

Survey of NAPA Presidents 2010

In early March 2010 the NAPA Membership Committee distributed a survey with eight open-ended questions to all past NAPA presidents. The idea was to tap the brainpower of those who had been most closely associated with the full range of NAPA issues, in order to advise and enlighten NAPA activities and planning in the near future. Nearly all presidents from the past two decades responded (n=9). The following is a compilation of raw responses provided by past/current NAPA presidents. Each respondent has a number, which follows each question. While anonymity was not discussed with respondents, it has been somewhat preserved here.

Conducted via email, March to June, 2010
Submitted to the NAPA Governing Council in June 2010

Q. 1: What is NAPA's core mission? What should it be?

R1. I believe NAPA's core mission is to represent practicing anthropologists within the AAA and throughout the discipline of anthropology as well as to advance their interests in the broader workplace and world.

R2. Providing a professional locus for the definition of anthropological practice, the enhancement of high-quality anthropology in settings where the discipline is used to understand and address practical problems arising out of human life, and to promote and share innovation in the practice of anthropology.

R3.

- 1) to represent the practitioner perspective at the AAA level on all policies and programs;
- 2) to increase practitioner membership in AAA;
- 3) to provide a home base for practitioners at AAA meetings;
- 4) to broadcast the accomplishments, best practices, and life models that practitioners have created;
- 5) to improve the usefulness and public understanding of anthropology;
- 6) to increase the employability and marketability of anthropology in the 'real world.'

All of the above, or whatever portion we can carve out.

R4. I believe that NAPA's core mission focuses on support for applied/practicing anthropology in three ways:

- 1) in the identification of key issues in the "field," "policy," and "academic" arenas;
 - 2) in the support of field projects being implemented; and
 - 3) in the assistance rendered practitioners, professional and student alike.
- (#2 has been our weakest.)

R5. My interpretation of NAPA's core mission today: Serve as a resource to students interested in practice careers, practicing anthropologists, and any anthropologist with career-related interests in the public, private and non-profit sectors.

My interpretation of what NAPA's core mission could be in the future: Continue to incorporate the current mission while preparing its core constituencies (e.g., students, practitioners, anthropologists

with an interest in practice) to act as a bridge to organizations and communities that might benefit from anthropological applications and approaches to problem solving.

R6. Provide a welcoming organizational home within the AAA for practitioners by creating a forum for idea exchange and professional development activities and by increasing the larger Association's awareness of contributions that practitioners make to the discipline's success.

R7.

- 1) Represent practicing anthropologist at the AAA, SfAA, EPIC and even within other sections of the AAA where practitioners are found but not necessarily given a voice
- 2) Help with continuing education for new as well as experienced practitioners
- 3) Provide publishing opportunities
- 4) Partner with other AAA sections in support of practice

R8. I think that NAPA's core mission should be two fold. The first should be determining professional anthropology and anthropologist's needs. The second should be the voice of professional anthropology within the discipline and AAA. The first mission should be done through activities like the MA survey, workshops and linkage with LPOs. This pushes the role of NAPA into a proactive position, actively soliciting membership opinions and solutions. It can then take this information and use it as a base for the workshops. The workshops are a great resource both for NAPA members as well as for NAPA. It would be interesting to try to turn the workshops into training curricula. These then could be sold/provided to university departments as a foundation for skill building for students. Too often students have great academic exposure, but limited ideas of how that knowledge can be translated into the workplace.

For the second part, NAPA needs to continue to advocate for professional concerns within AAA. Since its inception, NAPA has taken this role and pressured AAA to be responsible and responsive. In order to solidify this role, NAPA should reach out to other sections to establish common ground and strategies to promote professional concerns. NAPA's relationship with the AAA Committee on Practicing and Public Interest Anthropology (CoPAPIA) and the Archeology Division should be as partners.

R9. Provide services to members that are useful to them, watch out for their interests within AAA, ensure that NAPA plays an important role in the section assembly, and that NAPA advances the issues important to practicing anthropologists.

Q.2: Is there a target audience for NAPA? Is there a 'bread and butter' constituency that forms the core of the membership?

