overlap in AAA and SFAA membership...I think it will continue...its up to us to go after those...potential dual members and get them into NAPA.

Anyway please mark your ballots and return them. Good summer to everyone.

Best,

[Signature]

[Note: Handwritten note: The NAPA business is coming to an end soon. We will be working on the membership of your association.]

3605 Quesada Street, N.W., Washington, D.C. 20015. 202-244-8969
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NESSTO

The Network for the Ethnographic Study of Science, Technology and Organizations is compiling a directory of people from industry, government and academe doing ethnographic work in advanced industrial societies. If you wish to be listed in the directory, please send name, address, phone number, computer net address, affiliation(s), education, and a description of your current activities and research interests (approximately 50-100 words) underlining five key words. Please respond by July 1 and send to NESSTO, P.O. Box 11442, Stanford, CA 93405. Listing is free. Enclose a $3.00 contribution for a copy of the directory (checks payable to NESSTO).

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Media exposure is important for consultants and practitioners, after all, look what the publication of IN SEARCH OF EXCELLENCE did for McKinsey. We invite members to submit examples of reports of their work which have appeared in local or national media, and will mention these appearances from time to time, to indicate the possible avenues for publicity. For example, Helen Fisher has been appearing on the TODAY SHOW in recent months. Also, an article on Barbara Pillsbury's work with Chinese birth control officials appeared in the New York Times of May 18. We hope to publish some tips on getting media exposure in future issues.
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July 30, 1984

Barbara Pillsbury
18057 Coastline Drive
Malibu, CA 90265

Dear Barbara,

Thanks for the kind words about the June Bulletin. I hope to have an initial breakdown of the survey responses ready for publication in the September issue.

I like your "Writing for Bureaucrats" idea. It fits nicely with the nuts-and-bolts practical direction I would like the Bulletin to pursue. If you can cover the topic in 1000 words or less, so much the better. Deadline for the September issue will be August 31, with a mailing date of September 14.

My own interest aside, I think Jim Downs is way off base when he suggests that we can use the Anthropology Newsletter for all communication on unit affairs. If we can develop the Bulletin into a publication that has a sufficiently distinctive orientation so that people will take out membership in NAPA simply to receive it, then it will pay for itself both financially and politically.

We need to start thinking about an agenda for the November business meeting. May I suggest giving the correction of certain glaring inadequacies in the bylaws (viz. the procedure for nominating and electing officers and members of the governing council) priority? Then maybe we can get down to some real business.

Sincerely,

Ralph

P.S. Do you have any connections in the public schools out there that might be interested in the enclosed material?
I don't particularly care who does what as far as oversight is concerned. Whoever edits, the other should have oversight where we are ourselves involved as volume editors. This would be the case with the ethics volume. Beyond that, whoever has the time.

The 1986 budget is going to have to include substantially more than $100.00 for the publications committee. I am told that the rather substantial amount allocated to the BULLETIN in the preliminary budget was not transferred to a general publication budget in the final draft. Perhaps eventually I shall get a copy of the budget. You were there. How come the board didn't fund publications? Or am I needlessly panicking?

Publication policy. (comments? first draft and very rough)

I. Content. We seek material of interest to anthropologists and other social scientists employed in business, industry, government, whether or not they also have academic connections. We also seek material that will be useful to students and teachers in applied anthropology programs.

A. Theoretical & Practical. We are not looking for "theoretical" articles. However submissions demonstrating the manner in which practice can be effectively informed by theory and vice versa, if judged sufficiently important will be enthusiastically welcomed. (if only because they are so damned rare).

II. Style. While each writer has his or her own individual style, contributors and editors are advised that work containing an excess of jargon will be broadaxed and returned for rewriting in the mother tongue. If it's worth saying, it's worth saying clearly.

III. Schedule. Deadlines are deadlines. We will set them by mutual agreement, and cling to them like barnacles. (According to one story, the term deadline first arose in Confederate prison camps during the Civil War. Inside the perimeter of the camp a line was drawn. Any prisoner crossing the line was shot to death. Hence deadline = a limit beyond which one does not go.)

IV. Marketing. We expect to publish material that will have a market beyond the membership of the AAA and large academic libraries, and will seek to fund marketing and promotion expenses in appropriate cases.

I am not copying this to anybody. Can we put together a joint report for the business meeting once we have thrashed all these ideas out?

Congratulations once again on the Distinguished Service Award. Good show!
Dear Sis,

I'm sending your letter off to Barbara c/o SfAA this morning. You said you didn't want a copy, so I won't send you one. Essentially I started out by suggesting that you deserved the award, not for a particular achievement, but for the body of your work, and went on to explain from there. In other words, I laid it on with a trowel, but all true and a pleasure to boot.

Please send me whatever you can for the Bulletin as soon as you can get it put together. I also have to get Rob's program report for the next issue, and it would be nice to see something about it in AN, although David will certainly be reporting some of the sessions. I think it makes sense to see what he comes up with and then perhaps fill in any gaps in the Unit News.

I believe George Armelagos was finally interviewed by Denver channel 7 about Baby Fae; I know he was interviewed, but didn't see it. Can't imagine why else they would want to talk to him on that particular day. I had a brief talk with the AAA's press officer (a pleasant young man whose name has evaporated into the general fog that started washing over my mind along about Saturday noon). Not much seemed to be going on with the local media; several magazine people were wandering around; but on the whole he seemed to feel that things were rather slow. I suspect that they could have pursued the issue a little more vigorously than they seemed to be doing, but perhaps I'm being unfair. One thing, there was a reporter from SUCESS magazine nosing about the session on the Conservative movement, who supposedly returned with said nose considerably out of joint. This is scarcely surprising, because the magazine is owned by W. Clement Stone, who is one of the fattest cats of the Republican right, and edited by Dwight Chapin, a Watergate ex-con. One of the papers was titled Fighting the Adversary Culture: the Conservative Assault on Higher Education. I'd love to have the chance to try and turn the AAA meetings into a media circus. I'd be sacked on the spot but it would be worth it. I mean somebody should have sent a reporter to that Guatemalan session. All the people I talked to who were there were just devastated by the reports of what's going on. From all I've heard it makes Nicaragua sound like a Sunday-school picnic. Isn't that news?

Getting back to the Bulletin, I'd like to be in the mail by January 10 at the latest, which means that I really need to have most of the material together by Christmas.

Keep well,

Ralph
MEMBERSHIP SURVEY SHOWS DIVERSITY, ENTREPRENEURIAL SPIRIT AMONG ANTHRO PRACTITIONERS

Ralph J. Bishop

117 NAPA members had returned their completed membership survey forms by September 10, for a response rate of just over 29%. This is very good for a mail survey, and should permit us to place some confidence in the validity of the results.

In the following analysis, the demographic characteristics of the sample population will be treated first, then the educational background and professional careers of the respondents, and finally the responses to a roster of issues of concern to practicing anthropologists.

DEMOGRAPHIC CHARACTERISTICS. Eight percent of those answering the question on ethnic identification described themselves as members of an ethnic minority; all but two of them Hispanic. Of those indicating nonminority status (92%), two-thirds used a racial term such as "White", "Caucasian", or abbreviations thereof to describe themselves. The rest used an ethnic identifier.

Women are 56% of the sample and men 44% This does not differ significantly from the composition of the NAPA membership list, which at the time the survey was sent out was composed of 52% women and 48% men. Median age of the sample population is 41, with a range from 26 to 70. Median number of years since receiving the most recent degree is eight, ranging from degrees just received to a degree received in 1938.

(Continued on page 3)

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NAPA PRESENTS FIVE SESSIONS FOR PRACTITIONERS AT DENVER
Robert Werge, NAPA Program Chair

NAPA is sponsoring five invited sessions, designed to be of interest to practitioners, for the AAA meetings in Denver. The sessions have been organized to deal with issues that are relevant to anthropologists in the public and private sectors. They were developed based on a telephone survey of a sample of the NAPA membership.

At NAPA's suggestion, a major theme of the AAA Meeting is "Economic and Social Roles for Anthropologists in the 1980's." Several of our sessions speak directly to this topic, but all NAPA sessions will speak to the changing conditions in which practitioners are developing their skills and their jobs. Different formats will be employed in an attempt to increase practitioner participation in the scientific program. NAPA will carry out an evaluation of these sessions to help design formats and topics for future AAA programs.

1) THE ANTHROPOLOGIST IN AMERICAN SOCIETY: PAST PRESENT AND FUTURE. This session will review the socioeconomic roles of anthropologists in the 20th century, their public image, and emerging roles in the coming decades. Thursday Morning, November 15, 8:30-12:00. Chairs: Helen Fisher and Walter Dickie. Papers (Continued on page 2)
DENVER PROGRAM (CONTINUED)


2) BUSINESS ANTHROPOLOGY: INTERNATIONAL AND DOMESTIC. This session will explore the roles being developed by anthropologists in the private, commercial sector both nationally and internationally. Thursday afternoon, November 15, 1:30-4:30. Chairs: John Sherry and Jo Rainbow Rogers. Papers to be presented by Kenneth N. Ehrensaf, John Sherry, Margo L. Smith, Hendrick Serrie, Kenneth A. David, Jo Rainbow Rogers, Brian J. Spooner, Douglas D. Caulkins, R. Griffin Coleman. Discussants: Lucy Garretson and Luther Gerlach.

3) PRACTICING ANTHROPOLOGY IN PUBLIC AND PRIVATE ORGANIZATIONS. This session will focus on anthropologists' roles as researchers, managers, policy analysts, and educators in new (for our field) organizational settings. Friday morning, November 16, 8:00-12:00. Chairs: Max Drake, Ann Drake, Hal Nelson. Presentations by Ann Drake, Lowell E. Sever, Hal Nelson, G. Alfred Hess Jr. Michael K. Orbach, Bruce Bradmiller, Gerald M. Britton, Lisea Stamm, Duncan C. Wilkins, Linda L. Darga, Susan Meswick, Max Drake, Marshall G. Hurlin, Joan S. Atherton, William McKinney, Margaret Schneider, Linda Nichols, Erin Harris, Craig Lahren, Hugh Berryman.

4) ORGANIZING PROFESSIONAL ANTHROPOLOGISTS: THE DEVELOPMENT OF LOCAL PRACTITIONER GROUPS. This panel and workshop are designed to share experiences from across the country in organizing local practitioner groups, and to synthesize that experience into some general guidelines for new local groups being formed. Friday afternoon, November 16, 1:30-5:00. This session is jointly sponsored by the Council for Anthropology as a Profession. Chairs: Robert Werger and Bob Wulff. Presentations by Robert Werger, Christine Fry, Jim Jones, Gretchen Scheff, Richard Robinson, Pamela R. Amoss, Bob Wulff.

5) INDUSTRIAL ETHNOGRAPHY: ANTHROPOLOGICAL INVESTIGATION OF MODERN WORK ORGANIZATIONS. This session will focus on the new data and approaches to integrate cultural factors into business operations and management. Saturday morning, November 17, 8:00-10:30. Chairs: Marietta Baba and Henry Tosi. Papers presented by Henry Tosi & Jan Zahrly, Frank A. Dubinskas, Marietta Baba & Ann W. Sheldon, Eleanor Harasimchuk Wynn, Jeannette L. Blomberg, Richard L. Daft, Philip K. Young. Discussants: Marvin Harris and Russ Bernard.

SPECIAL EVENTS PROGRAM FOR DENVER MEETING

Ralph J. Bishop
NAPA Special Event Coordinator

In addition to the five sessions NAPA has sponsored for the AAA scientific program, there will be two special functions, both on Thursday, November 15, where interested anthropologists can gather to discuss in informal settings many of the issues that are being raised more formally in the organized sessions. From noon until 2:00 p.m. on Thursday there will be a roundtable luncheon in the Colorado Room of the Denver Hilton. The theme of this luncheon is "The Scholar-Practitioner: Linking the Academy, the Public Sector, and the Business World." Discussions at the six tables will commence after a brief keynote address on the theme topic by Edward T. Hall.

The six topics open for discussion are:
1) Corporate Cultures. Coordinator Steve Barnett.
2) Uses of Anthropology in Training Health Care Professionals. Coordinator Jan Bruckner.
3) Models of Interfacing Between Complex Cultures. Coordinator Edward T. Hall.
4) Introducing Business Students to Anthropology and Anthropology Students to Business. Coordinator Margo Smith.

The cost of the lunch is $12.00 and seating is limited. To secure a seat, you should preregister for this event, using the form inserted in the September issue of the ANTHROPOLOGY NEWSLETTER.

Later in the evening, beginning at 7:00 also in the Colorado Room, NAPA will host a cash bar in a setting designed to foster relaxed and informal discussion on three topics of considerable interest to practitioners. An area of the room will be devoted to each topic, and space will be made available for the distribution and exchange of pertinent materials. The topics open for discussion here are:
1) Looking Beyond Margaret Mead: Communicating Anthropology to America. Coordinators William Millsap and Kirk Gray.
2) Teaching the Practice of Anthropology in the Undergraduate Curriculum. Coordinator William Leopold.
3) Regional and Special Interest Practitioner Groups. Coordinator Reed Riner.

If you have course outlines, reading lists, syllabi, article reprints, newsletters, mailing lists, or any other (Continued on Page 4)
Income figures are particularly interesting. For those reporting, the median income was $28,000 annually. This rises to $32,000 if one considers only those who are not presently degree candidates; the median annual income for degree candidates is $13,200. So, on the whole, practicing anthropologists do not seem to be doing too badly financially.

**FIGURE 1. Income distribution.**

Men, however, appear to be doing a great deal better than women. When we look at the mean income figures derived from respondents' reports we find that (to the nearest $100.00, degree candidates excluded) the mean annual income for women practitioners is $27,500, and for men, $33,100. This is a highly significant difference (p<0.005). Of those in the top 25% of the income range, reporting annual earnings of $43,500 or more, 76% were men and 24% were women.

**EDUCATION AND CAREERS.** 66% of respondents hold doctorates and 28% hold master's degrees. 19% are presently candidates for degrees, and 7% have earned four or more undergraduate and advanced degrees. Fully 27% hold advanced degrees or have professional certification in a field other than anthropology, representing 20 different disciplines in all. These include engineering, law, education, public administration, business administration, and theology.

The range of professional employment is similarly broad. Although, as might be expected, the most commonly named activities were (in order) teaching, consulting, research, and writing, the occupations listed include radio station manager, cab driver, judge, fundraiser, and social activist.

**Figure 2. Sources of income.**

Half the respondents listed multiple sources of income, from holding more than one job, from investments or royalties, or both. Academic employment was listed as the most important primary source of income, followed by self-employment, and then by public-sector employment. Private sector (for profit) employment was the leading secondary source of income, followed by self-employment and then by academic employment.

<table>
<thead>
<tr>
<th>Principal Source of Income (%)</th>
<th>Secondary Source of Income (%)</th>
</tr>
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<tbody>
<tr>
<td>Academic employment 26</td>
<td>12</td>
</tr>
<tr>
<td>Self-employment 24</td>
<td>14</td>
</tr>
<tr>
<td>Public sector employment 22</td>
<td>9</td>
</tr>
<tr>
<td>Private sector (nonprofit) 12</td>
<td>9</td>
</tr>
<tr>
<td>Private sector (for profit) 9</td>
<td>17</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
</tr>
<tr>
<td>No income</td>
<td>2</td>
</tr>
</tbody>
</table>

**Figure 3. Support for specific concerns.** (Continued on Page 4)
The only issue drawing more than three negative comments was that of certification, which also had the lowest level of positive support. Examination of these issues suggests that most of them can be grouped into one of three clusters. Publication of a NAPA directory and of a directory of all practicing anthropologists can be merged, and we can look at the issue of support for a directory as such. Likewise, support for practitioner groups, publication of a journal, and publication of the BULLETIN would come under the heading of fostering communications within the profession. The issues of public relations, referrals, job information, and training came together into a cluster relating to the employability and employment of practitioners. If we now look at the number of people who supported at least one of the concerns in each cluster, we find the following pattern. 

<table>
<thead>
<tr>
<th>Issue</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal communications</td>
<td>90</td>
</tr>
<tr>
<td>Employment/employability</td>
<td>66</td>
</tr>
<tr>
<td>Directory</td>
<td>77</td>
</tr>
</tbody>
</table>

Figure 4. Support for clustered issues.

There were a number of comments in this section, most of them elaborating on responses given, but two in particular raising issues which had not been directly addressed by the questionnaires. These comments bear repeating here.

"I think we need to think on providing the lessons we learn outside the academic world back to that world so that theory and reality [do] not become estranged."

"I think [one of] the most important things for NAPA to do [is] to ... keep the pressure on AAA to recognize fully those who are employed in new career roles."

SUMMARY AND IMPLICATIONS. The major findings of the survey are:

1) Members of ethnic minorities are scarcely represented among practicing anthropologists in North America. However, practitioners are otherwise diverse in terms of their educational backgrounds and professional activities.
2) The depressed earning capacity of women is as prominent in our profession as it is elsewhere in the economy.
3) The major employment problem faced by practitioners (apart from #2, above) appears to be underemployment rather than unemployment.
4) The number of respondents listing self-employment as a source of income suggests that there is a strong entrepreneurial streak running through the membership. At the same time there is a relatively low level of participation in the private, for-profit sector of the economy.
5) A large minority of NAPA members derive some income from academic employment.

Some of these findings may simply reflect prevailing social, cultural, and economic conditions. I admit to having been somewhat nonplussed to discover that nearly two-thirds of a sample of anthropologists would identify themselves with a racial label when asked to give an ethnic one; if nothing else it illustrates the power of race as a cultural construct and a component of personal identity.

Clearly the establishment of a professional identity is viewed as a major issue by most of those responding to the survey. The issues of communication, employment, and the need for a directory of practitioners are all related to this overriding concern.

All the components for establishing such an identity exist within the membership of NAPA: successful practitioners, established academics, interested non- anthropologists, and students. Other branches of the social sciences have successfully established professional identities outside the academy. This survey suggests that there is a basis for anthropology to do the same.

NOTES

1. Percentages are rounded to the nearest whole percent.
2. Using the t test for differences between two means.
3. The time period referred to was "In the last ten years/since entering the job market", whichever was longer. Thus experiences related by different respondents are not, strictly speaking, directly comparable, but the answers in aggregate do give a rough picture of the different kinds of careers people have had. The fact that most respondents received their degrees within the last ten years suggests that instability of employment is fairly high, although not necessarily unusually so.
4. The definition of teaching or practice of anthropology was left to respondents by design.
5. There is another way of doing this: add the responses for each item together and take the mean. Doing so gives top priority to the directory project; otherwise rankings remain the same. All three clusters have the support of a majority of the membership under this method.
6. That is, non Anglo, non European.

*** *** *** *** ***

SPECIAL EVENTS PROGRAM (CONTINUED)

materials you would like to share, please bring them to this reception, and use these discussions to establish contact with anthropologists sharing your concern in these important issues.
ELECTION OF GOVERNING COUNCIL AND OFFICERS

The Nominating Committee is pleased to report that the slate of candidates for election to the Governing Council and to NAPA office has been finalized. NAPA members will receive their copies of the official ballot with this copy of the bulletin, together with a return envelope. If you did not receive your balloting material it is because your name does not appear on the current list of NAPA members. If your records indicate that you have in fact paid your membership dues, send proof of payment immediately to the editor of the NAPA BULLETIN and a ballot will be sent to you.

Ballots must be received at AAA headquarters on or before November 3, 1984 in order to be counted.

Introducing the candidates.

