

**Appendix IX:**  
**Categories of recommended programs, services, and benefits:**  
**PAWG 19 Expert Panelists' recommendations:**  
**(July 26, 2006)**  
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Notes:

( ) with a number indicates that the item might fit into another category.

PAs= Practicing Anthropologists.

AS=AnthroSource

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## **1. Existing services, programs, and benefits that need to be “tweaked.”**

- Employment arm of the AAA has recently made some progress as far as being more adapted to non-academic applied anthropologists.. For example, our [govt] office was able to be treated as an equivalent to a “Department” when advertising a position. Historians and chemists have much more extensive and powerful web-based services, however.
- Continue to increase number of PAs in leadership positions in AAA.
- Continue to recruit applied anthropologists for leadership positions at all levels in the AAA.
- Don’t reinvent NAPA. Strengthening NAPA will also strengthen the role of PAs within AAA (8).
- Poll the membership regarding needs and wants.
- Add more applied anthropology to the AN (2).
- Emphasize the organization’s commitment to ethics and standards by supporting the Register of Professional Archaeologists. AAA is a sponsoring organization, yet very few AAA-AD members are registered. At the very least, RPA should have a column in the AN (2).

## **2. Concrete immediate services, programs, and benefits that are already in the planning and implementation stages.**

### **A. AN**

- Gather success stories of PAs and report how they might be applied to other projects and situations. [could do as part of AN plans]
- New page, column to AN that highlights work of PAs.
- Solicit articles for AN by PAs.
- Career profiles of practitioners in AN, on-line.
- Concrete examples of how anthropologists got jobs in non-academic workplaces in widely-accessible resources.
- Add a practicing section to AN.
- Highlight accomplishments of organizations that hire PAs. [AN possibility]
- AN could do a better job of fostering exchange between PAs and academics on specific issues.
- *More effort in the AN to include non-academic job listings appropriate at different levels.*
- *Include a column just for practitioners. Address training opportunities. Conduct interviews with applied anthropologists for case studies.*

### **B. Website, list serve**

- List serve for applied individual practitioners.
- A better, more up-to-date and user-friendly website.
- List serve of applied organizations.
- Improve web site based on a membership needs assessment.
- *Improve listings for anthropologists at different levels.*

### **C. AnthroSource**

- Better way to search AS and an AS tool that includes HQ.

### **D. Insurance**

- Addressing need for liability and group health insurance for small business anthropologists.

### **E. Meetings**

- Invite private sector companies, state government HR divisions, etc. to participate in the AAA Career Employment/Job Fair at the annual meetings. [Part of our 2006 Friday poster session and luncheon]
- Poster sessions or conference sessions on applied anthropology and employment.
- Interview space at meetings.
- Increase forums, receptions, and other interactive events that address policy and applied issues and showcase accomplishments of PAs.
- Annual meeting could have a day that has a series of applied-oriented invited, themed sessions that are then published in an electronic proceedings (1).
- Add an applied recruiting booth to the annual meetings (1).
- Bring in representative stakeholders and ask them to make presentations on their concerns and how AAA can better serve them.
- *Include more applied anthropology in the annual meeting.*

**F. AAA leadership**

- A non-academic president.

**G. AAA Staff**

- Hire a decent press person. Submit regular news releases.
- A paid position in practitioner relations, like for academic relations.

**H. AAA organizational structure**

- Tiered dues structure based on size/income of the organization.

**I. NAPA**

- Beef up NAPA's mentor-protégé program to strengthen networks and interrelationships between anthropologists employed in non-academic organizations and graduate students interested in practicing careers.

**J. Academic arena—training and education**

- Change master's and doctoral training to include more direct inclusion of material oriented toward careers in non-academic fields.

**K. New exciting initiatives**

- The EPIC conference represents a turning point. It is industry-sponsored, but is also working with the AAA to produce a high-quality conference.