R1. I don't think there is one core audience, but several: students, faculty, practitioners, and broader audiences of interested people and organizations.

R2. Anthropologists who are involved in one way or another in the use of anthropological theory and methods to the understanding of practical problems arising in human organizations. They can be full-time practitioners, part-time practitioners, or anthropologists who teach others to practice. I would think that the key constituency for the future of NAPA is students, whether they are currently pursuing an education in practice or not. Beyond that, I would support the broadest possible approach to defining our constituency. Also, if I had my druthers, I would focus on successful practitioners who can serve as role models and mentors.

R3. Yes. Those anthropologists who identify with or are employed in jobs outside academia that require interpretation of anthropological skills. The core audience can be people employed in academia or outside academia in private or public sector jobs, but they need to understand the complexities of anthropology and to understand how it can be useful for organizations, policy, and service issues of people and institutions.

R4. There is a target audience for NAPA, and it consists of those who ARE applied/practicing anthropologists, and those who ASPIRE to work with/assist us (as policy makers, program sponsors, departmental associates, research colleagues). The “bread and butter” constituency consists of those practitioners—more so than students—who not only are members of the AAA but who have demonstrated a real interest in our organization. In most cases these persons will have held positions in NAPA, worked with our mentoring program, been featured in our column in AN, published in the NAPA Bulletin, and/or attended our workshops.

R5. I do not know. However, there are groups that NAPA could target systematically and regularly:

- **MA students in the applied MA programs** (e.g., Memphis, NAU). Get lists of the graduating students, contact them by email each spring, invite them to join NAPA, and pair them with a NAPA member who will answer their questions and get them involved in NAPA activities.
- **PhD students from anthropology departments with applied interests** (e.g., Wayne State, USF). Get lists of the current and graduating students, contact them by email each spring, invite them to join NAPA, and pair them with a NAPA member who will answer their questions and get them involved in NAPA activities.
- **Attendees at all NAPA sponsored and invited sessions and workshops at the AAA meetings.** Make a point at all NAPA sponsored and invited sessions to invite attendees to sign up to be a NAPA member; make it easy for them – have a little business card made up with instructions on how to do that.
- **Professors teaching applied anthropology.** Check the AAA active membership list and see if they are current with their membership. If they are not currently a member, send a personal email, invite them to sign up again and get involved in specific activities (tell them what they are), and remind them of the membership benefits. Maybe they could even get some of their students to become members?
- **Lapsed members.** I just talked to one the other day. He just needs a little reminder to pay his dues and learn what the current benefits of membership are.

R6. Should be practitioners and graduate training programs that prepare students to be practitioners.

R7.

- The number one audience for NAPA is practitioners outside of the academy who would otherwise not have representation.
- Students who intend to become practitioners, and academics looking to become practitioners.
- Members of applied anthro programs, as they have a unique role in the development of future practitioners.

R8. I think there are at least two target audiences. The first is professionals interested in continuing education; and two, professionals who should be concerned about where anthropology as a discipline is going, how it is going to get there, and who is going to inform that process. The ‘bread and butter’ constituency, I think, are mid-career to senior professional anthropologists. These are the individuals that have the resources to participate in the annual meeting, sit on committees and participate in sessions at the annual meeting. It would be good to have greater visibility with students and I think the

Employer Expo is having a direct effect on students. As a participant in the Employer Expo since its inception, I also believe that it is beginning to make small in-roads with faculty. This past year there were at least 15 faculty who came through the Expo looking for information that would be useful for their classes and students. Not all faculty will be interested, but I think those who are concerned about their student's ability to secure employment may find the Expo a vital resource.

R9. Practicing anthropologists both inside and outside academia. We also need to pull in “public anthropologists” and “engaged anthropologists.” We also need to make sure there is a new generation of students that stay in NAPA after they finish their studies.

Q. 3: What is NAPA best at? What, if anything, is NAPA unique at?

R1. Its enthusiasm and commitment to its mission and work.

R2. Outreach to students. I think that we are one of the few AAA sections that takes seriously the need to connect with students. I'm not sure how good we are at it, but we're better than most.