For President

James F. Downs. Jim Downs is presently Administrative Director of the University Research Technical Education Center in Washington, D.C. He has done intercultural training for the U.S. Navy and U.S. Peace Corps, and has held four academic appointments. He received his Ph.D. in anthropology from the University of California at Berkeley. He currently serves as Interim President of NAPA.

"As one of those who initiated the formation of a practitioners' unit of the AAA as well as an AAA Board member representing practitioners, I am committed to the work that still needs to be done. 1. NAPA membership must be expanded and local NAPA organizations established. 2. Local, state, federal and private employers must be better acquainted with anthropology and its practical applications. 3. Laws, regulations, and policies which impede the employment of anthropologists must be changed. 4. Our experience in applying the concepts and methods must be further incorporated into anthropological education. 5. Qualified and competent anthropological practitioners must work to exclude the 'pseudo-politicals' who have discovered 'culture' and the ethnographic method."

Barbara Pillsbury. Barbara Pillsbury left a tenured teaching position in 1980 to devote herself to applied work, although she retains active connections with academia and remains involved in research and publishing. From 1977 to 1981 she worked with the U.S. Agency for International Development as a medical anthropologist, behavioral science advisor, and finally as Chief for Research and Evaluation for Asia. Since 1982 she has been employed as an independent consultant. Barbara holds a Ph.D. from Columbia University, and was co-coordinator of the Practicing Anthropology Unit Steering Committee that established NAPA. She is now interim President-elect of NAPA.

"NAPA must expand its efforts to identify and more directly serve the broader needs of practicing anthropologists. With regard to the AAA, NAPA should take up earlier practicing initiatives and to the extent possible find ways to use the resources of the AAA to meet the needs of practicing anthropologists. Ideally, NAPA will also develop a collaborative relationship with WAPA to broaden the impact of the excellent pioneering work WAPA has begun in the Washington, D.C. area and in training. During the coming year, NAPA should launch further initiatives to help anthropologists develop and market skills. This should include steps to legitimize anthropology as a practice (e.g. to establish a federal personnel category for anthropologist), to create and support local practitioner groups and networks, and to help practitioners hone their skills in communicating to non-anthropologists their skills in policy analysis, decision-making, social analysis, impact assessment, and in project and program design, implementation, and evaluation."

For President-Elect

Marietta L. Baba. Marietta L. Baba is Associate Professor of Anthropology and Assistant Provost responsible for university-industry relations and technology transfer at Wayne State University. She helped to found the Detroit Metropolitan Center for High Technology, the largest business "Incubator" facility in the United States. She is co-founder of a new company developing computer aids for the handicapped and has served as a consultant to major automobile manufacturers, labor organizations and state government in Michigan. Ms. Baba received her Ph.D. from Wayne State, and is presently a member of the NAPA Governing Council.

"NAPA faces an immediate and urgent challenge. The future of anthropology, both as a system of knowledge and as a way of knowing the world, depends on our ability to unify and transform the discipline. To meet this challenge, NAPA must first establish a working forum of practicing anthropologists in industry, in the public sector, and in academia. This forum should enable practicing anthropologists to communicate with each other, with other social scientists, and with the general public. It should also stimulate and foster the delivery of special services needed by practicing anthropologists in order to advance their science, including: research networks, curriculum development support services, professional development, employment and consulting referral services, and the establishment of standards of professional competence."

Max Drake. Max Drake is Professor and Chair in the Department of Anthropology, Sociology, and Social Work at Southeast Missouri State University. He

(Continued on Page 6)
CANDIDATES (Continued)

Governing Council to full strength.

Pamela Lindsay Amoss. Pamela Amoss is currently working as a consultant for a small firm in Seattle, Washington, which she founded with a psychologist. The firm develops and evaluates social programs primarily for the elderly. Before becoming a consultant she taught anthropology at the University of Washington.

"NAPA needs to find ways of serving practitioners by 1) developing the image of anthropology among the professions, 2) demonstrating the relevance of anthropology to policy and programs, and 3) making practitioners aware of available opportunities in the public and private sectors."

Ralph Anderson. Ralph Anderson teaches at the University of Tennessee-Chattanooga in the Department of Human Services Administration and is acting head of the UTC Center for Urban Applied Research. He previously worked as senior planner in a regional health planning agency in Milwaukee, Wisconsin, and was Director of Planning and Evaluation at the Curative Rehabilitation Center of Milwaukee.

"A challenge our discipline must accept concerns the skills and expertise we as anthropologists might offer, and as important, convincing administrators in many settings that they might benefit from this expertise. It is critical for NAPA to take a lead in spelling out what holistic and comparative mean with respect to program evaluation, social impact assessment, policy analysis, planning, and perhaps even clinical applications of anthropology."

Barry R. Bainton. Barry R. Bainton has recently completed his studies and been awarded a Master of International Management Degree from the American School of International Management. Previously he was Deputy Executive Director of the Consortium for International Development, managing contracts with a total value in excess of $50 million. Dr. Bainton has been a member of the Society for Applied Anthropology's Committee for an Anthropology of the Future, and has served as a career counselor at the AAA annual meetings.

"For more than a decade I have fought, in many ways within the profession, for the full recognition of the legitimacy and value of the practitioner. A second concern is the lack of a clear definition of anthropological input into practical and policy issues. Finally, anthropology is the only discipline I am aware of where 'applied training programs' are being designed and promoted by non-practitioners. I will work to involve practitioners and academic anthropologists in a dialogue to develop curriculum and training ideas to better prepare students for the world of practice."

Steve Barnett. Steve Barnett is currently a vice president at Planmetrics, Inc., a New York-based research and consulting firm, and is founder of their Cultural Analysis Group. Clients include government, special interest groups, and private firms. Before joining Planmetrics, he taught at Princeton, Brown, and M.I.T.

"NAPA has two immediate tasks: creating a stimulating organization and not alienating those anthropologists with no academic affiliation. I will try to represent their interests, both in terms of developing programs for professional development, and in creating networks for joint ventures and job possibilities. NAPA must be able to answer the question 'why bother to join-what's in it for me?' I would also like to see NAPA become a legitimating group that acts to proselytize on behalf of anthropological methods and insights for public policy and corporate decision-making."

Patricia Mariella. Patricia Mariella currently works for the Inter Tribal Council of Arizona as a research analyst. She is a member of the Freeway Relocation Hardship Review Commission of the city of Phoenix, and has worked as a consultant to tribal governments, impact assessment firms, and adult education firms.

"NAPA needs to move rapidly to address specific needs of professional anthropologists, including establishment of a federal personnel category for anthropologists, and development of professional standards for anthropologists working in various fields. As a new organization, NAPA needs to actively encourage and facilitate participation from all professional anthropologists, and to solicit continued direction from its developing membership."

George Roth. George Roth has worked for the last eight years as a cultural anthropologist in the Bureau of Indian Affairs. His work involves developing recommendations for on and against federal recognition of previously unrecognized tribes. Roth earlier taught anthropology at San Bernardino, California. He has worked for two years as the program chairman of his local practitioner organization, as a program committee member at SAAA, and as an adjunct faculty member with Northwestern University's Program in Ethnography and Public Policy.

"I would like to identify new and developing areas for the use of anthropology and work with NAPA to help practitioners become involved in them."

Susan Scott-Stevens. Susan Scott-Stevens is a development consultant now consulting work towards her Ph.D. at the University of Colorado. She has worked in the Southeastern United States and in Indonesia. Her dissertation research is an investigation into the problems encountered by foreign consultants and counterparts involved in the transfer of technical knowledge in development projects.

(Continued on Page 8)
"NAPA can stimulate a greater interest in anthropology as a profession; provide assistance to people who have chosen anthropology as a profession; and provide assistance to those people and institutions that are training a new generation of anthropologists. It cannot achieve these objectives through an exclusionary or elitist stance, but can use its position within the American Anthropological Association to great advantage in pursuing them."

Bob Wulff. Bob Wulff is currently an economic development officer at the U.S. Department of Housing and Urban Development, working in the section which deals with action grants for urban redevelopment. He has extensive experience in practitioner and anthropological organizations. He developed the PRAXIS awards; he is a past president of WAPA; he was one of the founding editors of PRACTICING ANTHROPOLOGY; he serves on AAA's Committee on Anthropology as a Profession; he has served as program chair for SfAA.

"I feel that the principle emphasis in NAPA during its early stages of development should be to identify services that practitioners need from a professional organization and to work with AAA on delivering those services."

*** *** *** *** *** ***

BULLETIN BOARD

MARGARET MEAD AWARD

Nominees for the 1985 Margaret Mead Award are being sought until December 1.

The Margaret Mead Award, jointly presented by the American Anthropological Association and the Society for Applied Anthropology, is awarded to a younger scholar for a particular accomplishment, such as a book, monograph, film, or service, which interprets anthropological data and principles in ways that make them meaningful to a broadly concerned public. The nominee must be under 40 years of age, or have received the Ph.D. after January 1st, 1975. The award will exemplify skills in broadening the impact of science—skills for which the late Margaret Mead was widely admired. Previous award recipients have included Sue Estroff, Ruthann Kudnow, Nancy Scheper-Hughes, and Mary Elmhofor.

To be considered, applications must include: 1) the nominee's curriculum vitae; 2) a letter of recommendation, describing the nominee's accomplishment; and 3) other supporting material documenting the nominee's impact on relevant publics. Nominees are judged by the supporting material, using the following criteria in order of importance: a) intellectual quality; b) clarity; c) depth of impact; and d) breadth of impact.

The award will be presented at the 1985 AAA Meeting. The recipient will be selected by the 1985 Margaret Mead Award Committee, consisting of Barbara Pillsbury (Chair), Michael Agar, Madeleine Leininger, and Will Sibley.

Please send nominations and four copies of supporting material to Barbara Pillsbury, Chairperson, Margaret Mead Award Committee, c/o Society for Applied Anthropology, 1001 Connecticut Ave. N.W., Suite 800, Washington, D.C. 20036. Supporting material will not be returned unless specifically requested. Submissions arriving after December 1, 1984 will not be considered.

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GOVERNING COUNCIL ACTION

Over the summer, the NAPA Governing Council voted 1) to reduce its numbers from 9 to 7 members; 2) to establish a file of expert consultants familiar with conditions in foreign countries, by area of expertise; 3) to hold election for permanent officers and council members, distributing ballots through the September issue of the NAPA BULLETIN.
This is the first in a series of articles on the business aspects of anthropological practice. Future articles by active practitioners will deal with operating a practice. Here we will discuss the decision to start a practice or other business.

Being one's own boss is a powerful and seductive notion. The entrepreneur or independent professional has no superior to report to; no dean, no C.E.O. The self-employed are masters of their own fate, subject of course to federal, state, and local laws, regulations, and taxes; competition and other market factors; and the demands of their clients, customers, and creditors.

Starting a business is not much different from doing fieldwork in an unfamiliar culture. Regardless of how much homework you've done, when you get to the field, you're likely to discover that things aren't quite the way the books described them, and that you know a lot less than you thought you did about what's going on. Eventually, though, you'll learn how things are done, and if you pay attention, you'll learn how to do a lot of them yourself. Under the right circumstances, you'll learn enough to survive in the bush on your own.

On your own is the key here, because the only support system you'll have is the one you put together for yourself. With that in mind, here are some things to consider if you're considering setting up your own shop.

I. ARE YOU GOOD ENOUGH?
Do you have something useful to offer?
Who else is offering similar products or services?
Can you compete with them on quality and price?

Can you sell? If you can't, find a partner who can, or forget about working for yourself. People have to know you're around, and know what you can do for them, and know that you're the right one to do it for them. Who's going to convince them if you can't?

II. CAN YOU HANDLE THE PRESSURE?

6. Are you willing to give up vacations and weekends for the foreseeable future?
7. Can you travel long distances at short notice?
8. How much stress can you live with?
Are you prepared to live hand-to-mouth until you become successful?

2. How much stress can your family life take?

3. How much are you willing to risk financially to get started?

4. Are you willing to put in a minimum of two to three years to get off the ground?

III. CAN YOU MAKE A LIVING AT WHAT YOU WANT TO DO?

It may be a great idea, but will it make money?

Who are your potential clients or customers, and how much can they spend on your product or service?

U.S. Business and political conditions change continually. What effect will policy shifts and economic changes have on your business?

Realistically, how much do you think you can make doing this?

No you can't, at least not at first.

How much do you think it will cost just to get people to do business with you? It pays to advertise, but it costs.

How much will it cost to run your office? Did you count the paperclips? Lightbulbs? Trash bags? The roof leaking and making applesauce out of your computer? Figure out everything that could possibly cost you money, and then tack on about thirty percent to cover all the things you didn't think of.

Now, how much money do you need to live on?

How much of that will have to come from your business?

What happens if the money that's supposed to come from your business doesn't come in as soon or as abundantly as you thought it would?

If you find these questions daunting, perhaps self-employment is not for you. If you are undismayed and enthusiastic after going through this list, then go for it and good luck.. That's something else you'll need.

The National Association for the Practice of Anthropology (NAPA) is a membership organization established through the American Anthropological Association to serve the needs of practicing anthropologists. By "practicing anthropologist" is understood anthropologists who work for organizations, institutions, or clients that are not anthropologists. "Practicing anthropologist" means, especially, full-time practitioners. However, it also includes part-time practitioners (usually academically-based anthropologists who work for non-anthropologist clients on a part-time basis).

NAPA's general purpose, as stated in its by-laws, is: "to represent the practice of anthropology and the interests of practicing anthropologists within the American Anthropological Association, to other organizations, and to the general public, and to further the practice of anthropology as a profession."

More specific goals of NAPA include the following:

* to help practicing anthropologists develop and refine the substantive skills sought by non-anthropologist clients (e.g., in social analysis and impact assessment, communications, policy analysis, management and administration, and in project and program design, implementation, and evaluation);

* to help practicing anthropologists develop and refine the practical skills needed to market their services and to work effectively with non-anthropologists (e.g., proposals, development, contract negotiation, legal aspects of building a practice, working on teams);

* to take a lead in steps to legitimize anthropology as a practice (e.g., establishment of a federal personnel category for "anthropologist" and, when and if appropriate, certification);

* to provide a means of quick communication among practicing anthropologists about:
  - employment opportunities,
  - how to establish and build a practice,
  - ethical issues and possible solutions,
  - ongoing projects and programs, and
  - outcomes of work undertaken;

* to produce a regularly updated Directory of Practicing Anthropologists;
February 14, 1985
2145 Del Rey Ave
Redwood City, CA 94063

Dear Ralph,

I received your letter with the minutes of the last MAPS meeting in Denver and bit murky like the organization is finally formed. I also liked your idea about networking to a regional meeting at some time in the future. I would attend such a meeting.

The reason I am writing to get some information from you about the upcoming Applied meeting or conference in Washington D.C. sometime this spring. Let me know by post if you have any information. ALSO, what are the addresses of MAPS, where are it may be capitolized. I'll see you when I see you.

Sincerely,

[Signature]
MEMORANDUM

TO: NAPA Governing Council and Committees

DATE: February 21, 1985

SUBJECT: "Program Statement" and "Strategic Plans" for NAPA

Program Statement. Enclosed is a draft I have prepared of what some of us have been calling the "program statement" for NAPA. This is intended to be a descriptive statement that we use to tell both members and potential members what NAPA is all about. Most immediately, Max Drake (chair, membership committee) will use it to make up a membership form (brochure?) that we can all have on hand to give interested people. Helen Fisher may also decide to publish this in an upcoming AN. In drafting it, I tried to give the impression that there's a lot already going on, without being too specific so that people say we're not delivering.

Please review this and return it to me with any and all changes you can think of that would make it a better statement of what we're up to.

Strategic plans. If you are a committee head, please remember that you are to be sending me your "strategic plan" by March 15.* Ideally, this should include: 1) a description of things you will undertake in 1985; 2) a description of things you will undertake in the slightly longer-range (such as the next two or three years); and 3) a budget for these activities.

Do this in whatever way seems best to you. But be sure to do it! I'll review these and then call or write with comments, as necessary, so that we can have some good plans to discuss at the spring meeting of the Governing Council on April 13.

Thank you for your efforts! We have a great and exciting opportunity to make NAPA a superb and useful organization. Please try your best to put NAPA up high on your priority list and take the time to make a good contribution.

*Please help Helen out on this for the Publications Committee since the Bulletin must fit into that overall picture.
And I hope all goes well for you all with your new precious baby!

Best wishes!

Barbara
AN INVITATION TO WRITE FOR NAPA

THE NAPA BULLETIN: Publishes reports (15 double spaced pages or less) and short news pieces

WRITE on your field of practicing anthropology:

TOPICS may include: • What you do • The skills you use
• The history of your field • How students should prepare to enter your field • Lists of and comments on important books and articles in your field • How you built a non-academic career • What you have learned about anthropology in the workplace

WRITE technical instructional reports:

• How to set up a consulting practice • How to publish in popular magazines • What you need to know about the law • Any other aspect of your business relevant to NAPA members

WRITE shorter news pieces:

• A recent field experience • A recent speech • A recent paper • Commentary on a recent event • A new theory • A progress report • An ethical dilemma • A tax tip • A book review • A new method of problem solving • An innovative style of practice • A new career opportunity • New networks • Recent activities in a local practitioner organization • Job finding strategies • Available jobs • New appointments • Relevant fiction or poetry • Announcements

NAPA SPECIAL PUBLICATIONS:

Book-length NAPA publications composed of chapters by different authors dealing with a specific branch of practice

EDIT a book on your field of anthropological practice:

• Plan the chapters of your publication • Invite colleagues to write each chapter of your publication • Submit a 1-3 page abstract synopsis discussing what the book is about, along with your list of chapters and invited participants and a paragraph explaining the contents of each chapter • Oversee the writing of all chapters • Write the introduction and conclusion to the book • Edit your book for style and content in consultation with members of the NAPA Publications Committee.

Please call or send publication suggestions to:

Ralph Bishop
All Saints Episcopal School
Confederate Ave.
Vicksburg, MS 38692

Helen Fisher
65 East 80th Street
New York City, NY 10021
(212) 744-9870 / (212) 925-6621
TRADITIONAL HEALERS AND BIRTH ATTENDANTS GET SUPPORT FROM WHO

Barbara Pillsbury, President of NAPA, has just returned from New Delhi, India, where she participated in a World Health Organization consultation titled: "Approaches for Policy Development on Traditional Health Practitioners, Including Traditional Birth Attendants". Barbara was one of eight "expert advisors" appointed to this consultation and the only advisor from the United States. She reports that the panel of "expert advisors", together with representatives of involved United Nations agencies, resolved that traditional health practitioners must be recognized as an important, and in some countries essential, health manpower resource for primary health care programs. The group also recommended that WHO urge governments of developing countries to rescind whatever prohibitive or restrictive legislation may currently exist in their countries. A report on this New Delhi consultation will be available to the public from WHO later this year. If you need further information, you may contact Barbara at 213-459-5937.

Robert Trotter, Co-Chair of the NAPA Electronics Communication Committee has researched the possibility of setting up a computer-based communication system for NAPA members. He reports that NAPA should design our own computer-based communication system rather than subscribe to a commercial one for several reasons. A customized system on a commercial service such as the Source could cost as much
as $5,000 to set up and user fees would be additional. One manufacturer has offered NAPA discounts on computer equipment and software. Moreover, Bob feels we may be able to get a company to donate the computer. Bob has volunteered to run this system and he feels we can be "plugged in" within six months.

