

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.....	<u>Free</u>
	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.....	<u>?</u>
	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, 1984

From: Ralph Bishop

To: Helen Schwartzman and Barbara Pillsbury

RE: SfAA Meeting

The following report presents my impression of events at the Toronto SfAA Meeting, March 14-18 in Toronto.

About 18 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 competing with the SfAA.
2. Confusion over the names of the Practicing Anthropology Unit, its Bulletin, 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 competing with SfAA does exist to a degree. There isn't anything that can or should be done about this. We were able to make clear that PAU is not a new independent organization, but rather an integral part of the AAA which came about because of the reorganization of what someone at the meeting called "the Mother 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 had been chosen, and that we wished to avoid confusion. My suggestion is that we do 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, where appropriate, the words "council on", "society", and "association"). These names would be followed in small print by "Unit 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 SPAN 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 was 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 published, 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 of bridge-building and co-operation as how the various professional societies can work together for mutual benefit, and for 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 Poggie.

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 reduplication 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 on Practice of the SfAA at the Denver Meeting.

4. SfAA has a Committee on Regional and Special Interest Groups which is working on means 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 PAU members, have been substantially resolved, and areas of potential co-operation 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 some 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

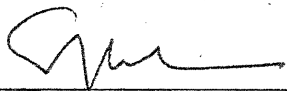
1. These By-Laws may be amended by the Members by mail ballot, provided that a proposed amendment is approved by two-thirds (2/3) of the votes cast.

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 1, 1984,

A handwritten signature in black ink, appearing to be 'G. M.', written over a horizontal line.

Secretary, American Anthropological Association

Tribune 4/1/84

To place want ads dial 222-2222

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 curriculums they must endure.

Engineering students are fed an "over-technicalized" menu of courses that carry

measurable gain, said Dorothy Nelkin, 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.



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JAMES F. DOWNS



April 3, 1984

To the NAPA Governing Council:

I think we all deserve a collective and mutual pat on the back for our working 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 Raymond B. Boring Date 4/5/84

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.

RB

1430 Crain Street
Evanston, IL 60202

April 6, 1984

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 80% reduction in the same format as the PAU 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.

	Per issue	X 4
Clerical costs (typing etc. \$5.00/hr, 12 hours	\$60.00	\$240.00
Printing	\$100.25	401.00
Postage	120.00	460.00*
One-time typesetting cost for logo	20.00	20.00
TOTAL		\$1,121.00

*Postage costs are a variable. 1. First-class rates are scheduled for a 15% increase on, or probably after November 1, 1984. 2. There is a rate for non-profit organizations. I would not assume from the mailings that I have received that the AAA customarily makes use of this rate. If AAA has a permit and we can mail under it, the postage cost per issue drops to \$31.20. However, the newsletters will probably have to be shipped to Washington for mailing (\$14.55 postage, first class) and then processed there, which will add at least two weeks between printing and mailing, and quite possibly more. The alternative would be to apply for a non-profit mailing permit here, which would require authorization by AAA. We'd have to check with Ed Lehman on this. We'd also have to pay the postage up front to mail against a permit. I'm also not sure of other details, such as those regarding second-class postage, etc. The upshot of this is go for the higher figure if you can.

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 intersectional 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 Raymond B. Boring Date 4/5/84

Jim:

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JB

MOTION

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YES

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Signature Ralph B. Boring Date 4/5/84

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April 6, 1984

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 80% reduction in the same format as the PAU 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.

	Per issue	X 4
Clerical costs (typing etc. \$5.00/hr, 12 hours	\$60.00	\$240.00
Printing	\$100.25	401.00
Postage	120.00	460.00*
One-time typesetting cost for logo	20.00	20.00
TOTAL		\$1,121.00

*Postage costs are a variable. 1. First-class rates are scheduled for a 15% increase on, or probably after November 1, 1984. 2. There is a rate for non-profit organizations. I would not assume from the mailings that I have received that the AAA customarily makes use of this rate. If AAA has a permit and we can mail under it, the postage cost per issue drops to \$31.20. However, the newsletters will probably have to be shipped to Washington for mailing (\$14.55 postage, first class) and then processed there, which will add at least two weeks between printing and mailing, and quite possibly more. The alternative would be to apply for a non-profit mailing permit here, which would require authorization by AAA. We'd have to check with Ed Lehman on this. We'd also have to pay the postage up front to mail against a permit. I'm also not sure of other details, such as those regarding second-class postage, etc. The upshot of this is go for the higher figure if you can.

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 intersectional animosities.