R3.

(1) NAPA is best at creating a supportive network for practitioners in which they can contribute to the personal and professional development of young anthropologists. This takes a huge investment of time for the officers of NAPA, the workshop organizers, et al., because it needs to be individualized and personal, with sustained contact.

Anthropologists have a number of choices for membership, from the SfAA to regional associations like the Alaska Anthropologists' Association or Southwestern Anthropological Association, and they are likely to affiliate with those who reach out personally and offer them a way to become part of the organization. This takes time and dedication, so you have to choose your officers according to who has time and energy and connections.

(2) What is NAPA unique at? It's the only organization in the AAA dedicated to making practitioners feel welcome and making their voice heard. As part of the AAA, you are a part of a national and international network of people, employers, and ideas—something that regional associations and LPOs don't automatically offer (although WAPA does). SfAA offers a somewhat similar network, but I believe that AAA is much more extensive on both fronts, plus it has the imprimatur of the 'best' or the 'national' organization. I know I have to define 'best:' what I mean by this is the perception abroad and even nationally that AAA is the 'prime' organization or the one with the most robust membership. There's no way to deny branding, which the AAA has accomplished by default.

R4. NAPA has been best at publishing thought-provoking bulletins; at providing forums/workshops for practitioners; at promoting social networks (both “real” and “virtual”) among practitioners; at mentoring students; and at stimulating thought among those of us who take the time to sit down and chat “under NAPA auspices.” (Sometimes this last one occurs during a NAPA-sponsored session at a AAA meeting.)

Our bulletin series is unique.

R5. NAPA has always had a solutions-oriented perspective. When problems have emerged, NAPA has always been ready with the necessary competency and energy to address the issues in a timely manner. When I was active in NAPA in the early and mid-1990s, NAPA was focused and fast. I

attributed the effectiveness and efficiency of its response to the relatively young ages of the NAPA Governing Council (30s mostly). Perhaps NAPA needs to make a concerted effort to recruit younger people (who tend to have a lot of energy and ideas) and get them involved in NAPA initiatives?

R6. Creating networking opportunities at the annual meeting and mentor/protégé matches throughout the year.

R7. Core Competencies include

- 1) Fighting for the rights of practitioners within the AAA
- 2) Mentoring
- 3) Developing practice leaders

R8. NAPA is best at looking to the future and supporting vision(s) of what that future might be. This has been expressed through the various TIGs that NAPA has supported over the years. That vision has also been demonstrated through the initiatives that NAPA has undertaken (Bulletin, Professional Workshops, Membership Directory, Statement on Ethics, Mentor Committee, Employment Opportunities Video, Employer Expo). All of these initiatives and the TIGs have created opportunities for professional anthropology to expand a tenuous foothold in the Association and then to have led concept developments that have had an impact on the Association (whether the Association understands and acknowledges it or not). Each of these activities has appeared at a critical moment in NAPA and AAA history, and has filled a professional need. NAPA is also unique in bridging the divide between the academic experience of education/training in universities and the practical world of employment. Without NAPA, the AAA would be a poorer experience and anthropology would be relegated to a backwater voice.

R9. Best: Keeping practicing anthropologists connected to the discipline. Unique: only section to push applied and practicing issues within AAA.

Q. 4: What services and/or products can or should NAPA supply to members?

R1. I think it already provides many services, through workshops, sessions, etc. The more student-oriented the better, and a big draw to NAPA is its relatively low membership rate, so when people join the AAA it is a natural for them to specify NAPA, and we can encourage that more.

R2. Mentoring, mentoring, mentoring. Workshops in professional skills that are hard to learn in the academy. A forum for discussions of technical aspects of practice. (We do some of the latter, especially though SICS, but still not enough.)

R3. Publications are important – the NAPA Bulletin (now to be re-named) is very important because it has case studies and generalizable ideas and experiences (like the fisheries bulletin and the careers bulletin). But perhaps NAPA could open the bulletin up to the membership and ask for proposals like the *Anthropology News* does, so that it's responsive to current issues (not that it isn't). Just an idea to draw in membership.