Our computer system can offer two basic services: a bulletin board and electronic mail. The bulletin board service lists items of interest to users and individuals can obtain access to all items or only those categories of direct interest. Equally important, certain parts of the bulletin board can be restricted to holders of special access codes. So with this system, NAPA could have some messages available to the general public, while others could be available only to NAPA members. The electronic mail system directs messages to specific individuals or groups of individuals. Each participant would have a "mail box" on his computer terminal to receive messages and an access code to respond. With this system several NAPA members could correspond simultaneously and instantly.

Bob needs to know what kinds of services NAPA members need and would be willing to pay for. So a questionnaire has been circulated through our NAPA bulletin. However, for those who are not members of NAPA but are interested in joining and using this NAPA communication system, we would appreciate your comments and answers to the following questions: 1) What type(s) of computer do you have access to and where? 2) Do you have access to a modem? 2a) If yes, what baud rate (300, 1200, both)? 3) What kind of information and service do you want to see on the system? (Job bank? Grants and Contracts Bulletin Board? Co-operation column? newsletter? conversations on topical issues? mailboxes? instant polls? finder file for temporary and forwarding addresses? other programs?) 4) Would the existence of a system in-
corporating these features influence you favorably toward obtaining a computer and modem? Please send your response to Bob Trotter, Administration 324A, Pan American U., Edinburg, TX 78539

NAPA BULLETIN EDITORIAL POLICY

Ralph Bishop, Editor of our NAPA Bulletin, writes "The bulletin is meant to be a useful tool for practicing anthropologists. As a Quarterly publication, it is not well suited for rapidly aging news items, although events that occur close to the issue deadlines will be reported and are welcome. But we are particularly interested in articles and commentary relating to practical problems faced by anthropological practitioners. Examples include practice or small-business management advice based on practical experience; financial and tax tips for practitioners, case histories of successful (and unsuccessful) projects; information on techniques of marketing, public relations, and proposal writing; material on professional development; travel tips; and reviews of books and journals of special interest to NAPA members. Please send your correspondence to Ralph J. Bishop, Editor, NAPA Bulletin, Box AA 1497, Evanston, IL 60204
1430 Crain Street  
Evanston, IL 60202  

March 4, 1985  

Walter Funmaker  
2145 Park Ave.  
LaCrosse, WI 54601  

Dear Wally,  

Sorry to be so long in answering your letter of February 14. I had to take some time off to get the house ready for the new baby (Russell, born 2/26/85) and am just now trying to clear off my desk a little.  

The SfAA meeting is in Washington DC next week. The dates are March 13-17 at the Washington Plaza Hotel.  

Membership correspondence for NAPA goes to the American Anthropological Association, 1703 New Hampshire Ave., NW, Washington, DC 20009; editorial correspondence goes to me at the above address.  

I am putting together a panel on ethical issues in anthropological practice for the December AAA meeting. If you have any interest in this, or could recommend someone who does, please let me know as soon as possible.  

Sincerely,  

Ralph Bishop
March 4, 1985

TO: Helen Fisher, publications chairman; Barbara Pillsbury; Meta Baba

FROM: Ralph Bishop


1985: 1. Publish BULLETIN in accordance with editorial policy statement put forth in Vol 2 #1. Appropriate contributions for the BULLETIN can be solicited through the Anthro Newsletter. My argument is that time sensitive news items should be published in AN and that features of special interest to practitioners be limited in most cases to the BULLETIN, if only because NAPA offer its members something they can only obtain by joining, and that they all can use regularly.

2. Publish the final version of the NAPA program statement as a membership brochure, and distribute it in whatever way the membership committee and governing council deem appropriate.

3. Record promising NAPA sessions at the AAA annual meeting for future transcription and publication. Sessions presenting case histories of problems or procedures in practice are probably the most pertinent for this purpose.

1986-1990: Establish an ongoing series of handbooks for practitioners. These should be short (128 pp maximum) vademecums, easily transportable, and each on a separate topic likely to emerge as a difficulty in designing or carrying out a project. Together, they would form a comprehensive handbook of anthropological practice. Appropriate subjects might include ethics, management, working with different kinds of clients, and marketing. To insure uniformity, the series should have a general editor, who would be responsible for searching out editors for each volume. The volume editors would be recognized as knowledgeable in their fields, and would work with the general editor to obtain appropriate contributions. Material might be drawn from symposia, collected reprints, and original contributions. (I am willing to act as general editor for such a series).

BUDGET: A 1985 budget for the BULLETIN has been proposed. It may be appropriate to devote some of the funds earmarked for a larger-than-normal issue of the BULLETIN toward other publications. The cost and pricing of a series of booklets is a matter for further study.

IT'S A BOY!
Russell Glen Bishop, born February 26
You'll get the official announcement later
April 1, 1985

TO: Barbara Pillsbury, NAPA President; Meta Baba, President-Elect;
Helen Fisher, Publications Chair; Mark Schoepfle, Treasurer.

FROM: Ralph Bishop

SUBJECT: 1. NAPA BULLETIN: Editor's report. 2. Program committee expenses.

1. Volume 2, Number 1 of the NAPA BULLETIN was shipped to Washington,
   D.C. for mailing under the AAA's third-class permit on February 20,
   1985, and mailed from Washington on either the 25th or 26th. In all,
   671 copies were distributed. A summary of editorial expenses,
   exclusive of mailing from Washington, is attached, as is a letter
   from Ed Lehman to me transmitting reimbursement of $258.52.

   I would like to bring to your attention the following items for
   consideration.

   1. The governing council should be aware that full distribution
      of the BULLETIN via bulk mail can take up to seven weeks.

   2. I suggest that the BULLETIN be published in accordance
      with the policy proposed in the latest issue, or not at all.
      There should in any case be minimal overlap with the unit
      news in the Anthropology Newsletter. The primary advantage
      of publishing the BULLETIN is that it is a service available
      only to members.

   3. I have received payment for one advertisement to be run
      in the next issue. I am holding the check (for $15.00)
      until closer to the publication date.

   4. Ed Lehman has suggested to me in connection with the
      proposed budget for the BULLETIN that the cost of any special
      mailing intended to recruit new members be charged to member-
      ship. This seems reasonable and I concur. So doing would
      cause a reduction of approximately $540.00 in the BULLETIN
      budget and an identical increase in the membership budget.

2. The program committee needs a line item in the budget. Putting together
   an invited session is not cheap. I would recommend $100.00 for each
   invited session; $15.00 for each non-anthropologist invited on a
   waiver, so that we can at least buy them a decent lunch on the day
   they are expected to perform; and enough to cover the tickets for
   participants in luncheon roundtables. (Note: my current phone bill
   lists $94.80 in long distance calls made to arrange the invited
   session on ethics.).

If you need to get in touch with me during the governing council
meeting on April 13, I will be home after 11:30 a.m. E.S.T. The
number is (312) 491-9146.
Dear Ralph,

I am delighted we will be working together—probably for years.

Enclosed is a copy of the WAPA questionnaire that they send to those to be entered in the directory, a copy of the questionnaire that Max has designed, and a page from the NESSTO directory that you probably have.

I have called Bob Wulff and asked his secretary to tell him to send a copy of the WAPA Directory directly to you and to me also.

Consensus of opinion was that we should use the WAPA Directory as our guide. Fine with me. Let's see what it looks like first.

I will call you about three days after I receive my copy of the WAPA directory and we can arrange for a time to get our act together. Then we write Max and insert our questions.

You have the NAPA list of members. Max will need that.

I am so glad to hear about your job. Commuter marriages can work.

Talk soon. Best,

[Helen Fisher's signature]

PS Just got a letter from Barbara. She suggests we get the WAPA directory from Bob, decide if we want to use it as a model, then "write up what we propose, and then send that to the Governing Council members saying that you welcome suggestions by x data, after which you will proceed." good, eh? L.

[Signature]

PSS I wrote Meta and expressed our delight that she will be editing a volume on BUSINESS ANTHROPOLOGY for our forthcoming NAPA Special Publications series. I told her we would make it a best-seller—which we will.

I also said we would be back in touch soon.
May 7, 1985

Dear Helen,

Thanks for your letter and the directory material. The WAPA questionnaire looks good; we need something that will incorporate the experience of those members who have academic appointments (full or part-time) and practice part or full-time. Max's material addresses the question, but I think might use some modification. Has he mentioned to you the idea of putting the directory information questionnaire in a separate section from the general questionnaire, so that those who wish to be listed need not feel compelled to answer all questions? There is some merit to this, I think.

In consideration of possible wider circulation of some of the publications in the NAPA series than FAA is likely to give them, it might be worthwhile for us to take a look at what a correspondent of mine, Judith Appelbaum, has to offer.

Judith is a former contributing editor of PUBLISHERS WEEKLY, and has also written, with Nancy Evans, a very successful book on getting books published and promoted. She has been, for a number of years, a principal in a firm called Sensible Solutions, Inc., which works with authors, publishers, distributors, and media to bring books to their maximum market—that at least is the claim. Since her office (14 E. 75th St., 861-3693) is just a hop, step, and jump from your place, it shouldn't be hard for you to make connections, should you be so inclined. I have taken the liberty of giving her your name and address, in connection with the series, in case she feels inclined to seek us out. I think your experience as an author, etc. may put you in a position to evaluate the potential of her services.

Yours,

Ralph J. Bishop
May 14, 1985

Helen Fisher  
65 East 80th Street  
New York, NY 10021

Dear Helen:

Thanks very much for your letter of May 2. I agree that the meeting in Washington was productive. Barbara and I have been in regular contact, trying hard to keep on top of things. Of course, the organization is so new that it is difficult to anticipate every contingency, but so far we appear to be making progress.

As we discussed in Washington, I would be interested in editing a special NAPA/AAA publication on Business Anthropology. I believe that such a publication could be quite influential in stimulating the development of linkages between the academic and practitioner communities, and could serve as a resource to academic departments in strengthening applied anthropology programs. However, before I make a commitment to edit the volume, there are a number of issues that must be addressed.

First, my concept for the volume would be to develop a review of the entire field of anthropological applications in business, including international business, marketing to ethnic groups, industrial ethnography, anthropology of work, corporate culture and symbolism ... the whole area. I would like the volume to include both historical overviews showing the contributions of anthropologists in each area, and to summarize the state-of-the-art in each field as well. In addition, I envision a special section on emerging issues and trends in the field, such as anthropological ethics in business and new training needs for business anthropologists.

Second, with respect to potential markets, I would like the book to target two constituent groups. I believe that the book would be useful in encouraging students and faculty in academic departments to consider business as a legitimate field for the application of anthropological knowledge and techniques. Also, the book should be useful to practitioners, both as a frame of reference for their own work, and as a call to "return" to the profession with their intellectual and practical contributions.

- con't
Thirdly, I would like the publication to be first rate, and so it would take some time to organize properly. Hopefully, we would be able to get some "name" contributors to write original pieces for this book, which I would synthesize and integrate with an overview chapter and introductory pieces for each section. What sort of title line did you have in mind for this project? I am committed currently to produce a book chapter during the summer, but conceivably could get to work on such a publication during the fall. I could use the December AAA Meetings as an opportunity to round up some contributors.

These are my initial ideas about the structure, content and time-frame for a Business Anthropology publication. I very much would like to hear your suggestions regarding the book, its objectives and structure. I am not wedded to any of the ideas set forth above, but I am primed for the "general survey" approach, since I use that approach in my Business Anthropology course. Please let me know what you think. By copy of this letter, I am also requesting input from Barbara Pillsbury and other individuals interested in the field of Business Anthropology.

With regard to your comments on SUCCESS Magazine, I have enclosed here for your review a reprint of my paper (co-authored with Bernard Zeigler, a computer scientist) on punctuated equilibria and organizational evolution. The paper has received attention from developmental psychologists who think that the "peripheral" personality may be a critical component in social change. In fact, this paper emerged from a Max Planck Institute conference on human development and social change held in Berlin during 1982. As you will note in reviewing the paper, we discuss the application of a punctuated equilibria model of culture change to understanding business and economic development. If you think the editor of SUCCESS would be interested in something along these lines, let me know, and perhaps we can come up with an article.

One final note on the NAPA Nominating Committee. In case Jo Rainie Rodgers has not had an opportunity to contact you, I want you to know that you have been nominated for an at-large seat on the Governing Council (for elections that will be held this Fall). We will need from you a short biographical sketch and a candidacy statement. Please send these materials to me as soon as possible.

I am looking forward to hearing from you in the very near future.

Sincerely,

[Signature]

Meta Baba
President-Elect, NAPA

cc: B. Pillsbury
    E. Lehman
    J. Rodgers
May 24, 1985
Helen Fisher, Co-Chair
NAPA Publications Committee

NAPA PUBLICATIONS COMMITTEE: Responsibilities of the chairs:

The NAPA Publications Committee is co-chaired by Helen Fisher and Ralph Bishop. At this time it has one member, Al Ryan. Duties include:

Establishing and overseeing a NAPA series of publications that includes all aspects of practicing anthropology, that conforms to AAA and NAPA standards, and that is published by the AAA. This will include:

- Soliciting publications from individuals qualified to write on specific areas of practicing anthropology.
- Setting up procedures and deadlines for each publication.
- Overseeing the progress of each publication on a regular basis.
- Editing the final copy of each publication.
- Overseeing the printing of each publication by the AAA.
- Publicizing NAPA publications outside of the AAA.
- Setting up a peer review system for the NAPA publication series.
- Sending publications out for peer review prior to publication.
- Producing a Directory of NAPA Members and updating it bi-annually.

Re-instituting the NAPA Bulletin when appropriate.

Overseeing all financial arrangements associated with the NAPA Publications Committee.

Communicating all pertinent information regarding NAPA publications and activities of the NAPA Publications Committee to NAPA officers and all other appropriate persons.
May 25, 1985
Helen Fisher, Co-Chair
NAPA Publications Committee

Ralph Bishop, Co-Chair
NAPA Publications Committee

Dear Ralph,

As you know, we are co-chairs of the NAPA Publications Committee. And I am convinced that we have an important job and a wonderful opportunity to make a contribution to Anthropology and to society. I am excited about it and about working with you. Let’s make our job and our publications a knock-out.

Enclosed are several things.

NAPA Publications Committee: Responsibilities of the chairs:
I wrote this in great haste before leaving NYC and saw it directly to Meta in order to meet the May 31 deadline. On my copy I wrote her a note saying that I would send you a copy and that you would add your comments and send them directly to her. Please let me know what I have overlooked.

A letter from Al Ryan. His name was on a list circulated last December at the AAA meetings in Denver during our NAPA Business Meeting. He expressed interest in being a member of the Publications Committee. I am delighted. I will send him material on our progress soon and ask him which aspect of our responsibilities he wishes to participate in. If you would like to contact him instead, fine with me.

Page 4 of the minutes of the recent Governing Council Meeting which includes all discussion of the Publications Committee. As you will see, there are several motions and they all have to do with us.

Motion #24 regards the return of monies to the Anthropology of Work Review and an explanation. This seems to be your job. I will leave it to you.

Motion 26 says that you will take responsibility for the Directory of NAPA Members. Do you want that job? If not, we can do it together, as we have begun to do. Either way, if fine with me.

Motion 27 regards the publication on ethics. And here we need some further discussion. Do we want to split up duties, you overseeing some publications, me overseeing others, both of us ultimately reading all copies and making all decisions together? I am for this plan. I find it difficult to write group letters. So I propose to you that you oversee the publication on ethics. That would mean that you call Joan Cassell, design the format, oversee the procedures and deadlines, etc. Let me know how you feel about this tactic. (I would like to contribute to this publication but that is way down the road. And you may not want my contribution)
May 26, 1985
Dr. Helen Fisher, Associate
Dept. of Anthropology, AMNH
(Office) 65 East 80th Street
NYC NY 10021

Mr. Ed Lehman, Executive Director
American Anthropological Association

Dear Ed,

As you know, Ralph Bishop and I are launching a series of NAPA publications on all aspects of practicing anthropology. We hope to sell these books and pamphlets to students wishing to make a career in practicing anthropology, to professors who want to teach courses in practicing anthropology, to individual anthropological practitioners, and to laymen in all fields who wish to employ practicing anthropologists.

Each publication will be designed—in cooperation with Ralph and me—and written by one or more practitioners who are specialists in the area concerned, reviewed by a peer review committee and edited by Ralph and me. Ralph and I will oversee all stages of each publication. We hope to have these manuscripts published by the AAA and sold through the AAA.

Because you share our interest in developing NAPA, and know just about everything about everything, I have taken the liberty of sending you several things I have recently written. Each has at least one question.

The NAPA Publications Committee: Responsibilities of the Chairs
I wrote rapidly and sent directly to Meta to meet a deadline. Have I overlooked any important responsibilities of the Publications Committee Chairs?

My letter to Ralph (enclosed) informs him of several things and proposes our initial strategies. I am eager to hear your response to any part of this letter, but I am particularly concerned with Page 2, bottom, regarding editorial procedures. Contemporary trade book and text book houses require the author to submit an outline and one or two sample chapters before a manuscript is considered for publication. I outlined a somewhat different format for NAPA submissions. What does the AAA require an author/editor submit in order to be considered for publication? What do you think Ralph and I should require our authors/editors to submit in order to be considered for publication in the NAPA series? Who is the AAA Publications editor? Do we need to contact her/him? Once a NAPA publication project is accepted, what are AAA publishing procedures, costs and deadlines. How do you suggest we proceed? I am grateful for any advice and information you have on NAPA publications ventures.

The enclosed list of strategic plans of the NAPA Publications Committee lists several proposed topics for NAPA publication as well as some possible topics for publication. We welcome any ideas you have regarding specific NAPA publications or participants in publications.
July 12, 1985
Helen Fisher, Associate
Dept. of Anth, AMNH
(Office) 65 East 80th Street
NYC NY 10021

Larry Van Horn
National Park Service

Dear Larry,

Thanks for the great conversation. We have just begun; I still am not sure quite what you do.

I am writing to outline some of our conversation. For your book in the NAPA Publication Series on Practicing Anthropology you will first need to submit to me several things: 1-3 page synopsis discussing what this book will be about, who will buy it, and why it is important; A list of the participants; the chapters each participant will write; and a paragraph or page discussing the contents of each chapter. You are the editor. You will probably want to write the introduction and the conclusion, you may also wish to write a chapter. It will be your responsibility to edit all of the chapters before submitting them to us. Because Ralph and I will work to sell this volume to students of practicing anthropology and professors who teach courses in practicing anthropology, as well as to practicing anthropologist and employers of practicing anthropologists, it is important that you and your contributors stress how they do their work, what the problems are, what skills they use, how they learned these skills, what the pitfalls are, where they have failed as well as where they have succeeded.

I also forgot to mention that these chapters are not expected to be original, theoretical pieces. General summaries of past work in the area, how they do their jobs, how they got their jobs, the impact of their holistic approaches, and the results of projects are all important. No new research is necessary. They simply have to sit down and write out what they do, how they got there, and how it works. The only hard part is getting them to sit down and begin. Then it should take each less than two weeks.

I hope to work with you as you proceed. If you wish me to contact your contributors with a formal note of enthusiasm, I will be happy to. I will also play the ogre about deadlines, if you like. Please let me know how Ralph and I can help your project. We are here to help you put out a fine book on holistic anthropology. (we need a "working title". Can you send me a list of title possibilities this week. Don't labor over it, just write a few and put them in the mail.) I look forward to seeing the synopsis, the chapter titles, the list of contributors and the synopsis of each chapter by September 15th. Perhaps we could get the first draft of the entire manuscript by Jan. 15, 1986.

