



NAPA

National Association  
for the Practice of Anthropology

# NAPA Founding Documents (1983-1986)

AMERICAN  
ANTHROPOLOGICAL  
ASSOCIATION

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...

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,

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

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

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

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

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

*Emeline Otey*  
Emeline Otey  
6349 Carolyn Dr.  
Falls Church, VA 22044

*Barry R. Bainton*  
Barry R. Bainton  
U of Arizona  
c/o 5127 W. Aster Dr.  
Glendale, AZ 85304

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

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

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

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

*Joan Rubin*  
Joan Rubin  
PO Box 143  
Pinole, CA 94564

*Ralph J. Bishop*  
Ralph Bishop  
1430 Crain St.  
Evanston, IL 60202

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

*Susan Scott-Stevens*  
Susan Scott-Stevens  
PO Box 3263  
Boulder, CO 80307

*Joann Bromberg*  
Joann Bromberg  
323 Clark Road  
Brookline, MA 02146

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

*Sam Stanley*  
Sam Stanley  
Alaska Traffic Consultants  
2214 4th Av, South  
Seattle, WA 98104

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) \_\_\_\_\_

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Practicing auth unit

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*Ralph J. Brindley*



Helen Schwartzman  
Department of Anthropology  
Northwestern University  
Evanston, IL 60201

Barbara Pillsbury  
18057 Coastline Drive  
Malibu, CA 90652

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 theme (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



# Journal of Consumer Research

Graduate School of Management  
University of California  
Los Angeles, California 90024  
213 206-8686

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 DR/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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| 4-13                 | 204P  | LYNN       | MA    | 617  | 598    | 1146 | 1   | 1.62  |
| 4-20                 | 1139A | WASHINGTON | DC    | 202  | 232    | 8800 | 1   | 4.06  |
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Practicing Anthropology Unit Bulletin

Editorial Committee

Ralph Bishop, Helen Fisher, Barbara Pillsbury, Helen Schwartzman

Editor

Ralph Bishop

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*Not  
P. 1*

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 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. *were asked to suggest priorities - the following emerged* stated a number of concerns, ~~with the following appearing~~ ~~the six most important being that the unit work~~ ~~xxxxxxx~~ 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.

*Review* One project that is under consideration is the compilation of a directory of practicing anthropologists, *together with a survey of their needs* ~~Jim Downs has been working on~~ ~~this.~~ *Kirk Gray* *his ideas*

We urge anyone who ~~wishes to contribute~~ 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 Practitioner 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 share 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 MAINTANENCE 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 of Peace Corps Volunteers, cross-cultural workshops for foreign businessmen studying or researching in the U.S., or 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 ~~have long been active~~, but which is now dominated by professionals of other backgrounds. What are the opportunities for anthropologists now? What have we learned here in

participated  
for many  
years.



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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, indeed 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 Bulletin, 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 20009. 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 Baba, & 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 Meta Baba 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)

STEERING COMMITTEE MEMBERS  
WITH ASSIGNMENTS

BULLETIN BOARD

Annual Meeting Themes

Meta Baba, Assistant Provost  
Wayne State University  
Detroit, MI 48202  
(313) 577-2047  
Annual Meeting Program

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 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.

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1430 Crain Street  
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(312) 328-5557  
Practicing Anthropology Unit Bulletin  
Editor

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James F. Downs (University Research Corp.)  
3605 Quesada St., N.W.  
Washington, DC 20005  
(202) 244-8969  
Member, AAA Executive Board

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.

Max Drake  
Department of Sociology & Anthropology  
Southeast Missouri State University  
Cape Girardeau, MO 63701  
(314) 651-2543  
Annual Meeting Program

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.

Helen E. Fisher (consultant)  
65 E. 80th St.  
New York, NY 10021  
(212) 744-9870  
Organizational Liaison & Communications  
Bulletin Editorial Committee

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.

1949 Kirk Gray (Howland Associates)  
1984 Kirby Road  
McLean, VA 21101

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.

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AAA Executive Board Member  
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###

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AAA Executive Board Member  
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Circle April 1 on Your Calendar!

Robert Werge (U.S. Dept. of Agriculture)  
4324 Underwood  
Hyattsville, MD 20782  
Home (301) 864-2209  
Office (202) 447-3533  
AAA 1984 Program Editor for Practicing Anthropology Unit.

Please bear in mind that all submissions for the 1984 Annual Meeting program must be in the hands of the AAA by April First. 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.

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Practicing Anthropology Unit Bulletin  
Editorial Committee:  
Ralph Bishop, Helen Fisher, Barbara Pillsbury, & Helen Schwartzman  
Editor  
Ralph Bishop  
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(Continued on p.4, column 1)

STEERING COMMITTEE TO MEET APRIL 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 projects.

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. 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 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 Pillsbury (see p. 2, col. 1) before April 1.

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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 SFAA 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.