Comfort opportunities are important – to draw in new members and to welcome people, more receptions and organized opportunities can be useful. For example, drawing people into a series of roundtables where people can meet and network with structured interaction could be very useful at an annual meeting.

Much of this depends on relationships with graduate programs. A key to success is drawing recent grads or students into the NAPA networks, and that means hands-on relationships with academic programs, which is the weak link in practitioner organizations. Perhaps if we strengthen and develop MOUs with various departments to take care of their graduate students for a meeting or two, we can increase the pipeline flow.

R4. Much like the present, we should supply forums/workshops and sponsored sessions at AAA meetings. The NAPA Bulletin series is essential. The mentoring program recently has been re-evaluated and continues to have a great deal of merit. E-links to other organizations could effectively be created, e.g., to the Human Rights and Social Justice Committee of the SfAA. Our essential services must revolve around “literal” and “virtual” connectivity.

R5. Here are some of the projects that NAPA worked on during the late 1980s through the mid 1990s: curriculum and training standards for applied anthropology M.A. programs, mentor program, bulletins, support for Local Practitioner Organizations, on-line resume clinic and materials, on-line directory of applied and practicing anthropologists, and careers video.

I don't know the needs of NAPA members very well now since I have not been very active for a long time. However, two particular initiatives come to mind – things that I would find valuable. (These ideas may be part of workshops or sessions that NAPA has offered recently so forgive me if I am a bit out of touch.)

- **Consulting resources** – More and more anthropologists are putting out their shingle and trying to become consultants. Perhaps NAPA could offer a webinar (in addition to a workshop at the annual meetings)? It could help anthropologists understand how to present themselves, how to cope with and work through the issues they are likely to face (because they are anthropologists), how to engage clients in the “anthropological toolkit” of skills and perspectives, how to market the benefits of an anthropological approach to an organization/agency. Perhaps NAPA could pair anthropologists who are consultants with anthropologists who want to become consultants?
- **PR/media training** – As a rule, anthropologists do not know how to market the projects in which they have been involved. While we frequently hear of archaeologists, psychologists, and economists making the news, being interviewed by the media, and/or writing Op-Ed articles, to name a few, anthropologists tend not to generate the same exposure. Part of this seems to be attributed to a bias within the media about what is considered newsworthy or relevant. It would be great if NAPA could come up with one or more ways to address this problem so that individual NAPA members can get the specialized training that they need, thereby increasing the likelihood of broader exposure of their work. Webinars/workshops might work to some extent. However, NAPA may want to develop a core expertise in PR/media training. To what extent does NAPA have this expertise currently (besides Terry Redding)? How could NAPA get more of this kind of expertise? What about approaching some professionals in PR/media and asking them to help NAPA set up a training program? It would be great if NAPA could figure out a way to get its members access to this training – and make it an exclusive membership benefit. Wouldn't that be something if members from other AAA sections ended up joining NAPA so that they too could learn how to market their own studies more broadly?

R6. Professional development workshops, mentor/protégé matches, external advice to training programs, a high-quality publication series that provides a contemporary survey of anthropological praxis, networking opportunities (both at the annual meetings and through Local Practitioner Organizations).

R7. I think NAPA needs to start taking more risk in certifying practitioners. This is a contested issue discussed off and on for years. Did you know that there are at least 10 self-identified “Digital Anthropologists” on LinkedIn, who do not have a degree in Anthropology? Anthropology and Ethnography are words that are being appropriated by non-anthropologists. However NAPA has always backed away from some form of saying, “this person has the right to call themselves an anthropologist.”

Representing practitioners to non-anthropologists. We tend to talk within anthropology. Is this an effort for practitioner justification? We worked so hard to legitimize ourselves “internally.” We need to do more externally.

We need to start better supporting applied anthro programs. Applied programs are trying to make anthropology relevant but are coming up against institutional policies and infrastructures that force them into more conservative roles. What can we do to help the Consortium of Applied Programs?