Ah, yes, and please tell your contributors to write plain American which cats and dogs can read. We aren't looking for Earnest Hemingway, but it must be clear.

Very Best Wishes,

[Signature]

Central Park West at 79th Street New York, New York 10024, U.S.A. Telephone (212) 873-1300
July 16, 1985

Dr. Richard N. Lerner
Corps of Engineers, San Francisco
211 Main Street
San Francisco, CA 94105

Dear Dr. Lerner:

Helen Fisher and I have been discussing possibilities for the new National Association for the Practice of Anthropology publication series, and would like you to consider editing a volume based on the 1985 AAA sessions on environmental planning.

Should you decide to accept, please send me the following:

1. A statement outlining the scope, content, importance, and market of the book.

2. A list of potential contributors, including who they are, what they do, and what they will be writing about.

3. A timetable for putting the book together.

We are interested in publishing material that reflects or reports significant work by practicing anthropologists, and that will be useful to non-anthropologically trained professionals. So this session that you are working up fits right into the program.

My address after September 1, 1985 will be:

Ralph J. Bishop
Scholar In Residence
All Saints Episcopal School
Vicksburg, MS 39180

I hope to hear from you soon.

Sincerely,

Ralph J. Bishop
August 5, 1985
Helen Fisher,  
c/o McAllister  
86 Beach Street,  
Cohasset, MA 02025  
(617) 383-0407

Dear Ralph,

Did you know that the NAPA Bulletin has been rejuvenated?  
Yup. And you are the editor, at least, there was no discussion  
that you wouldn't be the editor.

It has metamorphosed as a special publication, with each  
issue focusing on a selected aspect of anthropological practice.  
The first issue is to be on BUSINESS ANTHROPOLOGY and will be written  
by Meta. And hopefully published around the time of the annual  
meeting in December.

Barbara told me about it when I was writing my entry into  
the AN, (due August 1). I believe it was Ed Lehman's idea for  
some quick publications. I think it's a first-rate idea. Something  
fast. Something for our members. Something that doesn't duplicate  
the AN entry. And each issue I think we should expand into a larger  
volume for our other series of NAPA special publications. You had  
better contact Meta and Barbara for more details.

I am writing from a shack. It's a round-trip two mile walk to  
the xerox which is presently broken. So I can't xerox my AN Sept.  
entry for you. It is rather important. I say a lot of what has  
happened over the past few months. So please read it with care  
in September when you get it.

I have not yet had time to take stock of your recent letter  
and the state of our publications series. I will write a long letter  
when I get organized.

In the meantime, I am writing now for a specific reason. Barbara  
suggested that I include a few paragraphs on some of us who have  
recently changed jobs, for the October issue of the AN. Could you  
send to me—at the above address—one, or two or three paragraphs  
on your new job. Make it less than a page. And make sure it gets  
to me by August 25th. If you can't write it for some reason, please  
let me know so that I can fill the space in another way.

I am behind on everything. Let's talk soon.

In haste, with guests coming and swamped, besides. Alas.

LOVE TO ALL THE BISHOPS BIG AND SMALL.
August 13, 1985
Helen Fisher
C/O McAllister
86 Beach Street
Cohasset, MA 02025
(617) 383-0407 until Sept. 7.

Dr. Meta Baba
President-Elect NAPA

Dear Meta,

I really enjoyed our chat in New York. Let's do it again soon.

Ralph and I are delighted that you are going to edit a special NAPA/AAA publication on BUSINESS ANTHROPOLOGY. So I am writing to confirm our recent conversation, review your proposal and give you the NAPA guidelines so you can begin.

A general survey of Business Anthropology that reviews the entire field is most appropriate. We agree with you that it should include 1) historical overviews showing the contributions of anthropologists in each field, 2) summaries of the state-of-the-art in each field and 3) a special section on emerging issues and trends in business anthropology. These were your ideas. Please feel free to develop them as you see fit.

As we discussed, you will need to submit to me the following:

1) 1-3 page synopsis discussing what this book will be about, why it is important to publish it, and who will buy it.
2) A list of contributors
3) Tentative chapter titles and a paragraph about each chapter. (These can be written by you or by your contributors.)

You are the editor. You will probably want to write an introduction and conclusion to the publication. (You may wish to write a single overview chapter instead.) You may also wish to write introductory sections to each chapter or section of the book. And you may want to include a chapter of your own.

Chapters need not be theoretical; summaries are welcome.

The writing must be clear.

It will be your responsibility to edit all chapters before submitting them to me. When all aspects of the publication are complete and satisfactory to both of us, we will submit the manuscript to the AAA for their consideration. As you know, they are eager to publish NAPA material and we will submit a manuscript of the quality they can't refuse.

After publication, Ralph and I will work hard to sell this volume to students of practicing anthropology, professors who teach Business Anthropology, anthropological practitioners and those who employ practicing anthropologists. I hope also to call this book to the
attention of editors of newspapers, and professional and popular magazines who may wish to review it or reprint parts of it.

I believe we established September 15th as a suitable deadline for you to submit to me the initial synopsis, list of contributors, and chapter paragraphs.

We appreciate your contribution, Meta, and we will do our best to make it a great success.

Very Best Wishes,

Helen Fisher
Dear Ralph,

I am writing to update us on our progress on activities of the NAPA Publications Committee.

There are now two publications series designed by NAPA: Special publications of the NAPA BULLETIN and a series of longer pamphlets produced in conjunction with the AAA as NAPA SPECIAL PUBLICATIONS.

NAPA BULLETIN

The forthcoming issues of the NAPA Bulletin will each be a special publication designed to discuss a specific aspect of practicing anthropology.

These are to be published as frequently as possible but no specific schedule has been set.

The first issue is to be on BUSINESS ANTHROPOLOGY, written by Meta Baba, with the tentative publishing date of Dec. 1985.

No editor of this series has been established to my knowledge. I feel it is appropriate if you remain Editor. But I am eager to play some role. Let's discuss.

A group of these special Bulletin issues would make a nice single publication produced in conjunction with the AAA. A tentative title could be PRACTICING ANTHROPOLOGY: A Handbook. Reprint of the Bulletin issues in this collection of issues would expand the impact of each bulletin issue; it might also entice colleagues to write NAPA Bulletin issues. Let's discuss.

Other suggested NAPA Bulletin issues include:

- Developing a Consulting Practice (Pillsbury Ed? Bainton ed?)
- Technical Assistance Manual for Local Practitioner Groups (Wulff, Wer)
- Setting up an MA in Practicing Anthropology (Pillsbury ? Trotter?)
- What You Need to Know about the Law
- Negotiating Contracts with the Government
- How to write a proposal
- How to publish in "popular" Magazines
- Anthropology and the Media
- Update on Africa, Etc...
- New Opportunities in the Health Sciences, Etc...
- Getting a Job Outside the Academy: An Update
- Autobiographies by anthropological practitioners in different fields
- Career paths in Practicing Anthropology
- Skills you need to Practice Anthropology and How to Get Them

PLEASE ADD TO THIS LIST ALL PARTICIPANTS AND PUBLICATION IDEAS

Central Park West at 79th Street New York, New York 10024, U.S.A. Telephone (212) 873-1300
NAPA SERIES OF SPECIAL PUBLICATIONS

This second NAPA Publications Series will be composed of longer pamphlet-length publications. Each will have a single editor and several contributors which are solicited by the editor. Each will be published in softcover by the AAA.

Ralph and Helen will serve as Series Editors in charge of all aspects of each publication including:

- soliciting publications from individuals qualified to write on specific areas of practicing anthropology.
- setting up procedures and deadlines for each publication
- overseeing the progress of each publication on a regular basis
- editing the final copy of each publication
- setting up a peer review system
- sending completed manuscripts out for peer review
- overseeing the printing of each publication by the AAA
- publicizing NAPA publications outside the AAA
- overseeing all financial arrangements involving NAPA Special Publication

The Editor of each publication is responsible for all other aspects of his/her publication. This includes:

- submission of initial material including 1) a 1-3 page synopsis of the pamphlet discussing scope, contents, importance and market of the book, 2) a list of contributors, including who they are and what they do, 3) tentative chapter titles and a paragraph about the contents of each chapter and 4) tentative timetable for publication.
- writing introduction and conclusion
- soliciting and overseeing all contributors
- editing complete manuscript prior to submission to Helen and Ralph
- revising as directed by peer review committee and co-editors of this series.

AAA policy requires that all manuscripts considered for publication be submitted in complete form. It is the duty of Helen and Ralph to see that all NAPA submissions are of top quality so that acceptance is not an issue.

After publication, Ralph and Helen will oversee the sales of these volumes to students of practicing anthropology, professors of practicing and applied anthropology, anthropological practitioners, and those who employ practicing anthropologists. We will also try to call each book to the attention of editors of newspapers and professional and lay publications who may wish to review or reprint parts of each book.
Publications which Helen and Ralph have solicited include:

ETHICS IN PRACTICING ANTHROPOLOGY: Tentatively to be edited by Ralph Bishop, Joan Cassell and Margaret Boone

BUSINESS ANTHROPOLOGY edited by Meta Baba. synopsis due Sept. 15

HOLISTIC ANTHROPOLOGY, Editor Larry Van Horn, Synopsis due Sept. 15

ANTHROPOLOGISTS IN ENVIRONMENTAL PLANNING Richard Lerner has been approached by Ralph, no word yet.

Other NAPA publications:

AAA Symposia in practicing anthropology

(I have discussed publications with David Howell, Laura Klein. Both are eager to discuss potential publications this fall.)

other business:


Al Ryan, Ross Labs, Columbus Ohio has expressed interest in being a member of the Publications Committee. Letter attached.

Ralph has initiated communication with Judith Appelbaum, principal in a firm called Sensible Solutions which works with authors and publishers to bring books to their maximum market. Ralph and I plan to solicit her advice in the future.

DIRECTORY OF NAPA MEMBERS

As we all know, Max Drake has sent out his NAPA survey of members. It includes information for the NAPA Directory. Ralph and Max plan to compile the directory together. Tentative publishing date: Dec. 1985.

NAPA EDITOR ON THE EDITORIAL BOARD OF AMERICAN ANTHROPOLOGIST

I think we should continue to pursue this and prepare to ask for an NAPA Editor to the AA at the next opportunity.

ADVERTISING

We need to advertise our series and special Bulletin issues in WAPA, SfAA and elsewhere to solicit contributors.

PEER REVIEW

We need to set up this committee

This letter is a review of our progress. I thought I would write it down to sort it out.

Very Best,

Helen

CC Barbara Pillsbury
Oct. 11, 1985

Helen Fisher
NAPA Publications committee
65 East 80th Street
NYC NY 10021

Robert Trotter, Chair
Dept. of Anthropology
NORTHERN ARIZONA UNIVERSITY

Dear Bob,

Another letter. And this one is just as important. It is written to confirm our recent conversation in which you agreed to write a special issue of our NAPA Bulletin on How to Revamp a Department of Anthropology to include a degree in Practicing Anthropology.

This is a promotion piece and a short How-to.

It should be an overview of how to revamp a department. How to begin. The courses that should be included. The skills these courses will teach. The kinds of employment a student of your curriculum can expect to get. Syllabuses for professors who will teach these courses. And why departments should include a curriculum in practicing anthropology. Because it is a big topic, you might consider giving an overview of several aspects of revamping a department and then concentrate on one aspect you know well or wish to discuss.

Think in terms of writing about 15 pages. This will reduce to a 6-page Bulletin, be printed by the AAA, distributed free to NAPA members and sold to everyone else.

My hope is that you will be able to write this fairly soon and that we can offer it to our members by early spring.

Please call me with your ideas. We can discuss deadlines and topics then.

Thank you, Bob, for your energy, spirit and hard work on behalf of NAPA.

Call anytime.

Very Best,

Helen Fisher
NAPA Publications Committee
(212) 744-9870 or (212) 925-6621
October 12, 1985

Helen Fisher, NAPA Publications
65 East 80th Street
NYC NY 10021

Dr. Laura Klein
Dept. of Anthropology
Pacific Lutheran University

Dear Laura,

I am delighted that you are eager to edit a special NAPA/AAA publication on the opportunities anthropologists have and the contributions they can make in the travel industry. Ralph Bishop, my co-chair on the NAPA Publications Committee, and I are particularly eager to see you begin so I am writing to confirm our recent conversation and give you the NAPA guidelines.

As you know, your book will be one in a series published by the AAA. You are the editor. It will be your job to design the contents of the publication, invite colleagues to write specific chapters and edit their submissions. You will probably also want to write the introduction and conclusion. You may want to write a chapter too.

You will first need to submit to us the following:

1) A 1-3 page synopsis discussing what this book will be about, who will buy it and why it is important.
2) A list of participants.
3) A list of chapters each participant will write (with tentative chapter titles.
4) A paragraph to a page discussing the contents of each chapter.

Length is no problem. But the book must be useful, comprehensive, logical and clear. Please tell you contributors to write plain American which cats and dogs can read.

Ralph and I will do whatever we can to help you with this publication. We are happy to contact your contributors with a formal note of enthusiasm. We can play the ogre about deadlines. And we will do our best to promote your book within the AAA and to any other suitable forum.

When all aspects of the publication are complete and satisfactory to you and to us, Ralph and I will submit the manuscript to the AAA for their consideration. As you probably know, they are eager to publish NAPA material and we will submit a manuscript of the quality they can't refuse.

I believe in deadlines. So I will take the liberty of calling you to see about your progress if I haven't heard from you by November 15th.

We look forward to working with you on what promises to be an interesting publication and a contribution to the practice of anthropology.

Very Best Wishes,

[Signature]

a unit of the american anthropological association
1703 new hampshire avenue, nw / washington, dc 20009 / telephone (202) 332-8800
November 4, 1985

Dear Ralph,

I want to personally thank you for running for the position of NAPA secretary. As you know from Helen, this is a very important position — and it would be good to have you back on the Governing Council.

Thank you too for your work this year on publications. I hope all goes well in your new position there and look forward to seeing you at the NAPA annual meeting (Dec. 6, 5:30-7, followed by cash bar reception).

Best wishes!

Barbara
November 6, 1985

Dr. Helen Fisher  
Department of Anthropology  
American Museum of Natural History  
65 East 80th Street  
New York, NY 10021

Dear Helen:

I am very pleased to transmit for your review and comment the first draft version of NAPA's future "special publication" on business anthropology. As we agreed at our Spring Governing Council meeting, this paper attempts to define the field of business anthropology in broad terms, and to identify various subfields and interest areas that are relevant to business anthropology research and practice in the United States. Also, as you requested, the paper includes consideration of the current status of anthropological practice in business, and makes recommendations for improving the academic preparation of future business anthropologists.

As I indicated to you during our telephone conversation on Saturday, the paper is incomplete with respect to data on current anthropological employment in business. Since I do not yet have preliminary data from the NAPA survey, portions of the text which make reference to that survey certainly will have to be modified. I very much would support inclusion of some survey data in this paper, if that is possible given the schedule for analysis of survey results. By copy of this letter, I am asking Max Drake his opinion on this matter.

I would like to get input on the draft from a number of people, and so by copy of this letter I also am requesting that Barbara Pillsbury, Ed Lehman and Ralph Bishop review and comment on the enclosed document. If everyone thinks it advisable, we might circulate the draft to a wider circle of reviewers before the next iteration. However, I am happy to do whatever you think appropriate.

I hope your work in Paris was successful. I shall be in Europe myself between November 17 and December 1, so please try to give me a call as soon as possible and let me know how (and whether) I should prepare the document for further review. Talk to you soon.

Very sincerely,

Meta Baba

cc: R. Bishop/
    M. Drake
    E. Lehman
    B. Pillsbury
November 15, 1985

TO: Ralph Bishop
  Barbara Pillsbury
  Edward Lehman
FROM: Helen Fisher

I am out of NAPA stationary, thus this note is on regular paper.

Enclosed is the letter I have sent to 14 reviewers of Meta Baba's article for our Bulletin. You are receiving xeroxed copies. The reviewers received copies on NAPA stationary.

The reviewers are: Frederick Richardson
Leonard Sayles
Louis Cimino
J. Cynthia Weber
Conrad Arensberg
Eliot Chapple
Walter Dickie
Ken Ehrensal
John Sherry
Helen Schwartzman
Herbert Applebaum

I would appreciate any comments you have on this procedure and on Meta's submission by December 15th.

Big rush,

Best,

[Signature]

Helen Fisher
November 15, 1985
Helen Fisher, Co-Chair
NAPA Publications Committee
65 East 80th Street
New York City, NY 10021

Dear Dr. . . .

I am pleased to announce to you that the National Association for the Practice of Anthropology has just launched a series of special issues of the NAPA Bulletin. Each issue is designed to define or explain a specific field of anthropological practice; each should be of use to students wishing to enter this field, to professors eager to teach courses in this field, and to laymen and colleagues interested in this field.

Marietta Baba has written a NAPA Bulletin issue on BUSINESS ANTHROPOLOGY. And I have taken the liberty of enclosing a preliminary draft of this issue because I, and my co-editor of the NAPA Publications Committee, Ralph Bishop, need your help.

We would be grateful if you could comment on this manuscript. Does it correctly define the present status of BUSINESS ANTHROPOLOGY? How do you suggest we improve it to be more applicable to the needs of students, professors, laymen and colleagues in BUSINESS ANTHROPOLOGY? Is it of the quality necessary to be published by the AAA, distributed to NAPA members and sold to individuals outside of NAPA?

NAPA officers and members are particularly eager to make our new organization an effective arm of the AAA and an important facilitator in the growing national movement of Practicing Anthropology. So we would appreciate receiving your comments by December 15th.

Thank you so much for your contribution to this NAPA Bulletin issue, to NAPA and to anthropological practice—a vital aspect of the future of Anthropology.

Best Wishes,

Helen Fisher
Co-Chair, NAPA Publications Committee
Dear Helen,

The idea for our NAPA volume is to provide ten case histories that illustrate ANTHROPOLOGY IN PRACTICE, our tentative title. In so doing, each contributor will be underscoring how anthropology, for better or worse (hopefully the former), has had some influence or impact on the actual lives of people touched by a particular project.

A holistic methodology is to be stressed, showing a broad, anthropological point of view, which considers many variables and their cultural integration. The focus of our volume is to show the relevance of a holistic, anthropological view to projects at hand.
It will be demonstrated in our work that a wary-discriminated approach, while useful, is not the same thing as an anthropological point of view that considers how all the variables, and in what order, may be crucial to the lifeway of a given group and that group's aspirations for change.

I have another project due at work on November 22. I shall write you on November 23 with more details about our contributors and their specific case histories.

Best regards,
Larry
MEMORANDUM

TO: Helen, Ralph
FROM: Barbara
DATE: November 25, 1985
SUBJECT: Publications and Directory

Dear Helen and Ralph,

Thanks for your efforts on behalf of the directory! Although we will not have it distributed by the annual meeting, we can tell people it will be NAPA’s Christmas gift at the end of this our first real operational year. Ed Lehman says it will go out about mid-December.

Ed made some very useful comments in a conversation today about NAPA’s 1985 budget (overspent by about $3000) and what we should be thinking about for 1986. Those that concern the directory I’ve outlined on the enclosed. I typed it up in a way that might be useful for collecting in one place generic decisions that you make about the publication series.