E51-113
PROGRAM IN SCIENCE, TECHNOLOGY, AND SOCIETY

tel: (617) 253-4002
CAMBRIDGE, MASSACHUSETTS 02139
April 10, 1984

NETWORK FOR THE ETHNOGRAPHIC STUDY OF SCIENCE, TECHNOLOGY, AND ORGANIZATIONS--

N E S S T O

[a.k.a. INDUSTRIAL ANTHROPOLOGY NETWORK]

DIRECTORY PUBLICATION PROJECT

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 IAN (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 Baba 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 Traweek (MIT), and I will present papers in a session on the "Ethnographic 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.

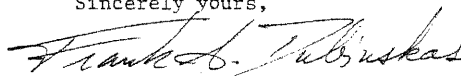
At the Denver AAA meetings, several NESSTO affiliates will participate in the Practicing Anthropology Unit's organized session; and look for a NESSTO "Open Meeting" to introduce the directory and discuss further aims and projects. We expect a volume of papers from the Chicago AAA session on "... Science 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. Dubinkas, PhD
Exxon Fellow

and also for:

Jeanette Blomberg
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

NESSTO letter: enclosure

6.IV.84.

Directory Announcement "Ad":

The Network for the Ethnographic Study of Science, Technology and Organizations (NESSTO) is compiling a directory of people from industry, government and academe 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 NESSTO, P.O. Box 11442, Stanford, CA 94305. Listing is free. Enclose a \$3.00 contribution for a copy of the directory (checks payable to NESSTO).

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

16. 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 used to publicize the network formation. In addition, three mailings 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.

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practicing anthropology

a career-oriented publication of the society for applied anthropology

Erve Chambers, Editor
Department of Anthropology
University of Maryland
College Park, MD 20742

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 _____ Over \$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	_____ Maintenance of a center for job and contract information
_____ Publication of a regular bulletin for members	_____ Maintenance of a network of contacts and referrals
_____ Publication of a journal	_____ Lobbying for or against legislation affecting the profession
_____ Publication of a directory of NAPA members	_____ Development of resources and materials for professional training
_____ Publication of a directory of all practicing anthropologists	_____ Development of certification standards for practitioners.
_____ Public relations for anthropological practice, directed at decision-makers and the general public	

11. Please use this space for additional comments.

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stamp:
here
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(tape)

National Association for the Practice
of Anthropology
American Anthropological Association
1703 New Hampshire Ave. NW
Washington, D.C. 20009

(tape)

(tape)

10. Please list any additional concerns that were not covered under question #9.

Thank you for returning your questionnaire.

Stamp

NATIONAL ASSOCIATION FOR THE
PRACTICE OF ANTHROPOLOGY etc.

1430 CRANE ST. WASHINGTON, DC 20009
TELEPHONE 202-232-8800

DATE
REPLY NEEDED
YES NO

TO Ralph Bishop SUBJECT
1430 Crane St.
Evanston, IL 60602

MESSAGE The information you need for the NAPA news letter 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 below the Association's name. Copy for both these requirements is enclosed. If you have any questions, please let me know.
SIGNED

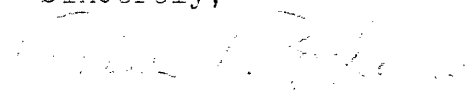
REPLY
PS. The charge per piece should come in around 5.2¢ so mailing us the labeled newsletters, sorted in zip, for us to drop off at the post office will save money.
SIGNED

SEND PARTS 1 AND 2 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



American Museum of Natural History

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 a version of the AN ^{revised}. 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. _{AM}

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.

AMERICAN
ANTHROPOLOGICAL
ASSOCIATION

24 April 1984

Meta Baba
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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 Bishop, 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

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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,

1/18/84

Re yours of the 27th -

No doubt of greater personal importance -
yes the box of books & invoice arrived in
perfect condition - many thanks for such
prompt & quality service - I will be
sitting down to pay the monthly bills tomorrow
today and my departure for the
Santa Cruz Contract Conference on the 3rd
- so that should be along in just
another day or two.

Re AHA & NAPA/LISIB - as current Pres of
HPRS, I guess I'm best qualified to
facilitate some discussion - sharing
ideas on what both AHA & HPRS are
doing - so - yes - schedule me in as that.
We can either formally or informally
involve other HPRS officers as they
will be there - ? your feeling on that?

For my part, sometime... a formal
letter will help me get travel money
out of the University.

Best regards
KCC

ANNOUNCEMENT

4.

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 185, 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.

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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 NY 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. 28 weeks) will be hired on temporary non-career Foreign Service Staff appointments. Details available for reference at SEANRC 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

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 year 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.