R8. Continuing the Bulletin, Workshops, and the Employer Expo as high visibility assets is important. I think outreach to graduate students is very important. This can be done directly but also there needs to be some way of connecting with academic programs. COPAA is a natural resource and it would be good to have some formal link with COPAA, to get their faculty involved in recruiting graduating students into NAPA. It would also be good to be sure that a significant number of COPAA faculty are members of NAPA and of somehow showing that membership.

R9. Mentoring; new research/professional techniques; assistance in finding jobs for practicing anthropologists; development of a great publishing program relevant to members.

Q. 5: If you were recent graduate or entrant into the practitioner realm, what would it take to make you join NAPA? Why would you spend about \$200 or more for a AAA/NAPA membership when you can spend \$60 for an SFAA membership?

R1. That is a very good question and not so easy to answer. I think the NAPA bulletins and the AN are draws, and I think some of the changes in the AA will encourage more members. The AAA website, though not as user friendly as it could be, does provide a lot of information, but of course you can find that without joining the AAA.

R2. I would pay for the opportunity to work with anthropologists who have successfully built careers in anthropological practice. Or even to know that there are such creatures!

R3.

The ability to access AnthroSource and the AAA networks (of the branded or marked in a linguistic sense) organization are worth \$200. Plus you can say you are a ‘Fellow’ of the AAA, which is a very academic model, but nonetheless the closest we have to being certified as a ‘good’ anthropologist.

Also, I would recommend NAPA membership if I could be assured someone would respond to my writing my name on a volunteer list at the NAPA business meeting. I used to answer each person who wrote their name on a list at the NAPA business meeting personally, and figure out a way to integrate them into NAPA business. There has to be follow-through.

R4. What it would take would be receipt of printed and e-notices of what NAPA has to offer, in concert with a personal phone call or e-mail from a respected NAPA member. (I did this when I served as NAPA president.)

R5. I have always felt that NAPA was much more non-academic-career oriented than SfAA. After all, so many SfAA members are professors. So, I think that NAPA needs to expand its focus on careers. The Employer Expo is an excellent opportunity for people to learn about careers. However, it would be great to supplement it with some other learning experiences that are not tied to the annual meetings of the AAA or SfAA (See Q4).

R6. Better publicity about NAPA's activities. SfAA is a stagnant organization almost completely focused on academics, run by self-congratulatory university-based folks more concerned about protecting SfAA's "sovereignty" than advancing the profession. AAA membership with NAPA as the section of choice provides membership in the world's largest anthropology professional society and a welcoming organizational home within it. It is like choosing to live in New York City, where your immediate reference is your local neighborhood, but you have a truly world-class city at your fingertips, rather than choosing to live in Oklahoma City because it is "not New York".

R7. SfAA is a good organization but has the same narrow view of practice that many academics have. Traditionally, SfAA has been about research at "home." Many of its members were drawn from academia. These are not fulltime practitioners, but academics who do some research "on the side," not fulltime practitioners outside of the academy. This is changing, but the SfAA carries this legacy in the same way that the AAA has.

So why would I join? For the workshops, for the collegiality, for the mentoring opportunities. But is this enough? I join professional organizations to learn from the leaders in my field. NAPA does not do this. NAPA is so diverse; can it really provide the level of expertise to so many different audiences? Special interest groups within NAPA are helping, but we need to do more

R8. I am a member of both SfAA and NAPA/AAA and I find they fill different roles. For NAPA/AAA, this is the largest venue for anthropology in the world. If you want to be engaged, NAPA/AAA is where you have to be. I'm not sure how you market this to potential members, but if they want to have an impact, NAPA is where they have to go. In some ways, this is an outgrowth of a lack of developing a clear professional status. Currently, status is focused on university faculty positions in departments of anthropology, then on other university positions. Professional status becomes an afterthought. NAPA should pursue a course for professional status. This could be a combination of advanced degrees from "applied programs," continuing education credits through the NAPA workshop series, grandparenting those of us who have been doing this for years, but all directed to the professionalization of our status within AAA.