Ed also discussed the fact that we will have to look very critically at what we publish. One goal is to make money for NAPA on the publications. At least we should not go deeply in debt with them. There is always a trade-off between what the organization takes in from members’ dues and what it can generate from services that people pay for (including publications). Some publications will make money, some break even, others lose. This is all very complex—things we have not talked much about in the process of trying to get some activities going. I am going to ask Ed to meet with us at the governing council meeting to advise us on such matters.

Thanks again for your good work! I look forward to discussing this and related matters with you.

Best wishes,

For personal correspondence:
18057 Coastline Drive, Malibu California 90265 213 459-5937

P.S. Hope all is well with you & that you'll be at the meeting in Washington. If so, we'd like you & Helen
NAPA PUBLICATIONS SERIES

Items that follow are set forth as general principles to guide NAPA as it begins to get its publications program started. This is preliminary and is to be added to and changed as needed. It is not binding but has as its purpose recording in one place decisions that have been taken about NAPA's publications.

Cost

Standard procedures for most organizations are to give certain publications free to members at the time of first publication. Thereafter, new members pay a "members cost" for their copies. At any time, any member who wants additional copies pays this members cost for the copies requested.

This would say that NAPA should mail the Directory free to all people who are members at the time of its publication. It is scheduled to go out in mid-December, 1985. This means that all people who join NAPA in 1986 will pay a members' cost for it. The AAA has proposed $4.50 to members and $5.00 for non-members.

Short publications (e.g., Meta's overview on Business Anthropology) would also go in this category.

Longer publications (e.g., Meta's edited volume) would not be sent free but would be available at a members' cost and a non-members' cost.
Dear Helen,

We’re not as far along as you would like, but please have faith in the evolution of our manuscript. Enclosed is my latest communication to the contributors. Also, I’ve enclosed the names of the contributors and their mailing addresses on 3” x 5” slips. Including me, we have ten.

I’ll be in touch with you again in December.

OVER
Just a thought, perhaps.

Of irony: you got your degree in Colorado, and now live and work in New York. I got my degree in New York (City University of New York), and now live and work in Colorado.

Very best regards,

Larry
I am writing to ask you to start preparing your chapter for our NAPA (National Association for the Practice of Anthropology) volume, the tentative title of which is ANTHROPOLOGY IN PRACTICE. The idea is to provide a case history that will illustrate how an anthropological project has had some influence on the actual lives of people. You should tell how you used a holistic methodology in your research, and how your approach is indicative of an anthropological point of view.

What this means is that you will show how you identified the variables in your research problem, and how these variables might be related or connected to one another. A hallmark of the anthropologist is the search for cultural integration and other types of holism such as those covering relationships between culture and biology and culture and ecology. While all of these, no doubt, will not be relevant to your project, please stress a broad, integrated approach in your work.

What prompted this volume is a remark by Elizabeth Watts in a recent book review:

There are only occasional lapses into "bad anthropology" (an unfortunate tendency that plagues the discipline, perhaps because of its emphasis on a synthetic, holistic approach). Bad anthropology consists of throwing out speculative and tenuous examples of supposed relationships with no attempt to follow through with a demonstration of whether such relationships actually exist (Watts 1985: 23).

Bad anthropology, of course, is to be avoided. Does bad anthropology plague our discipline, and, if so, is the "emphasis on a synthetic, holistic approach" the cause? Our volume will not presume to answer these questions. It can, however, be a good example of holistic anthropology to show that such an approach is alive and well, and not anachronism in an age of specialization. Our volume should further show that a holistic approach is pertinent to the practice of anthropology, which is why it is being sponsored by NAPA.

I have informed Helen Fisher, NAPA series editor, of our intentions, and will keep her posted about our progress. In about a month, I shall contact you again.

Keep in mind that you should submit a biographical sketch along with your chapter: degrees, subjects in which you earned them, and the schools. Please give a brief statement of your employment history, and discuss how your present position permits you to do applied projects that are examples of how anthropology is practiced. The volume will
contain a section on contributors. Also, I may use some of this information in the introduction, tentatively titled "A Holistic Approach and the Practice of Anthropology."

If you have any questions, please do not hesitate to call or write. You have my commitment that, if for some reason NAPA should decide not to publish our work, I shall spare no effort to find a suitable publisher.

Best wishes,

Larry

Larry Van Horn

Reference Cited

Watts, Elizabeth
Here it is Ralph. I hope it isn't too late. I was dreadfully held up last week with out-of-town commitments.

I have decided to go to the SFAA meeting too.

Let's talk before that.

And, of course, edit freely on this.

Best

[Signature]

Ps. I made no mention of the AAA 1984 program because I figured Meta Baba would be doing that. O.K.? Oh.
Editorial

This is the first general publication of the newly formed Practicing Anthropology Unit of the American Anthropological Association. We hope that there will be many more.

Copies of the Bulletin are being sent to all those who responded to a September, 1983 letter proposing a national association of practicing anthropologists, and to all those who handed in their names and addresses at the unit's November organizational meeting. Copies will also be distributed at the Annual Meeting of the Society for Applied Anthropology.

A number of issues of interest to practicing and non-academic anthropologists have been raised in this bulletin. We ask for your response to these issues, and invite you to raise questions or suggest topics for discussion in future bulletins.

Please address editorial correspondence and contributions to:

Ralph Bishop, Editor
P. O. Box AA1497
Evanston, IL 60204

###

Statement of purpose: utility increasing interest to begin to establish communication.
(If received in time: Commentary by Bill Partridge on Regional and special-interest associations).

###
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AAA 1984 Program Editor

Interorganizational Liaison

Kirk Gray (Howland Associates)
1948 Kirby Road
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Interorganizational Liaison

AAA 1984 Program Committee
As interorganizational liaison for the Practicing Anthropology Unit, I wish to report on my activities since our highly successful meeting in Chicago in November 1983.

The January issue of the Anthropology Newsletter printed a summary of our Chicago meetings. In December I contacted Erve Chambers, Editor of Practicing Anthropology, who agreed to reprint the report in a forthcoming issue. Kirk Gray, past editor of WAPA (Washington Association of Practicing Anthropology), agreed to do the same.

I am pleased to report that each editor met my request with enthusiasm, and encouraged further communication with our unit.

One other significant event has occurred. The Executive Board of the Society for Applied Anthropology has invited all members of the P.A.A. Steering Committee to present information about the unit at a round-table discussion Thursday, March 15, at the SfAA annual meeting in [location].

Due to prior obligations, many of us will be unable to attend, but Ralph Bishop and I will participate. As your representatives, we welcome your comments, but need them prior to March 14.

###
Business and Industrial Anthropology Network

The Department of Anthropology at Wayne State University has prepared a list of names and addresses of anthropologists interested in business and industry. If you want a copy, or would like to be added to the list, write Meta Baba or Mark Weiss, Department of Anthropology, Wayne State University, Detroit, MI 48202.

###

Annual Meeting Themes

The program of the AAA's 83rd Annual meeting (Denver, CO, November 14-18) will be organized around two themes: "Biocultural Dimensions of Anthropology," and "Economic and Social Roles for Anthropologists in the 1980's." Both themes are to be construed in the broadest fashion possible, moreover it is understood that the meeting is in no way restricted to these themes. Symposia and volunteered papers on other topics are invited and welcome.

###

Circle April 1 on your Calendar!

Please bear in mind that all submissions for the 1984 AAA annual meeting must be in the hands of the AAA by April 1. Also bear in mind that April 1 falls on Sunday.

The same date will see a general meeting of the Practicing Anthropology Unit's Steering Committee. If you wish anything brought up for consideration at this meeting, please get in touch with Helen Schwartzman or Barbara Billsbury well beforehand.

###

Missing Colleagues

An unknown number of people with advanced degrees in anthropology are no longer members of the American Anthropological Association. I suspect that many of them are either practicing anthropologists, or no...
changed careers, for any of several reasons. Since the Practicing Anthropology Unit is concerned with the needs of anthropologists active outside the traditional spheres of the discipline, we would like to make contact with as many of these anthropologists as we can. Bulletin readers can help, either by telling former classmates and colleagues about this unit, or providing us with names and addresses of people who might be interested in hearing from us.

###

Unit Name

The by-laws of the American Anthropological Association provide for an organization consisting of units, of which there are four classifications: Divisions, Sections, Branches, and Interest Groups. Divisions, Sections, and Interest Groups are functionally based; Branches are regionally based.

Among functionally-based units, the proper designation depends on a unit's minimum membership over a three year period. Divisions require 1000 members, sections require 250 members, and interest groups require 50 members.

The by-laws further state: "A Unit remains autonomous in all matters within its field that are not reserved to the Association, inimical to Association interests, or prohibited by law."

We have received a suggestion that the unit retain its name "The National Association of Practicing Anthropologists" with perhaps the addition of "A unit/section/division of the American Anthropological Association."

Any comments?

###
1984 Preliminary Program outline

Robert Werge, Meta Baba, & Max Drake

The Practicing Anthropology unit presently is authorized to schedule five sessions at the 1984 AAA annual meeting in Denver, and may submit as many additional session proposals as we deem appropriate. We present here seven topic areas that have come up in discussion with approximately 25 practitioners.

We feel that not all of these topic areas need to be dealt with in the traditional sense of papers read to an audience. That is, formal "sessions" are not necessary in all cases; some could be presented as luncheon discussions, roundtables, or in the context of a divisional meeting.

The topics we have so far are: (1) an overview of the diverse roles played by practicing anthropologists (perhaps in contrast to the narrow public image of the anthropologist); (2) the goals and objectives of the Practicing Anthropology Unit itself; (3) a review of ways and means of organizing regional networks of practicing anthropologists, and some of the functions of these networks; (4) reports on progress in the field of "industrial" anthropology (i.e. the use of anthropological techniques in the study of modern work organizations); (5) reports on the development of "business" anthropology (especially the use of anthropological techniques in the management of international and domestic business organizations); (6) a review of anthropological practice in large, public sector bureaucracies, and (7) reports on the teaching of subjects that strengthen the position of practicing anthropology (e.g. syllabi, reading lists, techniques used to teach business anthropology, anthropological methods, etc.).

Here, in more detail, are descriptions of the proposed sessions.

---insert Werge/Baba materials appended to Baba letter of 2/8, + Drake description + (suitably edited)
(7) Teaching anthropological practice. (Joint session with Council on Anthropology & Education?)

This session will address two related issues: How can graduate students in anthropology be trained to apply their discipline in non-academic careers, and how can non-\textit{anthropologists} be trained to incorporate anthropological methods and perspectives in their own careers, should they so desire? That is how can anthropology be incorporated into teacher-training, & training of social workers, management students, et.al.? 

We welcome contributors to these sessions, ideas for additional sessions, and suggestions for session facilitators. Time is of the essence, however—the deadline for all program submissions for the 1984 annual meeting is April 1, 1984!
PRACTICING ANTHROPOLOGY IN PUBLIC AND PRIVATE ORGANIZATIONS.

This session will examine the anthropologist's role as research, expert analyst, program evaluator, policy frame, operations analyst, and consultant in large public or private organizations/bureaucracies. Presenters will analyze the unique skills of anthropologists as they cope with a range of organizational, operational, evaluation and policy problems. The session will focus on the transferability of academic skills to the professional setting and problems of ethics, analysis, writing and presenting oneself.

The session will feature short presentations and exchange of ideas. We will solicit suggestions for making academic training more relevant to the needs of practicing anthropology.

Facilitators:

Max Drake, Southeast Missouri State University

Ann Drake, STEP-UP Inc.

Hal Nelson, Washington State Department of Social and Health Services

Ralph - Nice talking with you - Thanks to
the hotel remaining free of the Duncan -

the leased computer. Contribution to me

Wendy is Apr. 1

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INDUSTRIAL ETHNOGRAPHY: ANTHROPOLOGICAL INVESTIGATION OF MODERN WORK ORGANIZATIONS

The startling success of Japanese manufacturing firms in U.S. consumer markets has drawn national attention to the role of sociocultural factors in the operation of American business. Management science literature now treats "business culture" as a critical variable in predicting corporate growth, and consultants are advising top managers to assess the impact of their business history, philosophy, value system and social structure on bottom line returns. At the same time, qualitative ethnographic techniques are being "rediscovered" as valuable tools in the exploration of complex social phenomena including the structure and behavior of business and industrial organizations. Anthropologists have an important role to play in supporting economic growth and furthering our knowledge of complex societies by exploring the interpenetration of cultural and business systems. This session encompasses a broad range of topics related to the anthropological study of business and work organizations. The principle objectives of this session are to present new data regarding the impact of cultural factors on business and work operations, and to consider the methods and techniques used by anthropologists in their study of the business world. Special emphasis will be placed upon the integration of qualitative and quantitative research methodologies (i.e. "triangulation") in the investigation of private sector organizations. General topics that may be included in this session are: the role of business culture in corporate growth and development; organizational symbolism; employee-owned corporations; and the use of anthropological techniques to solve business management problems.

Suggested Co-Chairs: Meta Baba, Wayne State University
                              Henry Tosi, Academy of Management

BUSINESS ANTHROPOLOGY: INTERNATIONAL AND DOMESTIC

Increasing competition between foreign and domestic manufacturers, the expansion of export trade activities by U.S. business firms, and domestic market segmentation in ethnically diverse regions of the United States are creating new opportunities for anthropologists in the business world. Professional anthropologists are being sought, both as consultants and as regular full-time personnel, to assist business establishment in the penetration and development of foreign markets, in the management of multinational operations, and in the creation of marketing strategies aimed at specific ethnic populations in the United States. Business firms may also use anthropological expertise in strategic analysis of, and response to, broad cultural and international trends which effect corporate activities (e.g. consumerism, foreign direct investment in U.S. business, the growing international division of labor, etc.). The objective of this session is to explore the diverse roles played by anthropologists in the commercial sector, with a special emphasis upon the contributions of anthropology in support of international business expansion and diversification. Topics that may be covered in this session include: intercultural management, the anthropology of marketing, the transition of businesses from domestic to foreign operations, transcultural business training programs; and the consumer movement.

Suggested Co-Chairs: John Sherry, University of Florida
                                  Jo Rainie Rodgers, Cultural Research Associates
January 10, 1986

Dear Ralph,

Terribly rush. I haven't even had a moment to read your letter. Perhaps today.

Enclosed are three more comments from reviewers about Meta's article on BUSINESS ANTHROPOLOGY. I wanted to get them to you and her as soon as possible.

Also enclosed is Bob Trotter's proposal for a book. I will try to get back to him as soon as possible. Let me know what you think.

I can't get to doing anything about Meta's reviews or her piece until the first week of February. Perhaps you could go through it and provide her with your comments?

Talk soon. Just Swamped here. Great seeing you in D.C.

Happy New Year !!!

Love

Sis

HELEN FISHER
January 20, 1986

Dear Ralph,

Thanks for your letter and your good ideas.

I think the idea of asking Barbara to write her recent AAA speech as an article for the Bulletin is a supremely grand idea. Will you invite her for us, give her a deadline and oversee this?

We are getting bogged down with the Meta piece. I think you should give her your comments as soon as you can. So will I. But I know I can't turn to this matter until mid February. My own business is in a crisis and I must attend to it. Do you want to call her and tell her your comments are soon coming? Can you do this now? Can you carry our ball for a bit while I recoup?

I am excited about the Bob Trotter book. I have to call him today about a different matter (my speaking at his school) so I will voice my feelings. I have no immediate comments for him except to proceed. But I will tell him that if you have comments you will send them along as soon as possible.

Don't you think we should have him also write an article for the bulletin. In fact, I think this was your initial plan; first an article, then a book. So I will ask him to go ahead with that article.

My business is in chaos. My lecture agency disbanded. My professional article was refused at Current Anthropology. I am behind on a popular article. And I am in a poor position at THE TODAY SHOW because I didn't pay enough attention. Right now I need your help. Thanks for any of the above that you can do.
Dr. Ralph Bishop
Vicksburg Cultural Heritage Project
All Saints' Episcopal School
2717 Confederate Avenue
Vicksburg, MS 39180

January 28, 1986

Dear Ralph:

Thanks very much for your kind letter of January 22. I appreciate both your professional courtesy in responding to my telephone call so quickly, and also the friendship evidenced in your words of encouragement. I believe that anonymous review of manuscripts in the future will prevent the kind of difficulty we experienced during this round. Nonetheless, I do not look upon the experience as a loss, but as an interesting learning process (i.e. why we need anonymous reviews!)

I also want to thank you for your summary comments regarding the substance of the reviews. I think you are right -- part of my approach worked, and part did not work. I have studied the reviews carefully, and I now have a more balanced judgment regarding what should be kept, what thrown out, and what added. In general, I agree with you that the employment-oriented approach did not work, and should be removed as a focus of the document. I also agree that the paper did not reflect the actual experiences of practicing anthropologists -- a serious weakness.

As you suggest, I would like to re-structure the paper to focus on what business anthropologists are actually doing in the real world. If you agree with this approach, I will gather fresh data on this subject from a series of telephone interviews that I will conduct over the course of the next month. I intend to interview about 20 business anthropologists (including those in business schools as John Sherry suggests) in an effort to explain how they got where they are, what they do, how they reflect back on their education, and what advice they would give to would-be business practitioners. From the interviews I will synthesize some "micro-cases" of anthropological business practice, and use these as a substitute for the existing employment sections of the paper. I would not begin the paper with the hiring of a GM anthropologist, as several reviewers seemed to object to this approach. Instead, I would use the GM anthropologist as one of the "micro-cases". Further, I would beef up the discussion of anthropology's theoretical contributions to the field by added some more references to past classical work by anthropological researchers (especially the Hawthorne Plant experiments).
I will need a couple of months to implement this plan, and I think I could submit a revised manuscript to you by or around the end of April. Please let me know if the approach I have outlined is satisfactory. If so, I will begin immediately with the interview work.

Ralph, I just want to say in closing that I respect both you and Helen for your dedication to our cause of modernizing anthropology for the 21st century. We all knew that it would be a difficult job, and those difficulties come from outside our profession, within our profession, and within ourselves as well. I have learned that working in a new field is a very risky business, and that you are bound to get shot at in the process. I also have learned that those with thin skin probably should get off the firing line. I'm committed to going ahead with this if you are -- if you have the patience, I have the courage -- and we will iterate this piece until I get it right!

Thanks very much for your encouragement and support. Hope to hear from you soon.

Warm regards,

Meta Baba

cc: Helen Fisher
Dear Ralph,

Enclosed are my comments to Meta. We, you and I, actually agree perfectly. Our comments are exactly the same. I am glad for that.

Also enclosed are my comments to Bob Trotter. I left my copy of his synopsis, etc, with Barbara over the weekend (I had to go to L.A.) for her comments. She is the third member of our publications committee, as we discussed in D.C., I think. She will return them to me. I think you should respond to him as soon as possible. I also wrote Bob answering the questions he has asked us about publications procedures. I had to call Ed Lehman about that.

I asked Ed Lehman about reprinting Barbara's speech at the recent convention, as we discussed, as a Bulletin. Lehman told me that he wouldn't know if Goldschmidt was going to produce a book of all those speeches until May. So we will have to wait until May to know if Barbara's speech will be published in a book by Goldschmidt. Lehman advised us against printing the speech twice, as a NAPA Bulletin, as well as an AAA book by Goldschmidt. He implied: Can't we produce material that isn't printed elsewhere. I see the logic of that. And I told Barbara about my discussion with Ed.

I told Lehman about Bob Trotter's book and asked him about publishing procedures. Answers are in the covering letter to Trotter.

I wrote a letter to Larry Van Horn about his possible book publication. Enclosed. Larry's proposal is with Barbara who wanted to see it and promised to return it immediately. It is a rather unordered presentation of small slips of paper. I will send it along to you as soon as I receive it from Barbara.