### **M. Directories**

- *Better effort to provide members with contact information directories for non-academic anthropologists.*

### **3. Concrete new programs, services, and benefits that should be implemented in the shorter term.**

#### **A. Training and education**

- Well designed and focused workshops and training. Include “best practices” in training.
- Workshops for academic faculty on benefits of practitioner work on both practical and theoretical issues in anthropology. (5)
- For students, support training in relevant skills inside and outside academy (5).
- Continuing education, particular on computer programs such as GIS, Relational Database, Web-based software (5).
- Develop curriculum for students to prepare for employment outside the academy.
- Include PAs in discussion of training and education of anthropologists.
- Sponsor 2-3 workshops (1-1 ½ days) in specific areas during AAA meetings or other times. Idea to help **all** AAA members broaden practical skill set, not only PAs. Educational credits possibly.
- Speakers’ bureau for PAs to visit universities and introduce specific areas of practice (forensics, organizational research, etc.)
- Increase support to NAPA and SMA and other applied section to provide more practical skills workshops at meetings.
- Better career information for actual and would-be PAs (5)
- Promote “best practices.”
- Sponsor workshops for organizational members.
- Work with COPAA (Consortium of Practicing and Applied Anthropology Programs) to encourage more integration of applied anthropology into programs (5).
- Get academic departments to revamp their research methods curriculum to train students at sufficient depth in a larger array of quantitative and qualitative research methods (5).
- Provide useful array of workshops/short courses that teach targeted skills, techniques useful in applied work in concert with national meetings.
- Get organizations (NGOs) networked with a consortium of university programs to improve practice of anthropology.

- “Good practices” highlights in continuing education and training. Good examples from SHA and SAA.
- *Listing of short courses and other training opportunities. Consider continuing education credits, such as other professional organizations provide.*
- *CEUs for continuing education. Prelude to some sort of certification, not licensing, process for PAs.*
- *More professional development workshops or training for PAs.*
- *As an applied anthropologist who hires and supervises a lot of people from many behavioral and social science disciplines, too often it has been my sad observation that many anthropology graduate schools—sometimes even those with explicitly applied anthropology training programs—do a rather poor job in preparing their students with realistic skill sets. The AAA and SfAA should consider fostering some type of linkage program that would facilitate provision of practical advise from successful applied anthropologists back to the academic faculty of anthropology graduate schools. Faculty would be in a better position to (a) accurately advise their grad students on what they will need for getting a job outside of the university, and (b) revise their curriculum to more competitively reflect current marketplace needs.*

## **B. Website**

- Applied website. Fairly comprehensive with sections on projects, list-serves, web-based publications, internship opportunities, business plans, etc.
- Seek PAs input in revamping the website.

## **C. Getting and advertising jobs**

- For students, information about and facilitated access to entry level jobs in non-academic settings (5).
- For students, concrete “how-to” information on finding the job market, articulating with it, and marketing yourself.
- For professionals, support of career transitions into practicing professionals, at annual meeting or on web forums (5).
- Connect applied anthropologists to existing list serve that provide applied job opportunities.
- Job advertising.
- Individualize mentoring and career guidance for anthropologists who either fail to get an academic job or are terminated from one mid-career.

- Develop an employment service that responds to employment needs of organizations that hire anthropologists, segmented into industry, government, evaluation, international, etc.
- The ability to list job opportunities on a list serve would be useful; now it takes too long to get them through the system (5, 2).
- *A more comprehensive, relevant, and timely job listing.*
- *More job placement service and networking opportunities at the annual meetings.*
- *An expanded, easy-to-use and inexpensive job posting service. All government jobs are listed on the web now, but very few anthropologists look there because the job category “anthropologist-BS-190) doesn’t show up very often. But there are other kinds of positions that an anthropologist can fill and actually be doing anthropology. To get the word out on those positions, regardless of actual job title or job classification category, would be useful. As an example, the NPS had an opening for a senior-level position that was classified as an anthropology position, and pay-grade was \$100,000 annually. Open for 60 days, and only 12 people applied, and only six had the necessary credentials and qualifications (PhD in anthropology being one). While this job was advertised in the AN, I am very surprised that there were not more applicants.*
- *OPM does not use the job title “Anthropologist.” Most of us get hired as “Social Science Analysts” and you need specific skills and guidelines on how to work under this job title. For example, you need one or two courses in statistics. . .*
- *Career counseling. AAA could develop a way to match up anthropologists who want to leave the academy and work in the applied field or vice versa. It could develop guidance to academic departments so they better prepare students for non-academic jobs.*

#### **D. Employment settings**

- Conference sessions on practicing anthropology in various employment settings.
- *Expose students to careers outside of the academy.*

#### **E. Legislation and policy**

- Commitment to issues of concern to ALL anthropologists in the legislative arena. US and international legislation supporting cultural and historic preservation and indigenous rights.