NAPA needs to directly market to graduating students. A card saying, "Congratulations on your graduation, from the NAPA leadership. Please think of NAPA as your resource for transitioning to the larger world of employment outside of the academy. Here is a list of NAPA services and resources..." This could be an email, and departments could be contacted for student email addresses, etc.

There is a growing number of former NAPA GC members in the AAA governance structure from committees to elected positions. I think this reflects NAPA's ability to nominate individuals with NAPA/AAA experience for positions throughout AAA. I think it also reflects the larger leadership structure's understanding of the role NAPA and professional anthropology plays in the discipline.

R9. I think we need to find a way to lower the costs for students. \$200 is too high. I would join if I thought there would be a practical payoff, or was an officer or a committee leader, or would get a publication in one of our outlets.

Q.6: How can NAPA bring in new talent and leadership, those who will carry the organization into the future?

R1. As students transition into jobs, especially the MA alums, they are a very good source of talent. Using the recent results of the MA alumni survey to build upon in drawing more members is a good idea.

R2. Mentoring of students to connect with the job market for anthropologists and similar professionals. To a large extent, our desirability in the work force depends on the quality of work that employers have experienced with anthropologists. We need to deliver informed students to job interviews and they need to be grounded in what those of us who have been in the job market have learned. There is no formal structure for teaching students practice in most academic departments. This is the most important thing for us to do.

R3. I think I've answered this before. Here are my thoughts, mirrored above. (1) develop relationships with departments who are graduating anthropology grads. (2) Have personal and appropriate follow-through. See Q. 5.

R4. One-on-one contacts, from "seasoned veterans" reaching out to "up-and-comers," is the best way to do this. Most anthropologists are good at networking; we have to tap this skill as new talent is sought.

R5. I just returned from the SfAA meetings and found that there were a number of students from the USF program who gave papers. I wonder how many of them were NAPA members, and if they were not NAPA members, why weren't they? By the way, did NAPA have a presence in Merida? Did the NAPA Board meet in Merida? If not, why not?

I think NAPA has to recruit new members. Perhaps some recruiting initiatives would generate interest among grad students, professors teaching applied anthropology, and current (and lapsed) practitioners.

- 1) **NAPA Reception at the AAA Meetings for all grad students in applied MA/PhD programs.** This event could be a way for current NAPA members to meet and interact with potential new NAPA members (and have the side benefit of seeing one another). Attendees could be given a little business card identifying NAPA's key initiatives, ways for students to get involved, contact information for Board members associated with those initiatives, and other important information. Maybe attendees could also be given some little NAPA mementos such as a NAPA magnet, NAPA sticky notes, NAPA pencil, etc. I know that there is a reception following the NAPA Business Meeting. However, if NAPA had the reception for grad students earlier in the week, it would help generate interest in NAPA, as well as cement NAPA's energy and presence at the AAA meetings. If the cost of a NAPA reception for grad students is prohibitive, then you could have an open bar.
- 2) **Email mailing to all grad students in applied MA/PhD programs requesting their participation in various NAPA initiatives.** A lot of times if you ask, you will get the help. Some people are just waiting to be asked. Of course, if NAPA were to take up this idea, any

positive response from a grad student should be followed up *immediately* to get the student involved.

3) **New Faces at NAPA.** New members/NAPA recruits could have their photos and a brief blurb inserted into the NAPA column in the AN.

R6. Network beyond ‘business’ practitioners, make alliances with other AAA sections, focus marketing efforts on students and training programs.

R7. We need to stop fighting the AAA battle and start building a positive organization that inspires vision. What new opportunities can be set as goals?

R8. Students and mid-career folks are part of the answer. We need to engage students so that when they graduate, they assume they should become members of NAPA. NAPA should become their union card into the profession. It should be a positive that they are members of NAPA and that this counts for something on their resumes. Mid-career folks are the real, immediate resource for NAPA. These professionals should have the money to join, time to work on committees, experience to run workshops, and some of them should be interested in contributing to NAPA’s agenda.

R9. Develop special categories of recognition/student awards (Praxis award for students?)/provide wide ranging mentoring/provide a speakers bureau that we fund.