I had no discussion with Lehman about Meta's piece. But I did tell him that I was unwilling to be overridden (not a word) by reviewers. That I am not always terribly impressed by reviewers comments and I felt that you and I had the right to ignore those we felt were irrelevant. His voice lowered. And he agreed to let us have our way. THIS IS CONFIDENTIAL.

We need more publications, NAPA Bulletins and NAPA Books. Help, Help. I have a couple more book ideas in the works, no NAPA Bulletin Publications. I am working on a flier now that will be a good mailer. We should send it along to all sorts of people with a request for their ideas and submissions. I will write that today and put a draft into the mail for your comment. Then we make a final, xerox plenty of copies and send it out.

HeLEN FISHER

February 10, 1986
February 10, 1986

Helen Fisher, Co-Chair
NAPA Publications
65 East 80th Street
NYC NY 10021

Thank you for your letter, prospectus, chapter outline and list of participants for your forthcoming book with NAPA. A GUIDE FOR THE DEVELOPMENT OF APPLIED ANTHROPOLOGY PROGRAMS.

If NAPA publishes your book through the AAA, which we are planning to do, it will have to go through the peer review process. This can take as little as three weeks, as much as several months. I think we can rush it through very easily, moreover, Ralph and I can override inappropriate comments by reviewers.

June through September is the period of heaviest type-setting activity at the AAA. During the summer months they print a great deal of AAA materials. So I am told that manuscripts take about two months to print at any other time of the year. This shouldn't stop us though. If we are ready to print in June, we will go ahead.

Most manuscripts are submitted to the AAA as double-spaced manuscript copy on standard typing paper. Floppy disks are suitable for submission only if "formatting is agreed upon". The AAA is unequipped to convert one format into another. You may want to discuss this directly with Ed Lehman, but let me know first so that I can verify that direct communication is appropriate.

Ralph and I are willing to edit any time you are ready. I feel you should edit copy first and give us a manuscript that you have edited and are pleased with. Here are some very preliminary comments of mine, written in haste on a plane last week:

INTRODUCTION: I am pleased that you arranged your topics functionally rather than topically. This approach is sophisticated; it may be more difficult to but I think its added breadth will help sales and apply to more people. Great Job.

RETROSPECTIVE: I would love to see Barry expand his remarks to decades prior to 1965--if even in the most cursory fashion. Is this unrealistic?

III TYPES OF PROGRAMS. Very important chapter, covers a lot.

IV THE FOUR FIELD APPROACH: I am glad this chapter will focus on practitioners. I have very little patience for the moral issue of "should we/shouldn't we expand"out from the traditional four field approach". In fact: We are and we will. I hope we can avoid soul searching here; presumably our readers passed that stage when they bought the book.
V UNDERGRADUATE PROGRAMS: Very very very important to me. Make this chapter a knock-out so that we can reprint it everywhere.

All others very interesting and important. I can't read XVI however. The xerox is unreadable.

XIII CONCLUSION: I do encourage you to write a conclusion even if it is short. I like books that wrap up and tell me--once again--what happened. A lot of people read conclusions first, too, then buy the book. And such a chapter would make a nice article for reprint elsewhere.

What chapter did you have in mind for Meta? I think I can help you encourage her to write it if you like.

Before Christmas we discussed the possibility of having you write a 15 page (double-spaced manuscript pages) article for the NAPA Bulletin as a preliminary report on your forthcoming book. Can you still write this piece? Would it be appropriate for use this summary article, or some version of it, as the conclusion to your book too?

We need NAPA Bulletin articles and yours would set a nice stage for your book. Let's discuss this at your earliest convenience.

Congratulations, Bob, on a great forthcoming book. I am already so proud of it. And it is a pleasure to work with you.

Very Best Wishes,

Helen Fisher

go Ralph Bishop
February 10, 1986

Helen Fisher, Co-Chair
NAPA Publications
65 East 80th Street
NYC NY 10021

Dear Larry,

Your ten chapters for your forthcoming NAPA publications look exciting. How are things progressing?

Do you think you could send me and my co-chair Ralph Bishop 1) a synopsis (one page) of the book, 2) a paragraph on the contents of each chapter, and 3) a list of the participants in the near future? How about April first? Your writers each know their topics very well; they should be able to write their chapters in about a month if we can get them to begin. How can Ralph and I help?

Let's hear from you soon. And once again, thank you for beginning what could become an important book to NAPA, practitioners and modern society.

Very Best,

Helen Fisher

cc Ralph Bishop
All Saints Episcopal School
Confederate Ave,
Vicksburg, MS 39180

PS, Larry: Please send all communication in duplicate to Ralph. Thank you again for working with us. Best.

Ralph — Barbara P. has her proposal. I will send it along when she returns it to me.
Dear Ralph and Barbara,

Enclosed is a flier I designed advertising our NAPA publications.

Because I am still unsure of our focus for the bulletin, I canvassed all bulletins I receive that pertain to anthropological practice and included all of the topics I could think of.

Please edit this flier to suit the focus you feel this NAPA Bulletin should adopt and send your version in to me and each other. It is imperative, as you both know, that we get going.

I feel we need an editor of this NAPA Bulletin. I think that person needs to solicit articles regularly by calling NAPA members and asking individuals to write on particular topics. We can also send out the flier to jog their ideas. And we can send out fliers with cover letters asking individuals for specific articles. But I suspect that if we send a form letter and this flier we will get few participants. We need to approach people directly, ask them to write on a specific topic, give them a deadline and stick to it. I feel this is the only effective approach.

I do not wish to be the editor of this bulletin. But I am willing and eager to solicit articles for the bulletin editor. I am fairly good at asking people to do things.

I am eager to be the co-editor of the second NAPA publication, our books. I understand books. Ralph and I have several in the works and I am becoming familiar, as well as fond, of this process.

Please respond immediately.

My love to you both,

Helen Fisher
TO: Ralph and Barbara
FROM: Helen Fisher
RE: PROGRESS REPORT OF PUBLICATIONS COMMITTEE

NAPA Bulletin articles:
Meta is on her second draft of the article on Business Anthropology. The first draft has gone through the peer review process. We hope to have her final article by mid April.

Bob Trotter has been approached to write a Bulletin article. I will follow up on this immediately.

other ideas: Approach Bob Wulff to write on local practitioner organizations.
Ask Richard Lerner to write a piece of his choice
Ask Joan Cassell to write on ethics
Ask all governing council members to write
Ask people we know to write on their field

NAPA SPECIAL PUBLICATIONS:
Trotter book on setting up an applied program in progress
Business anthro book by Meta not yet launched
ask Joan Cassell and Ralph to begin book on ethics
Ask David Howell to begin book of NAPA autobiographies
Follow up on Chet Lancaster's book on international development
Develop Barbara Pillsbury idea to do book on international development
Follow up on Laura Klein book on travel industry

I am happy to follow up on the books listed above.
OUR Bulletin is lagging badly.

February 11, 1986
February 12, 1986

Dear Ralph,

Another letter.

Enclosed is the letter I wrote to Laura Klein about a book on travel industry. I know she is writing another book right now but maybe I should approach her to write a NAPA Bulletin article? What do you think?

I think I sent you my communications with Chet Lancaster. But here they are anyway. Should we ask him to write a NAPA Bulletin article?

Barbara is eager to edit a book MAKING THINGS GO RIGHT: Case Studies of the Anthropological impact in International Development. I don’t think she can turn to this until after her term as President is up but I mention it now for your records.

What happened to the 1985 Membership Survey that Max ran? Could you report back to me on that. Shouldn’t there be a report? Could we put it into the NAPA Bulletin?

Apparently Dean Snow, President of the NEAA, Northeast Anthropological Assoc. has put out a directory of practitioners in the northeast. Could you write him and get a copy, or buy a copy for us?

I suggested to David Ngwell that he and I collaborate on a NAPA book of interviews with practitioners in different fields. I will call him to see if he is still interested. But I will have to pull out and let him do it on his own. I must attend to my floundering business.

What happened to the book on things that you and Joan Cassell were thinking of doing. Could you call her, or write me or begin? Should she write a bulletin article. Do you want to write it instead?

Bob Wulff’s LPO manual should be a NAPA Publication. He wants to do it with WAPA, I think. I have never spoken to him about it. This may be delicate. Do you want me to call him. Do you want to do it. Let’s discuss. B.P and I discussed it last weekend.

[Signature]

a unit of the american anthropological association
1703 new hampshire avenue, nw / washington, dc 20009 / telephone (202) 232-8800
AN INVITATION TO WRITE FOR NAPA

THE NAPA BULLETIN: Publishes reports (15 double spaced pages or less) and short news pieces

WRITE on your field of practicing anthropology:

TOPICS may include: • What you do • The skills you use
• The history of your field • How students should prepare to enter your field • Lists of and comments on important books and articles in your field • How you built a non-academic career • What you have learned about anthropology in the workplace

WRITE for NAPA Reports:

• A recent speech • A recent paper
• A new theory • A progress report • A tax tip • A book review
• An innovative style of practice • How to publish in the workplace • Need to know about the law • News relevant to NAPA members

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• Design the chapters of your publication • Invite colleagues to write each chapter of your publication • Submit a 1-3 page synopsis discussing what the book is about, along with your list of chapters and invited participants and a paragraph explaining the contents of each chapter • Oversee the writing of all chapters • Write the introduction and conclusion to the book • Edit your book for style and content in consultation with members of the NAPA Publications Committee.

Please call or send publication suggestions to:

Ralph Bishop
All Saints Episcopal School
Confederate Ave
Vicksburg, MS 39180

Helen Fisher
65 East 80th Street
New York City, NY 10021
(212) 744-9870 / (212) 925-6621

Ralph Bishop Co-Chair
Helen Fisher, Co-Chair
NAPA Publications Committee
Chapalle is a fool. I liked your definition of Business Anthropology: it made sense and was clear. His argument about the "lone wolf" is wrong. From my four years of experience at Reader's Digest General Books and more recently as a consultant at Johnson's Footcare Products, group cooperation is imperative. Stick to your guns. The rest of his comments are gibberish. Chapalle is still grieving the rejection of his own model for education in Business Anthropology. Now, years later, he has let drain his bitterness on dear you. Forget him. I never should have let his comments out of my garbage bin.

Leonard Sayles: Sayles seems to want his name mentioned more prominently. Another echoist. If you feel he has a point in paragraph two, sentence one, give him and his area a sentence or two, no more. I would forget his next comment about culture. He is engaging, once again, in defining culture; it is not pertinent. (And always beware of anybody who starts a sentence with "Of course".) His last paragraph is worthless too, in my opinion. I don't understand the importance of "inductive, behavior/process fieldwork" (I don't even know what he meant) and I am having no trouble communicating the role of the anthropologist. I find his comments only slightly less irritating than those of Chapalle.

Herb Applebaum: His first comment shocks me. How can anybody who has ever worked in business as an anthropologist mess the fact that Business Anthropology must, to a very large extent, be tailored to suit business needs. A d he wants to develop theory. My god, I can see the place for theory. But I have worked for five companies and none were interested in theories. They wanted to know what I could do for them. Applebaum is myopic. He is referring only to anthropologists that analyze business organizations. There is more to business anthropology than this. Then he suggests "Build theory first, then let business come to you." Ridiculous. I find his comments short-sighted, irrelevant and impractical. Comment two; I find equally irrelevant. He is caught up in ethics. This is beyond the scope of your article. Comment three: Another plug for theory. Maybe you should add a sentence (Perhaps on your section on the future of Business Anthropology) on the continuing need to develop business theory. Comment four: You say quite a bit of this already but perhaps you want to add a couple of his ideas if you think they are good. Comment five: Fine. He likes something. He should have started his letter here. But why is he hung up on "chasing jobs" again. Your article never conveys this at all. Comment six: We all know it is hard to build theory. Meta: Sayles says only one practical thing. He likes your definition of the field and he likes your modes. He totally mis-read your opener; the rest was devoted to his own preoccupation, theory.

Arensberg: Refreshing and reassuring. And I don't see why we can't be "hopeful".

Sherry: He wants you to add a paragraph or two. It sounds like a good idea to me.

Ehrensal: I do agree with him that too much emphasis is placed on the current employment situation in academia. In fact, I originally felt you should delete your final chart and this discussion entirely. I like the way he encouraged you to re-write here. Comment two:
Comment two: I thought you did emphasize the client's needs. But perhaps you should strengthen this perspective with an additional sentence or two. Comment three: No one seems to like your opener except me. I suppose we should try a different one. Comment four: I like his point about MAs. I would write a strong paragraph one this essential aspect of Business Anthropology. I also agree with his point that writing scientific papers is irrelevant to a successful career in Business Anthropology. This sort of change is easy; just delete the sentence in question. Comment five: Your section on "contributions" is good and strong. But how you want to open your piece is entirely up to you. I think I would just delete page one and begin your article with "Defining the field". This we it begins by telling us what Business Anthropology is.

Last, I disagree with the tactic of having inserts written by others. Use a couple more examples. That is a good idea. But write them yourself. Otherwise this will be a committee job and we all may expire before pub. date.

Ralph's comments: I agree with him that we should delete discussion of employment problems in academia. It is not related. It also makes this piece too long. We need about 15 manuscript pages (double spaced). So with this part out, we will be much closer to the mark, length wise. I also agree that a couple good examples of business anthropologists would add depth, interest and clarity. But I beg you to do no more than two. We don't have time to survey dozens of people. And we hope to have other publications that do this sort of thing. Save that for your longer manuscript on the same topic. I also like your idea of adding a bit more on theory. But no more than a paragraph.

Dear Yeta. This is a good piece. It is much better than the comments about it, which were by and large, poor. So, I suggest, delete your first page and reference to the job market. Add a paragraph on theory, add a paragraph on a few more past activities in business schools, and add two paragraphs of examples. THNX THNX THNX I think it would be best to tie your examples into your chart of 'cells' so that the chart becomes clearer too. And make sure we know what the Hawthorne project is.

Then we publish.

Thank goodness for your courage. Carry on
Feb 14 1984

Dear Helen (& Ralph),

Re. Larry van Horn proposed volume.

Part of this looks very good; other aspects look worrisome.

Larry says in one place "Anthropology = Practice" as title & elsewhere case studies of "how anthropology has had some influence or impact on the actual lives of people touched by a particular project." GREAT!

But elsewhere, it on his cards, he indicates that many chapters will be about some applied topic but say nothing concrete about an anthropologist being involved as an actor. This sounds too much like old academic applied anthro. Also worrisome is his emphasis on holism. Unless "holism" is made concrete, I fear this may become ivory tower like theology.

If you agree, I suggest you write a follow-up letter to Larry encouraging him in this desired direction & checking on progress.

Barbara
February 16, 1986

Helen Fisher, Co-Chair
NAPA Publications

Dear Meta,

I liked your article very much. I was extremely unimpressed with the comments about it. And I do not think you have a lot of work ahead of you to make the changes necessary for a fine piece.

Enclosed are my comments. They are couched in my response to your reviewers and they culminate with a few changes I agree with and suggest.

Once again, my very sêncere apology for my tardiness and my sloppiness at editorial direction. And my realyempathy to you for the havoc it necessarily created.

Helen Fisher

CC Ralph Bishop

Could we see the final version in April?

I'll call soon

Love

Helen
February 22, 1986

Dear Helen,

Congratulations on the prize you won at the AAA meetings for the SEX CONTRACT. I see also that you’re to be part of a workshop on ANTHROPOLOGY AND THE MEDIA in April at the New Academy of Sciences.

Thanks for your recent note. I’ll write you a formal letter this coming week in response with a copy to Ralph Bishop as you requested. Thus far, I’ve received one completed
chapter — from Ed Knapp.

I'll write all of the contributors when I write you, and send copies of your letter to them to urge them on.

Unfortunately, we've lost one contributor — Marilyn Roland, who has pleaded too many other commitments. I'll give you all the details in my letter.

Will you be attending the Society for Applied Anthropology meetings in Reno, March 26-30? I'm scheduled to go.

Best wishes,

Larry
February 22, 1986

Helen Fisher
Department of Anthropology
American Museum of Natural History
65 East 80th Street
New York, NY 10021

Ralph Bishop
Ali Saints Episcopal School
Confederate Ave.
Vicksburg, MS 39180

Dear Helen and Ralph:

I wanted to give you a status report on my efforts to revise the Business Anthropology paper for NAPA. I repeat that I really appreciate both of your efforts to get this project back on track, and I also thank you for your good words of encouragement and your advice. I believe strongly that our current investment of time, effort and "hard knocks" will pay off.

I have been reading various papers suggested by the reviewers, and I have a list of practitioners to call for "mini-case" data and recommendations for training. Also, I have re-read all of the reviews (again!) and the paper, and I have the following revised outline for the piece:

I. Anthropological Contributions to Business

This section will pay respect to our elders, citing past theoretical and methodological works, and generally attempt to explain what anthropology has to offer the business world.

II. New Directions for Business Research and Practice

Drawing on discussions with the younger generation of business anthropologists, this section will highlight what is new and emerging in the field, and will suggest factors that may be contributing to a renewed alignment of business and anthropological interests. I will not emphasize the employment situation, but I will mention it briefly. [To ignore the employment situation entirely would be to ignore an important part of reality.]

III. Defining the Field

This section will draw heavily from the original manuscript, with some additions and corrections as suggested by the reviewers.
IV. Practicing in the Field

This section will present a few, brief "mini-cases" [not too many, Helen] describing various roles of anthropologists in business, such as the consultant/entrepreneur (domestic), the full-time researcher, the manager, the international consultant, and the business school professor. (These are possible examples). The mini-cases will be tied to each of the four cells in Figure One. I will emphasize both the applications of anthropology in business, and the use and further development of theoretical contributions.

V. Recommendations for Education and Training

I will re-work the recommendations presented in my original piece based on reviewers comments and on my interviews with practicing anthropologists. I will include a discussion of the importance of MA's, and will eliminate the "protective turf" tone of the first manuscript.

I believe that these revisions will address the reviewers' major concerns, and should strengthen the piece considerably. If you don't agree with anything I have presented here, please let me know as soon as possible so I can alter my course. I think I should be able to have a revised manuscript for your review by the end of April.

Please stay in touch.

Warm regards,

[Signature]

Meta Baba

0990M
March 24, 1986

Helen Fisher,
65 East 80th Street
NYC NY 10021

Dear Larry,

How is the book coming? Any chapters ready for us to look at? Actually we will need the whole book at once, but I am writing to remind you of the April 1 date, by which time we do hope to hear from you on your progress.

Can we be of any help stimulating your writers?

I have passed along your material to some other members of the NAPA publications committee and got a response that I thought I would pass along to you.

They really like your approach to highlight how the work of anthropological practitioners have influenced the actual lives of people. This immediacy is important. And they encourage you to stress the concrete ways that these anthropologists have been involved themselves. The strength of the book, or one of its strengths, will be the hands on, real people, real effects on more real people angle. The traditional "goulard" of anthropological studies should be making the point that the people doing the research are themselves part of the story.

The only other comment so far regards the word "holism". Perhaps it is too academic. We can discuss this way down the line. But it is important to stress that these chapters will be read by people who know nothing about anthropology, as well as those who are well-versed in our words. So, once again, encourage your participants to write plain American which cats and dogs can read.