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PROGRAM COMMITTEE REPORT (From first page)

gists in the commercial sector, emphasizing the contributions of anthropology in support of international business expansion and diversification. Among appropriate topics: intercultural management, the anthropology of marketing, the transition of businesses from domestic to foreign operations, transcultural business training programs, and the consumer movement.

2. INDUSTRIAL ETHNOGRAPHY: ANTHROPOLOGICAL INVESTIGATION OF MODERN WORK ORGANIZATIONS. Suggested Co-Chairs, Meta Baba (Wayne State) and Henry Tosi (Academy of Management). 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. Integration of qualitative and quantitative methods ("triangulation") in investigating private sector organizations will be emphasized. Among appropriate topics: 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.

3. PRACTICING ANTHROPOLOGY IN PUBLIC AND PRIVATE ORGANIZATIONS. Facilitators: Max Drake (S.E. Missouri State), Ann Drake (STEP-UP Inc.), Hal Nelson (Washington State Dept. of Social & Health Services). This session will examine the anthropologist's role as researcher, management analyst, program evaluator, policy framer, operations analyst, or administrator in large public or private organizations/bureaucracies. Presentations will analyze the unique skills of anthropologists as they cope with a variety of organizational, operational, evaluation, and policy problems. Discussions will focus on the transferability of academic skills to the organizational setting, and problems of ethics, analysis, writing, and presenting oneself.

The session will feature short presentations and exchange of ideas. Finally we will solicit suggestions for making academic training more responsive to the needs of practicing anthropology.

4. PANEL ON REGIONAL AND SPECIALIZED NETWORKS. (Chair presently open). This session will examine the role of regional and specialty-based groups and networks in linking practicing and academic anthropologists. Topics for discussion will include the development and maintenance of such groups, ways in which the Practicing Anthropology Unit, as part of the AAA, can assist and nurture them, and the part they play in establishing the professional identity of anthropologists and promoting anthropology as a profession.

5. THE ANTHROPOLOGIST IN AMERICAN SOCIETY (Chair presently open) The objective of this session is to present an overview of the roles played by anthropologists in American society and the impact of anthropology on American culture, as

(Continued on p. 2, column 2)

BULLETIN BOARD (From page 2)

Call for Participants

Organized session: "Training for Cross-cultural Adaptations." Contact Bill Wittenberg or Fred Erickson, Pediatrics & Human Development, B-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?

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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.

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PROGRAM COMMITTEE REPORT (From page 2)

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

Among appropriate topics: The Anthropologist--Self Image and Public Image, How Anthropological Research Is Used by Decision-makers, Anthropology in the Popular Media.

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) 328-5557.

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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 Partridge on regional and special interest groups.

Your comments and contributions are most welcome.

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

Practicing Anthropology Unit Bulletin  
American Anthropological Association  
1703 New Hampshire Avenue, NW  
Washington, DC 20009

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3/13/84

Dear Mr. Bishop,

As I'm dashing 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 AAA 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 card is enclosed. My home phone is 303-757-4621.

Best wishes,  
Peter VanArsdale

DOC# 83-19A  
CER 21.5  
DRAFT

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 committee's 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.

## 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<br>months each)   |                  |
| 1 analyst/writer<br>(2 months),  |                  |
| 1 part-time computer<br>consultant   |                  |
| ° Computer time  | 4,000            |
| (at least 200 crosstabs)   |                  |
| ° Final report production  | 3,000            |
| ° Postage  | <u>700</u>       |
| DIRECT COST TOTAL  | \$ <u>40,200</u> |
| ° Overhead (50% of direct<br>costs - this may not be<br>a real cost depending on<br>who conducts survey) |                  |
| TOTAL  | \$ <u>60,300</u> |

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 700 pages with a first printing of 750.

|                          |              |
|--------------------------|--------------|
| ° Person hours (\$5/hr.) | \$ 1,000     |
| ° Typing                 | 500          |
| ° Printing               | <u>4,500</u> |
| TOTAL                    | \$ 6,000     |

3. Stimulate and nurture Local Practitioner Organizations (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.

|   | <u>5 Sites</u>  | <u>3 Sites</u>  |
|---|-----------------|-----------------|
| ° Airfare   | \$ 12,000       | \$ 7,200        |
| ° Per diem  | 3,600           | 2,160           |
| ° Person hours  | 2,000           | 2,000           |
| (triage exercise and development of LPO propagation kit)    |                 |                 |
| ° Person hours  | 6,000           | 3,600           |
| (site visits)   |                 |                 |
| ° Person hours  | 1,950           | 1,950           |
| (telephone advise, report writing, etc. over 1 year period) |                 |                 |
| ° Phone   | 2,000           | 1,000           |
| ° Office supplies, printing, etc.                           | 600             | 500             |
| TOTAL   | <u>\$28,150</u> | <u>\$18,410</u> |