Q. 7: If you have experience working with a AAA committee, the AAA Board of Directors, or another AAA section, what have you learned from that experience that would help NAPA address current concerns?

R1. Building strong connections with other sections, I think, is an important objective.

R2. Not sure exactly how this can be fixed, but I have learned that practitioners seldom have the time to make the contributions that they would like to make to building anthropological practice and NAPA. It’s almost impossible to schedule a meeting because of people’s schedules. It takes a glacial epoch for anything to happen. I think this is a problem intrinsic to practice. I have been an academic and I don’t underestimate the pressure that academics are under. But when your time bills out at \$150/hour, it’s even harder.

We have great ideas, but implementation is a big problem because we have huge, demanding jobs. For fifteen years now, I have tried to build and I always find that I have too little time to innovate. One of my biggest disappointments as president has been that I have been too busy fighting fires to innovate. Just keeping the train on the tracks takes more time than I have, even in retirement.

Maybe it would help if we took the time to build clear ideas of what we are trying to do and in what time frame, rather than jumping in and emailing a bunch and not ever getting around to doing the job. Right now I have so much NAPA pressure I can barely breathe. I don’t suspect that I am unique in this regard.

R3. Yes, I have been on the EB for a total of 10 years in different positions. From the beginning (Genesis), just after NAPA was formed, I have seen a transformation in the AAA perspective on applied and then practicing anthropology. Of course, much of the tone is set by the President of the AAA. But from Jane Buikstra and Annette Weiner to Jim Peacock (a star!) and Virginia Dominguez, there has been a steady appreciation of the professionalism of NAPA and practicing anthropologists.

(remember AAA didn't have a Section before NAPA!) Meta Baba & Bob Trotter were early Presidents who forged the way on the EB; both of them established the mark that NAPA as a section and practicing anthropologists as a group, are competent, professional and can help AAA understand their future. While I was President, or was it afterward when I was AAA Secretary or Public Policy seat, I was able to make sure that "practice" had a seat on the EB, and I argued that practice was a fifth field (in retrospect, not that important) and that we had to have a seat on the EB. I had many allies on the way, and it helped.

With PAWG and CoPAPIA, that voice continues. The goal to CoPAPIA is to work with all Sections, and most specifically NAPA, to broaden the voice and visibility of practice in AAA.

R4. What I've learned is that institutional memory is absolutely essential, but that it must be nurtured. Providing an example as this pertains to NAPA, at our most recent annual executive committee meeting (where I was a guest), I reminded those present of the "NAPA toolkit" created a decade ago by Cathleen Crain and her colleagues. I handed out samples. Folks were excited; few current officers knew of its existence.

R5. I am currently serving on COPAA and CoPAPIA. One thing that I have learned is that you need new and interesting initiatives to bring people together. Different initiatives appeal to different people. If there is a mix of initiatives, you are bound to hit on things that appeal to people.

New initiatives often emerge where there is a need. When we did the NAPA careers video back in 1993, we knew that there was a desperate need for it. Students needed it (as did their parents). Professors needed it. The AAA needed it. Once we figured that out, it was half the battle.

R6. Network beyond 'business' practitioners, make alliances with other AAA sections, focus marketing efforts on students and training programs.

R7. What are the current concerns? The experiences on AAA committees has highlighted the benefits of contributing to the organization as a whole rather than being the "practitioner representative."

R8. I have been on the AAA Finance, Nominating and CoPAPIA committees and I am a member of the Task Force on Ethics. Through these experiences, I have listened/watched and participated in the enhancement of professional anthropology in the Association. I think the most important lesson I have learned is that over the years, professional anthropology has gone from being invited to leave the Association by the Executive Director just before Bill Davis, to a role critical to the growth of the Association and discipline, even if some of our academic colleagues do not quite see it that way. In the Task Force work, I find that the committee overwhelmingly supports a vibrant role for professional anthropology in the Association. I also find that we have strong allies in museum anthropology and archaeology; they share many of our concerns and have very similar approaches to developing a Code of Ethics for the Association. I think we have drifted from the four-field perspective, and it has allowed some individuals to create the impression that there is a strong belief by the majority of the Association membership that professional anthropology should not be accepted.