Hope to hear from you soon,

Very Best,

[Signature]

Helen Fisher
April 3, 1986

Mr. Edward Lehman
Executive Director
American Anthropological Association
1703 New Hampshire Avenue, N.W.
Washington, D.C. 20009

Dear Mr. Lehman:

It was very good to have met with you and David the other day. Enclosed is a copy of our proposal for a AAA publication by PhD TEMPS. A copy of each of our resumes is also included. We welcome any further suggestions and will call you next week to discuss your comments.

We would like to tell you that in the next few weeks National Public Radio wishes to interview one of our employees during his temporary job. The broadcast will be added publicity for anthropologists, and we will gladly inform you when "All Things Considered" will air the show.

Your ideas about the proposal was greatly appreciated. Thank you again for discussing our proposed publication.

Sincerely yours,

[Signature]

Jenny Masur
Charity Goodman

* 3rd version, First 2 showed Ed. U. poor
AAA Ex. Comm. decided (5/12/86):
1) Do not fund
2) Lehman to suggest they contact NAPA, though NAPA does not have such a
   category
PROSPECTUS
"JOB STRATEGIES FOR PRACTICING ANTHROPOLOGISTS"

BY PhD TEMPS

OBJECTIVE: Produce a copy-ready publication of approximately 50 pages describing the employment strategies of practicing anthropologists

PURPOSE: o Create additional income for organization through sale to undergraduate and graduate students and practitioners.
   o Generate ideas for applied courses, new employment workshops, and training programs
   o Enable students and practitioners to assess job market and develop necessary skills and tactics

FORMAT OF PUBLICATION:
   o Introduction - Practicing Anthropologists in the job market
   o Chapter 1 - What you can do with a B.A.
   o Chapter 2 - What you can do with a M.A.
   o Chapter 3 - What you can do with a Ph.D.
   o Chapter 4 - Job Sectors
       a. Public (Federal and State Governments)
       b. Private (NGO's, and Corporations)
       c. Independent Consultant
   o Chapter 5 - Conclusion - specific recommendations for innovative strategies for career development

METHODS:
   o Send questionnaire to NAPA members
   o Conduct in-depth interviews on job tactics
   o Compile case studies of practicing anthropologists in different locations
   o Draw upon existing Ph.D. survey by AAA and membership data from related societies.
   o Examine labor market trends

(This prospectus is confidential and not to be circulated, copied or quoted without the permission of PhD Temps, 204 Spring Ave., Takoma Park, MD 20912, tele: 951-0787.)

Name to JP as member of AAA Ex Bd.
LIANE ROSENBLATT
54 Observatory Circle, N.W.
Washington, D.C. 20008
202/333-6796

PROFILE
Experienced Researcher, Writer and Interviewer,
Project Planner and Evaluator, Grant Proposal
Writer....

EXPERIENCE
COMMUNICATIONS AND RESEARCH

Associate Research Scientist, Foreign Area
Studies, American University, 1984-1985.
* Researched and updated chapter on the society
and environment of Morocco, in Morocco, A
Country Study, U.S. Government Area Handbooks,
- data-collection consisted of contacting
foreign embassy officials for information on
Moroccan workers in their countries and U.S.
officials and specialists on population
policy, health, and education in Morocco.

Issue Expert, Candidate Support Task Force,
Capitol Hill Women's Political Caucus (CHWPC), of
the National Women's Political Caucus (NWPC),
Israel.

Program Committee Member, NWPC Convention Showcase
1985, Atlanta, GA. * Planned workshop on federal
spending and taxation.

Instructor, University of Rochester and St. John
Fisher College, 1977-1984. * Courses Designed:
Israel and the Occupied Territories and Social
Organization of the Corporation: Japan and the
U.S.

* Independently planned, budgeted, and
implemented a study of population and
economic development.
* Conducted over 150 interviews with Ministers,
Department Heads of Economic Development,
Mayors, Rural Managers and Settlers.
Ministries involved were Housing, Defense,
Land Authority, Agriculture, Commerce and
Industry, Tourism, and Interior.
* Analyzed the impact of politics on the
economic development of a new town in
occupied territory.

EDUCATION
Ph.D., Social Anthropology, University of
Rochester, 1983; M.A., Social Anthropology,
University of Rochester, 1974; B.A., City College
of the City University of New York, 1971.
JENNY MASUR

(202) 244-2867
2711 Ordway St., N.W.
Washington, D.C. 20008

PRIMARY EXPERIENCE

Wrote for general public on Europe

Associate Research Scientist, Foreign Area Studies, American University, Washington, D.C., June 1984–November 1985—worked as part of interdisciplinary team, researching and writing chapter in book-length volumes on Belgium, Greece, and Italy—responsible for balanced comprehensive treatment of social structure and values, religion, geography, demography, language, and education

Co-editor of published book

Developed manuscript published as Jewish Grandmothers (Beacon Press, 1976)—transcribed, edited and organized material from selected interviews with elderly Russian immigrants—conducted interviews, 1974-75, in metropolitan Chicago, researched footnotes and background for interviews

Designed and executed original research

"Work and Leisure in Rural and Urban Spain," an award under the Treaty of Friendship and Cooperation between the United States and Spain, November 1981–July 1983, the goal of which was to compare work and leisure in an Andalusian olive town with that of migrants living in a working class area of Madrid (postdoctoral fellowship)

Overseas development experience using fluent Spanish

"Conjugal Roles and Circular Migration in Spain," field work conducted in "Las Cuevas de San Juan," Jaen, Spain, using interviews, participant observation, and archival research—objective to determine impact of labor migration to Germany and Switzerland on family life, July 1976–August 1978 (Ph.D.)

RELATED TEACHING EXPERIENCE

Taught Introduction to Ethnology and Introduction to Cultural Anthropology, part-time lecturer, Sociology, Anthropology, and Philosophy Dept., Chicago State University, Fall 1979, Winter 1981

Taught Self, Culture, and Society, part-time lecturer, Social Sciences, Collegiate Division, University of Chicago, Academic Year 1978-79

PROFESSIONAL WRITTEN WORK

"Society and its Environment," Chapter 2, in forthcoming Area Handbooks on Belgium, Greece, and Italy

"Obligation versus Work" and "The Implications of the Andalusian Tradition of Migration," forthcoming in Spanish journals

"Women's Work in Rural Andalusia," Ethnology (January 1984)

EDUCATION:

Mount Holyoke College A.B. Political Science 1971

University of Chicago M.A. Anthropology 1974

Ph.D. Anthropology 1981
CHARITY GOODMAN
204 Spring Avenue
Takoma Park, Maryland 20912
301/270-6218 (answering machine)

EDUCATION

1984
Ph.D., Anthropology, Rutgers University, New Brunswick, New Jersey. Thesis: "The Decision Makers: Spanish Migrant Women in West Germany".

1977

RESEARCH INTERESTS

Deindustrialization, the effects of automation on women workers, migration and medical anthropology.

EMPLOYMENT

1985
Conference Organizer and Writer - Women's Bureau, Office of the Secretary, U.S. Department of Labor. Planned and coordinated a national conference, "Women, Clerical Work and Office Automation: Issues for Research", in which scholars, unions, women's advocate groups and businesses were invited to formulate policy and research agendas. Reviewed literature on women and technology. Designed conference prospectus, developed participant list and invitation letters, arranged for speaker and participant travel and implemented conference plan. Wrote conference proceedings which will be published by the Women's Bureau.

Visiting Professor - University of Maryland at College Park. Anthropology Department, Advanced Studies Course, "Medicine, Health and Society".

Medical Anthropology Consultant - End Stage Renal Disease Network of the Greater Capital Area, Inc., Washington, D.C. Analyzed the Washington organ procurement system, the relationship between AIDS and dialysis, and under utilization of vocational rehabilitation by renal patients. Wrote and edited proposals and articles, and managed health care data.
factory workers had low job satisfaction and looked forward to retirement.

1975-1975
Grants writer, Researcher - Psychology, Counseling and Women's Studies Departments, Rutgers University. Wrote proposals, questionnaires and analyzed data and for studies on student curriculum, mental health and sexuality.

1972-1973

FIELDWORK EXPERIENCE

1979-1980
West Germany - Wrote doctoral proposals and received funding. Managed staff of interviewers. Obtained internships in two manufacturing factories and was employed as a domestic servant to analyze the production process and work conditions. Lived in migrant tenement housing, and taught school to guestworker children. Conducted survey of German working-class and immigrant women by examining their work histories, current employment, household jobs, and opinion of employment and immigration policies. Interviewed management, laborers, union officials, political and religious leaders, immigration officials and social workers.

1982
Spain - As part of doctoral research traced immigrant women back to their home village in Andalusia, Spain to investigate women's wage earning opportunities prior to and post immigration to Western Europe.

1977-1979
United States - For master's research investigated changes in piecework system, wages and work conditions in a team study of a garment factory. Researched the industrial development of oil and garment industries in a New Jersey city.

1976-1977
United States - Ethnographic field study tracing Sicilian immigrant families in New Jersey. Conducted participant observation and interviews of three generations. As a result of migration, family values changed and household became smaller.


"Migrant Women Working Illegally in West Germany.". Northeastern Anthropological Meetings, Princeton University.


AWARDS AND HONORS

Bevier Fellowship, Rutgers University, 1981-1982.

Travel Grant, Rutgers University, 1980.

Master's Fellowship, Gerontology Program, Rutgers University, 1977-1978.

Research Fellowship, Anthropology Department, Rutgers University, 1976.

Spanish Scholarship, Instituto de Cultur Hispanica, Madrid, Spain, 1974.


REFEREE International Migration Review; National Science Foundation

LANGUAGES Spanish and German. SPSS and Wordstar.
April 5, 1986

Dear Helen,

The Society for Applied Anthropology meetings in Reno last week were particularly good. Best yet, especially George Bord's keynote speech on the unity of anthropology (Columbus).

We've gained another contributor for our volume, ANTHROPOLOGY IN PRACTICE; Ruth Ann Sando gave a delightful paper on the presentation of self while job hunting. She'll incorporate her insights plus give a case history of one of her problem-solving projects as an industrial engineer (anthropologist).
with Blue Cross of California. Ruth, a student of Chavin, who did her Ph.D. in anthropology at the University of Hawaii. Many at the meetings last week who heard her paper said it was the best presented and most interesting of all the papers they attended. I agree.

I'm passing your last two letters on to the contributors and asking for first drafts by May 20, 1980, typed, double spaced. Your comments have been most helpful. I'm off to Alaska for a week as part of my job. Will be in touch. Best, Larry

P.S. How did you enjoy speaking at my alternate?
Dear Helen,

I've received the paragraphs from the contributors, and arranged to reluctant ones with Carla Littlefield of Davenport, R.N., Ph.D. (in nutrition). However, I must put this project on hold until November when I'll finish my current project at work. I'll write to you and all the contributors then. To answer an earlier question, the background extrahistorical reports for the particular natural parks do part of why work. I've called attention to your column in VAN (Sept '85) to the contributors.

I haven't heard from Larry Van Horn about his book project in a long time. You may want to contact him or forget it.

Love

[Signature]

These are all people I thought I would contact to write a Bulletin.

Helen—This looks great! Thank you. Now we need to get it into member hands. At a minimum, it should be included when Data's Bulletin is mailed out. I think, also as a minimum, you should write some copy for Van to include in the AX. We search for editor. More soon—Love—Patricia
May 21, 1986

Helen Fisher
65 East 80th Street
NYC NY 10021

Dr. Nancy Yaw Davis
CULTURAL DYNAMICS

Dear Nancy,

I and the other members of the NAPA Editorial Board are delighted that you will be writing an article for the NAPA Bulletin.

I think your outline is fine.

One member of the Editorial Board mentioned something that I thought was a good comment. It stems from the nature of our constituency. As you know, practicing anthropologists have an enormous range of occupations and interests and this article will be going out to all of them. So it has been suggested that you focus your piece on How to Set Up and Run an Consulting Business.

I think your outline suggests that this is exactly what you plan to do. But I pass along this reaction anyway.

The NAPA Bulletin is just beginning a new phase and at this point there is no editorial policy. But I like your style; I doubt it will be too informal for me. If the other editor assigned to this article differs with us, we will deal with it then. For now, write as you do on what you know, your business, and focus your business within the landscape of the entire field of anthropological practice: how you began your career as a practitioner, why you went into practice, what you do, what part of your anthropological training you use, the skills you needed to acquire in addition to your training, the mistakes you have made, discussion of finances where possible, advice to students wishing to enter your field, suggestions to professors on how to prepare students or do what you do part-time, data of interest to other practitioners in your field and your opinion of the future of your particular field of practice. In short, just follow your own outline.

And I hope to hear from you by June 15th.

Once again, I am just delighted to work with you and eager to read your piece.

Best,

Helen Fisher

CC NAPA Editorial Board
TO: Barbara Pillsbury, Meta Baba, Ralph Bishop, Joan Cassell, Laura Klein

Dear Joan and Laura,

Thank you very much for expressing willingness to work with me and the other members of the NAPA Editorial Board. I have taken the liberty of including you on the NAPA Editorial Board so at this point there are four members: Helen, Ralph, Laura and Joan. Barbara will join us at the end of her term as NAPA president next December. And Meta, incoming NAPA president, will participate in our decisions.

The NAPA Editorial Board needs to oversee two types of NAPA publications: the NAPA Bulletin and NAPA Books.

The NAPA Bulletin is presently designed to be a fold-out brochure type of publication. Each bulletin is to contain a single article on a specific aspect of practicing anthropology written by a single individual by invitation from one of us. There are presently five NAPA Bulletin articles being written.

John Van Wellegean is writing a Bulletin article on the types of programs in anthropological practice that one could include in one's academic department. Nancy Yaw Davis is writing one on how to set up a private consulting practice, with a focus on her own practice. Bob Wulff is going to write one on Local Practitioner Organizations. David Howell is writing one on practicing anthropology in a government agency that relocates foreign refugees. And Meta Baba is writing one on Business Anthropology.

No editorial policy has been set on the nature of these bulletins. I have encouraged these writers to write on what they know in a style they feel comfortable with and one that is appropriate to our audience: students, academics, practitioners and the public. There are presently no constraints on length, although I have encouraged them to write at least 10 to 15 pages.

When these manuscripts come into my office and Ralph's office, we will read them, edit and ask for revisions where necessary. And we will pass them along to Laura or Joan for a second opinion where necessary. For broad articles, I have encouraged the writer to supply names of TWO colleagues from whom we can solicit comments. After editorial changes have been made, we will send each article on to the AAA for publication. These bulletin articles will then go out free to our membership and be sold to non-members.

Editing should be of two varieties: general broad comments on content, pace and organization, detailed comments of the copy editing type where necessary.

The second type of NAPA publication are longer book-length
manuscripts. At present we have one in progress: a book edited and organized by Bob Trotter entitled: A GUIDE FOR THE DEVELOPMENT OF APPLIED ANTHROPOLOGY PROGRAMS. It will have 18 chapters, each by a different author, an introduction, conclusion and bibliography.

This book is expected to be in our hands by September. We will send it out to two reviewers, read it ourselves, request changes where necessary and submit it to the AAA for publication. I hope it will be published by the time of the AAA meetings in December.

Thank you Joan and Laura for joining us on the NAPA Editorial Board. We need you.

TO ALL: I need your ideas. So I have decided on a plan. Please call me the first day of the month, every month, and give me one idea for a bulletin article. Every six months I need a book idea too. I apologize for this group letter and for my requests of your time and energy, but unfortunately, NAPA's future depends on us.

Very Best

Helen Fisher

PS Enclosed are three letters to individuals writing NAPA bulletin articles. I forgot to request bibliographies from them. We can do that at the next stage. John Van Wellegan, I spoke to this morning; Meta and I were in touch two days ago. When we get these articles we will stagger their publication. But we need more in the works. So call me the first of the month, no matter what day of the week it is: Helen Fisher: (212) 744-9870 OR (212) 925-6621. LAURA: make sure you keep your receipts and charge them to NAPA.

LOVE TO ALL
Ralph - tumours → 5/30/86 →

Dear Helen -

Do you know **Gloria Peterson** (PhD UCLA 1980)? She gave an excellent presentation today. It would be a great issue of the Bulletin as an overview (perspective) on careers in practice for bio. anthrops.

She is now working in the Dept of Medicine at Cedars Sinai Hospital in LA.

I asked her about writing for us. She wasn't enthusiastic - said "It was just one person's story." I said that's fine, but didn't have time to talk more. Why don't you think about a Bulletin on practicing anthrops for bio anthrops. She could be one case study.

B.
July 14, 1986

Helen Fisher
Department of Anthropology
American Museum of Natural History
65 East 80th Street
New York, NY 10021

Dear Dr. Fisher:

I understand that we will be receiving manuscript for NAPA Bulletin 2 (Business Anthropology) shortly. I am looking forward to working with you on this and future bulletins.

To assure that production of later bulletins goes as smoothly as possible, I have blocked out time in our master schedule to accommodate two bulletins of 56 pages each in 1987. Manuscripts for Bulletins 3 and 4 will be due at AAA on November 17, 1986, and May 19, 1987, respectively. Because of the large number of publications produced in-house at AAA, it is important that we adhere to the master schedule.

I have enclosed the style guide for the American Anthropologist to help you in the preparation of manuscript for each bulletin. AA style should be followed for the NAPA bulletins as well.

Please contact me if you have any questions or comments.

Sincerely,

Susan Birch
Director of Publications

Enclosure
July 18, 1986

Dr. Helen Fisher, Associate Dept. of Anthropology, AMNH (Office) 65 East 80th Street NYC NY 10021

Edward J. Lehman, Executive Director AMERICAN ANTHROPOLOGICAL ASSOCIATION

Dear Ed,

Enclosed are two copies of Meta Baba's article for the second NAPA Bulletin. She did an excellent job; the members of the NAPA publications committee are all proud of this manuscript.

My final editorial changes are marked in red. There is one complication. The bibliography is in two sections and the entries of the second section need to be incorporated within the first. If your office is unable to insert these few additional references, please have them call me or Meta. We will send a revised bibliography immediately.

The last page of this manuscript is a blurb that we would like to see on the back jacket of the pamphlet. It defines our organization, NAPA. If this is impossible, perhaps it should be the first page.

Please have your office call me for any editorial questions and call Meta for any questions regarding content of the manuscript. As we discussed, it will be typeset and bound (in some fashion) on the left margin.

I have received a letter from Susan Birch, Director of Publications who has informed me of our printing deadlines. I think we will be able to meet them, providing we get cooperation from our authors.

I have discussed with Barbara Pillsbury the future of the Bulletin and we have made some plans. I will call next week to discuss them with you.

Ed, you are so helpful to me and to NAPA. Thank you so much.

Best Wishes,

Helen Fisher

PS Will Meta be able to read the galley proofs? (I will be out of town between Aug 4-Sept 4; I can be reached at (617) 383-0407. Best,
NAPA BULLETIN BLURB

The National Association for the Practice of Anthropology (NAPA) is a membership organization established in 1983 through the American Anthropological Association to serve the needs of practicing anthropologists. By "practicing anthropologists" is meant professionally-trained anthropologists who are regularly employed or retained by non-academic clients—such as social service organizations, government agencies, business and industrial firms and public educators—to apply their specialized knowledge and experience to problem-solving. NAPA is designed to help practitioners refine their skills and market their services. It also functions to facilitate the sharing of information between practitioners, to publish materials useful to practitioners, to assist in the training of practitioners and to support the interests of practitioners both within and outside the academy. One of the services to NAPA members is the NAPA Bulletin. To join NAPA please write: NAPA, AAA, 1703 New Hampshire Ave. NW, Washington D.D. 20009. To write for the NAPA Bulletin please contact the General Editors.