R9. N/A

Q. 8: Do you have any other thoughts or comments that would be useful for us as we plan for the future.?

R1. Generally speaking, the more that NAPA can join forces with AAA committee projects and other sections, the better it can be recognized for all its talents, enthusiasm, and accomplishments.

R2. It's time to consider a major re-organization of NAPA. Maybe we need to prioritize more and do less. For example, things like EPIC and the OT Field School are nice for NAPA, they make us look good, and they are great for the few people who are involved with them. But they are a major energy drain on the leadership as well as on support staff at AAA. I'm not saying we shouldn't do them, but I think it should be a strategic decision of whether and how much we want to support large scale program activities in an organization with volunteer leadership. When the SIGs started with the EAIG, it was a small scale effort that could be managed by anthropologists rather than a large scale business effort requiring lawyers, accountants and insurance agencies. The question of whether this is good for the future of NAPA deserves to be asked.

R3. I am happy to talk with anyone at any point.

Other comments and thoughts – I think it's important to have a perspective. I would ask AAA whether other Sections have seen the same decline in membership as NAPA. How does the trend compare with GAD and the medical anthropology section, for example? Also, how does it compare with AAA membership in general?

R4. I was privileged to serve as president when NAPA membership was near its peak. But this wasn't entirely a coincidence. I stressed membership recruitment, including among students, incessantly. I tried to "put my money where my mouth is," by recruiting a number of new members personally.

Continued connectivity with SfAA can be beneficial for both organizations. I have promoted this recently, while serving both as a member of the AAA's Committee for Human Rights and the SfAA's Human Rights and Social Justice Committee.

R5.

- **Have NAPA send a representative to both COPAA and CoPAPIA.** A lot of the work is done through email. CoPAPIA has a monthly conference call – usually on Fridays. Shirley Fiske heads CoPAPIA. COPAA has three leaders: Sunil Khanna, Lisa Henry, and Nancy Romero-Daza.
- **Practitioners telling their story on CD.** I have another idea that I think would be a great addition to NAPA products and services. It is modeled after National Public Radio's Story Corps. The idea would be to have practitioners 1) "tell their story" of how they became a practicing anthropologist, 2) explain how their work has enriched their lives, and 3) identify the lessons they have learned that would be valuable for others (especially new practitioners or practitioners in training) to hear. The clips would be brief – no more than 5 minutes or so. Someone from NAPA could serve as the executive producer of the project. The executive producer could solicit technical help (as necessary) from professionals in his/her community. (In doing the NAPA careers video, we advertised in a local production/post-production magazine and found that many professionals offered to help us pro bono with all facets of the video production.) Practitioner experiences could be taped (perhaps using equipment from an audio professional, or equipment at a local university). The executive producer would

have to figure out the best ways to compile the audio recordings into sets. You could imagine developing a CD series based on these practitioner experiences. The CDs could be a benefit of NAPA membership, or sold at a reduced rate to NAPA members. They could be given as a gift to employers participating in the Employer Expo. They could be marketed to students taking applied anthropology classes – whether as undergrads or graduate students.

R6. I really think the NAPA Bulletin format needs to be changed so it is a journal with a wide scope of contemporary applied issues, rather than a special theme each time. Modular career video updates are needed that can be uploaded to YouTube; get on the EPIC bandwagon – exciting things are happening in smaller conference venues.

R7. I don't know; sometimes I think NAPA should just become its own organization. Alternatively, I hope for a time when we will all just be anthropologists and get over the AAA practitioner/academic divide. Clearly, somehow we need to move beyond the AAA issue of our legitimacy we keep fighting, if we are to be a viable organization in the 21st century.

R8. I think this is an important thought piece and that you/NAPA need to continue the tradition of reaching out, looking for new opportunities and remembering the lessons from our past.

R9. We have to get the committee chairs to be more vigorous, meet their committee members at meetings, hold teleconferences and increase the size of the committees, get more members involved, establish more SIGs, and make sure the website is top-notch.