HI B.

Is this what you had in mind to be included on page—one of our Bulletin? Please edit or direct me. Love,
August 8, 1986

Susan Birch
Director of Publications
American Anthropological Association
1703 New Hampshire Avenue, N.W.
Washington, D.C. 20009

Dear Susan Birch:

Here is the prospectus on Bob Trotter's book for NAPA, which we discussed yesterday. I have been assured that the manuscript will be ready for copy editing by the end of the month, and if this is so, you can have it any time after October 1.

As you can see, this is a major project, involving quite a number of people. Right now it is NAPA's top publishing priority, and we would like to bring it out as a special publication under NAPA sponsorship, not as a Bulletin. The reason for this is that we need to sell it to a wider audience than the NAPA membership, and also need to recoup production costs.

By the time you get this, I hope to have talked to Ed Lehman to see how we can best proceed with this project and the scheduled bulletins, as well as future publications which are presently under consideration, and we may also have talked some more, you and I.

Failing that, let me also ask if you would like to have a provisional schedule of what we are planning to bring out in the next couple of years (or even three, if that would help). I need to get a firm grip on some of the projects that I have not been principally involved in, so this may take some time.

Somehow I can't help thinking about the George Booth cartoon depicting a large number of cats regarding their food dishes with varying attitudes of disdain, while their owner chides her husband, in words rather like this "You fed them tunafish surprise? Oh, but the kitties don't like surprises."

Sincerely,

Ralph J. Bishop
August 21, 1986

Dr. Barbara Pillsbury
18057 Coastline Drive
Malibu, CA 90265

Dear Barbara,

Here is the policy statement for NAPA publications. Since there may be some questions on some of the items, I'd like to explain my thinking. It will then be up to the Governing Council to decide.

I. Structure of the committee. This is essentially what we have now in terms of active membership. I think that more than three people is cumbersome. I also feel it is important that the president be involved in publication decisionmaking.

II. Term of office. The object here is twofold: to prevent burnout, and to prevent ossification and institutional dominance.

III. Peer review. Essential

IV. Tech sheets. This is worded specifically to steer us away from the temptation of publishing first-person "I was an anthropologist for the EPA" kinds of things.

I do not know whether we should include in the policy statement that a decision to publish should require consensus of the publications committee. We must be very careful about what we publish, especially in the beginning. I purposely left the matter of subject matter vague; we do not want to unduly restrict ourselves.

John Sherry's piece was declined by Human Organization, and he has for some inescapable reason, sent me copies of the correspondence relating to the issue, so I am going to have to send it to some people who hopefully were not connected with the original submission and not comments. He went so far as to protest to Poggi about being turned down. One of the reviews recommended publication as submitted; one called for minor revisions; one called for major revisions; and one recommended non-publications. It looks like a case of ties pay the dealer.

Anyway, we need to get right on this policy thing and run it past the Governing Council with all due speed. I'd appreciate it if you could excerpt this letter or use it as the basis of a covering memo as soon as you have had a chance to go over the statement.

Sincerely,

Ralph J. Bishop
Dear Barbara and Ralph,

Enclosed is the next draft of the NAPA Publications Policy. Please mark it up in red ink, agree on the changes you would like me to make and return a copy to me so that I can make the final copy.

I have no further ideas on it now.

I tried out a new title for the Bulletin: PRAKTIKOS, The Bulletin of Practicing Anthropologists. It isn't great, it is just a stab in the dark. And I called "tech notes" PRAKTIKOS TIPS. We need to find titles.

Also enclosed is a flier I designed that could be sent to potential writers. It's only real asset is that it is clear. (I didn't feel that I needed to go into "proceedures" on the flier.)

Lovely to see you B. and talk to you R.

My love to you both,

Helen Fisher
MEMORANDUM

TO: Ralph and Helen  
FROM: Barbara  
DATE: September 22, 1986  
SUBJECT: POSSIBLE ARTICLE FOR NAPA PUBLICATION  

Dear Ralph and Helen,

1. The enclosed letter and newspaper article (sent to Ralph) suggest a possibility for a NAPA Bulletin/Praktikos piece next year.

Marlene Dobkin de Rios is an acquaintance of mine who I just got to: (1) join NAPA, (2) write a news item for our AN column on a recent grant she received to do some refugee-related workshops (see Nov. AN NAPA news), and (3) do a presentation to SCAAN on the refugee grant. She is interested in writing on that for us at the time the work has been completed next year.

You see from this letter that Marlene is actually asking if she can write for us! This is the kind of person who should get the one-page flier that you’re preparing, Helen. Please send her one when it’s ready, along with a letter referring to this letter and her conversations with me about being interested in writing for NAPA (and copy to me). Thank you!

2. Any progress on the policy statement or news item for the AN? Any developments on the search for a replacement for Helen?

3. If you have accumulated more than $100 in non-reimbursed NAPA expenses, please immediately send requests for reimbursement to Ed Lehman. We need to get these in for NAPA’s budget process to begin to function smoothly. (This is what we need -- not a Finance Committee!)

Looking forward to hearing from you!

Best wishes,

[Signature]
Dr. Sherry Plunkett  
S&T/RD/RD  
AID/Washington  
Washington DC 20523

October 2, 1986

Dear Sherry,

Thanks very much for your helpful response to my draft article that searched for how anthropologists can make a difference in development work. I wish I were there to talk it all over in person! Your suggestion about middleman roles and Boissevain’s Friends of Friends was an excellent one.

You asked about the paper I cited that Alex Shakow gave at the AAA meeting. Joan Atherton has copies and should be able to give you one. I think she may actually have ghost-written much of it for him. If she is on long TDY, let me know and I’ll be happy to send a xerox. Otherwise, please pass my greetings on to her and say I hope she is in fact proceeding to publish her follow-up article on anthropologists at AID. Congratulations to you on getting anthropologists at AID into the AAA directory!

Please think about writing a piece for the NAPA Bulletin. At this early stage in our development NAPA is welcoming all well-written manuscripts that describe — especially in a personal, easy-to-relate to way — aspects of anthropological practice. Our strategy at this time is to produce single-article Bulletins, or Bulletins with two or more essays on a related topic. We do not yet have anything scheduled in the field of development, but would be eager for one or more articles in this area. Do you have anything ready to be polished up? Or any ideas that have been incubating waiting for an invitation or publication opportunity? If so, please write me briefly outlining what you might be interested in. I’ll share this with our editors and promise you a quick response.

Now winding up my second year heading up NAPA, I conclude it is truly a challenge to find a way for NAPA to be useful and supportive to anthropologists who work in a world where the needs and reward structure are so different from academic anthropology. Ed Lehman at the “AAA/Washington” has been most supportive, but of course the majority of anthropologists who
make decisions about what the AAA does with its resources are still academically based and have little understanding of the worldview of people like yourself and myself. It is my hope that NAPA can continue to build strength and have increasing influence on the parent organization and through it on the discipline as a whole.

It sounds like you had an exciting Central America "fragile lands" trip (but aren’t most lands of the world increasingly becoming fragile?) Very interesting. And please look at Gene Cooper’s article in Human Organization on dining Chinese style. Do your relatives agree?? Finally, we might consider arranging a marriage between your nursery school son and my daughter: we give you good bargain -- two water buffalo and a goat!

Best wishes, and thanks again.

Yrs Obdt’ly,

Barbara Pillsbury
President, NAPA
William H. Jansen II, Ph.D.
Deputy Chief
Health, Population & Nutrition
USAID/Islamabad

October 2, 1986

Dear Bill,

Thank you very much for your helpful response to my letter and desire to present accurately the Pakistan illustration of how AID projects get derailed by political events far beyond their control. As you understood, I trust, the intent was not to cast aspersions on AID in Pakistan, but to show self-righteous anthropologists how the shortcomings of AID projects are not simply attributable to "cultural insensitivity" on the part of AID personnel!

You might even want to consider writing a more detailed case study along the lines of what I was trying to do. It would make a wonderful piece and certainly make well the important points that I was attempting in more cryptic form.

Thank you too for your words of support about NAPA! It is truly a challenge to find a way to be useful and supportive to anthropologists who work in a world where the needs and reward structure are so different from academic anthropology. Ed Lehman at the AAA headquarters in Washington has been most supportive, but of course the majority of anthropologists who make decisions about what the AAA does with its resources are still academically based and have little understanding of the worldview of people like yourself and myself. It is my hope that NAPA can continue to build strength and have increasing influence on the parent organization and through it on the discipline as a whole.

It would be wonderful to have you write a piece for the NAPA Bulletin. At this early stage in our development we are welcoming all well-written manuscripts that describe -- especially in a personal, easy-to-relate to way -- aspects of anthropological practice. Our strategy at this time is to produce single-article Bulletins, or Bulletins with two or more essays on a related topic. We do not yet have anything scheduled in the field of development, but would be eager for one or more articles in this area. Do you have anything ready to be polished up? Or any ideas that have been incubating
waiting for an invitation or publication opportunity? If so, please write me briefly outlining what you might be interested in. I'll share this with our editors and promise you a quick response. It occurs to me, for example, reflecting on your letter, that many other anthropologists might be eager to hear what it is like to manage an $87-million (or whatever) portfolio. Where do you have chances to make decisions that derive in any way from your anthropological training and perspective? How do you do this in a way that is different from AID non-social scientists? Do any people in Pakistan actually benefit as a result? What are the rewards and frustrations? This could be a very exciting case study in "anthropologists as managers." Any other ideas you may have will be most welcomed!

And again, thank you, Bill, for your comments. I hope I have incorporated them accurately.

Sincerely,

Barbara Pillsbury,
President

cc. Helen & Ralph
Dr. Robert Trotter, Chair
Dept. of Anthropology
NORTHERN ARIZONA UNIVERSITY

Dear Bob,

I am delighted that you are eager to edit a special NAPA/AAA publication on how to revamp an anthropology department to include a degree in practicing anthropology. Ralph Bishop, my co-chair on the NAPA publications committee, and members of the NAPA Governing Council are particularly eager to see this publication into print as soon as possible. So I am writing to confirm our recent conversation and give you the NAPA guidelines so that you can begin.

As you know, your book will be one in a series published by the AAA. You are the editor. It will be your job to design the contents of the publication, invite colleagues to write specific chapters, and edit their submissions. You will probably also want to write the introduction and conclusion. You may want to write a chapter too.

Although you know much more about revamping a department than I do, I suspect you will want chapters to reflect the breadth of practicing anthropology, the skills needed to enter any of these fields, the reasons why departments should consider revamping their curriculum, the problems encountered in this task, and precisely how to begin and follow through. I would also like to see some course outlines and syllabuses included, but as I say, I know next to nothing about this. Please don't exclude anything. What is right for one department might not be right for the next and your publication should cover all needs. That way we can sell it across the country—hopefully abroad too—and begin to make the impact we are all committed to.

The first thing you will need to do is submit to me and Ralph several things:

1) 1-3 page synopsis discussing what this book will be about, who will buy it and why it is important.
2) a list of participants
3) a list of chapters each participant will write (with tentative chapter titles)
4) a paragraph to a page discussing the contents of each chapter.

Length is no problem. But the book must be useful, comprehensive, logical and clear. Please tell your contributors to write plain American which cats and dogs can read.

Ralph and I will do whatever we can to help you with this publication. We are happy to contact your contributors with a formal note of enthusiasm. We can play the ogre about deadlines. And we will do our best to promote your book both within the AAA and to
any other suitable forum.

When all aspects of the publication are complete and satisfactory to you and to us, Ralph and I will submit the manuscript to the AAA for their consideration. As you know, they are eager to publish NAPA material and we will submit a manuscript of the quality they can't refuse.

I believe in deadlines. So I will take the liberty of calling you to see about your progress if I haven't heard from you by November 15th.

We look forward to working with you on what promises to be an important publication and a vital contribution to NAPA and to the practice of anthropology.

Best Wishes,

Helen Fisher
NAPA Publications Committee.
Dear Ralph,

I seem to be out of NAPA stationary. Sorry.

I seem also to be about a month behind in replying to some of the enclosed requests. So I am writing to just you at the moment.

Enclosed is the revised NAPA publications policy statement. I made all the changes that you and Barbara requested. But I couldn't think of a way to rephrase "State-of-the-Art". I got rid of the phrase How to. All other changes I think I made. I will send a copy of this off to Barbara today also. Perhaps she will want to include it in a package of material to be sent to all members of the Governing Council prior to the December meeting.

You must be present at that meeting. I will write Barbara about that too. The Editors of NAPA publications, I think, should be gratis members of the Governing Council.

I have not contacted Pam Amoss about putting an add in the AN calling for writers to be part of the Nancy Yaw Davis Bulletin. First I want to hear from Nancy. I gave her the deadline of Oct 31. And I told her to send her next draft to both of us. I hope you can deal with what ever AN blurb we need to write. Because it will go into print after I resign. (this para. is in regard to a letter enclosed from Barbara to me and Pam.)

Another enclosed letter to me and you asks me to write Marlene Rios, and send her a NAPA publications flier and invite her to write for NAPA. I think this should be the 'on-going' editor's task too. At least, I am unable to do it at this time. I did enclose the next draft of our one-page flier. I didn't know what to call anything. the NAPA BULLETIN? BULLETIN BRIEFS? How can we make a contest in the AN for a new title when we just decided to keep this? I think these things need to be brought up at the Governing Council meeting first. But I do think the one-page flier is sufficient to send to Marlene, if you care to.

Connie Cjile also expects to hear from us, inviting her to write in the Bulletin. Her number is: (703) 836 1967. She does cross-cultural training for big firms, I believe. She was discussed in Meta's article, if you need it to refresh your memory. I have called her several times but we have never connected. Now, I think that she should hear from the on-going editor, rather than hear from someone who will be unavailable in a month or so, me.

I hate to leave. But I have to shut down. I'm broke.

I will write a knock-out letter for you this minute.
CAREERS IN ANTHROPOLOGY

Objective of workshop

This information workshop is specifically aimed at helping students graduating in anthropology (at all levels, but especially with a B.A.)

1) to identify skills they have acquired through their studies and ways to market them in a non-academic setting,
2) to become aware of the UCLA resources available to them for career exploration and job search,
3) to meet anthropologists involved in non-academic careers (in various areas of specialization) and to learn about the professional opportunities that a background in anthropology may open up.

Tentative Program

Date: Thursday, May 29
Time: 2 - 4
Place: Placement and Career Planning Center Library

2 - 2:15  Presentation by Ruth Parsell, PCPC Acting Associate Director, on the ways to use most efficiently the resources offered by the UCLA Placement and Career Planning Center.

2:15 - 2:30  Presentation by Liza Cerroni-Long, PCPC Career Resources Librarian and Department of Anthropology Undergraduate Affairs Coordinator, on the resources of particular interest to anthropologists available at UCLA in general and in the PCPC library in particular.

2:30 - 3:30  Panel presentation by anthropologists involved in a variety of professional areas. The speakers' contributions will range from presentation of personal experiences to the description of career options open to anthropologists and suggestions on ways to prepare for and have access to non-academic careers in anthropology.

NOTE: This part of the program will be videotaped.

Panel Facilitator: Liza Cerroni-Long
Sequence of Speakers: Dr. Barbara Pillsbury (key speaker for socio-cultural anthropology)
                      10 - 13 minutes
Kathy Whitaker  Navajo  6 - 8 minutes
Pat Haddad  Plateau  6 - 8 minutes
John Parker (key speaker for archaeology)  10 - 13 minutes
  ————Dr. Gloria Petersen (key speaker for biological anthropology)
  ————Specialized in genetic epidemiology

3:30 - 4  Question-and-Answer period.

Distribution of workshop materials.
TO: Edward J. Lehman
Barbara Pillsbury
Ralph Bishop

FROM: Helen Fisher, Co-Chair, NAPA Publications

RE: Expenses for operating months: Jan 1-Nov. 1 1986

Included are receipts for telephone ....................... $355.97
xerocing ........................................ $ 3.76

$362.73

Re: Expenses for completion of job as secretary of NAPA:

Including receipts for postage ......................... $ 3.99
xerocing ........................................ 16.28

20.27

TOTAL spent as Co-Chair of NAPA publications: $362.73
TOTAL spent as out-going NAPA Secretary: 20.27

TOTAL BILL: 383.00

Please recheck my additions on enclosed original receipts.
November 16, 1986

Dr. Robert T. Trotter, II  
Department of Anthropology  
Northern Arizona University  
Flagstaff, AZ 86011

Dear Bob,

Here are some comments and suggestions on the part of the manuscript that I have read:

1. The quality of most of the chapters is superior, as is the writing, with a couple of minor exceptions. There is so much diversity in the material, however, that you might want to consider doing a brief editor's introduction to each chapter. This would provide a continuous thread of commentary in a single voice, and would help immensely to tie the work together. It could include a brief biosketch of the authors, and an abstract of the content.

2. As far as the organization is concerned, my feeling is that the cluster "External Affairs: Administrative Considerations and External Programmatic Relationships" logically preceded the cluster "Recruitment and Placement Issues: Recruitment, Internships, and Placement." That is cluster III should be cluster IV and vice versa.

3. Where Susan Keefe reports on the response to her inquiries to undergraduate applied programs, she should report actual numbers of responses, and avoid using such quantitatively vague terms as "most", "many," and "several." Also, she refers to "service courses" in the first page of her chapter. Is this a widely used term? If not it should be explained.

4. Carole Hill's chapter contains a sentence at the top of page 7, beginning "The course emphasizes..." that I find unclear. On page 13 of the same chapter, the last sentence, beginning "On the other hand..." is also unclear.

5. Briody's references do not conform to AAA style.

6. Whiteford and Vesperli's chapter on ethics has two problems, one of which I find quite serious. The less serious problem is in the organization of the chapter is in organization. The lengthy discussion beginning with "Normative ethics..." at the bottom of page 8, and running up to the conclusions, I think should be inserted at the bottom of page 2, before the case studies are discussed. The real problem here is with their second example, where they use the failure of a journal-
January 6, 1988

Dr. Ralph Bishop  
1430 Crain Street  
Evanston, IL  60202

Dear Ralph:

This is to follow up on our phone call in December concerning submission for consideration as a NAPA Bulletin the papers and comments presented during the AAA NAPA-sponsored session I organized in November. In response to your positive comments, I have asked that the presenters and commentators send me their papers. I will write an outline of the content of the proposed Bulletin, "Issues in the Construction and Application of Ethnicity," and the intended revisions for publication, including the addition of a Preface/Introduction. I hope to have the package to you by the end of February, in time for consideration at the April NAPA Board meeting.

I am sending a copy of the abstracts for the AAA session at this time for information purposes. I look forward to working with you on the project.

Sincerely,

Susan E. Keefe, Ph.D.  
Professor
4 April 78

MEMPHIS STATE UNIVERSITY

Dear Ralph,

Based on my telephone interview, I wrote up this commentary for Ommer Stewart. I'm sending a copy to him right now for his early approval.

As of Tues. last week, Bob Duff still had to type his manuscript, but did have it written. He promised to send it to Margo to get it away. So Fri. it had not come in.

I will be out of town next week. I will do final work on this manuscript 5-19 & sending it out on the 20th. However, I would love to talk with you later this week re
Margo's recommendations plus your ideas so I can have an idea about reunions coming up. Fri. AM is a good time for us to talk this week. At this point, I don't know if I will be at home or at work. This will get in on time but clearly not early. If we had Bob Reutts here this week, I could probably take it with me to Lark, next Sun.

Talk with you soon.

Yrs,

Linda