- Lobby US Congress for more money for tribal governments to hire anthropologists to help with traditional programs, language, and museums.
- Lobby USAID and World Bank to force host nations to consider social and cultural issues in evaluating projects.
- Engage in the curation crisis. Archaeological collections are in peril in the US and throughout the world.
- *More involvement of the AAA in policy issues, drawing on applied anthropologists who work for the agencies or in the arena of policy on a regular basis, rather than academics who offer only policy “implications.” The world is moving and changing quickly, but anthropology is not keeping pace.*
- *More emphasis on applied anthropology conducted in the government (policy and regulatory arenas). The AAA misses any relevance to applied anthropologists working in government as full-time employees, not just as “contractors.”*

#### **F. Recognition of PAs**

- Two new practitioner awards at AAA meetings with more traditional awards (5).
- More effective public relations that promotes greater awareness of the value of anthropology (5).

#### **G. Internship**

- Internship matching.
- Facilitate internship opportunities for students in non-academic venues.
- An internship clearing house is a sound idea (5).
- *More effective help in advertising student internships.*

#### **H. Expanding client bases**

- Opportunities to expand client base.
- Solicit information on consultants from members who currently consult and from membership.
- Expand clients and customers, find opportunities to participate in funded projects, increase revenue stream, and secure access to affordable health care and other insurance. This is especially important to small business owners.

#### **I. Annual meetings**

- Smaller sessions or round table discussions at meetings.
- Sponsor receptions for organizational members.
- Invite high profile corporate and other applied/practicing anthropologists to give presentations, keynotes at AAA meetings and do articles for AN and AA (2).
- Have all papers/posters available on line and make them searchable (5).
- Obviously the annual meeting should be thoroughly revamped. It is not meeting the needs of practitioners, nor fostering exchange with academic based anthropologists. The format of the meetings has remained essentially the same since I joined (1985), and yet our discipline and profession has changed substantially.
- Send a letter or an e-mail to practitioners during summer promoting potentially relevant sessions or special events at the meetings.
- *More opportunities for academics and practitioners to learn from each other, such as roundtables that encourage an attitude shift and make the AAA more welcoming for the practitioner.*
- *More invited applied anthropology sessions at the annual meetings so that employers can justify the expense of sending employees.*

#### **J. Benefits—organizations**

- Create a list of organizational affiliate benefits.

#### **K. AAA staff**

- Hire several people to expand the public relations work of the AAA.

#### **L. Support for PA members from AAA**

- AAA exert more pressure on corporations, organizations, and other institutions that hire anthropologists to recognize the need for on-going professional development and maintenance of contact with their discipline.

#### **M. Insurance**

- Access to reasonably priced good health coverage could provide a reason for a person to join AAA or continue membership (5).
- Insurance: disaggregate the really small shops from the bigger or medium sized shops. Also there are common problems finding liability insurance.

**4. Broader short-term recommendations, such as communicating better about existing programs to practitioners that should be implemented ASAP (e.g., visibility, image, communication, perceptions).**

- Outreach to corporate and government organizations to determine how anthropologists could benefit their operations.
- Demonstrated commitment to include PAs in policy issues within AAA.
- Create a AAA mission statement inclusive of the variation in work and research that anthropologists do.
- Improve communications among colleagues to share relevant data.
- Make applied anthropologists more aware of the existing applied leaders especially on the EB.
- More outreach by PAs in AAA leadership positions to their constituency.
- Major image change. Via web site and publications. Re-imaging plan.
- Conduct strategic research to make practitioner members aware of existing applied journals and monographs.
- Improve profile of anthropology by issuing public statements on controversial issues such as counter-insurgency in Iraq, immigration policy, racial and ethnic health disparities.
- Negative image of AAA as too academic and unfriendly to applied professionals needs changed. Stereotypes need to be overcome if AAA is going to interest organizations in participating in AAA even at the level of advertising positions. Best approach to these organizations is probably through existing AAA practitioner members.
- AAA should become more active in lobbying or one of its subgroups could do that. The archaeology groups all come together when resources are threatened and have been successful at fending off threats through direct lobbying by members. AAA should become more of an advocate for more appropriate development and social programs.
- Respondents (interviewees) in some cases did not seem to have tried to access or use existing services such as workshops, sessions, or special events at the annual meeting. This may be because they weren't aware of them.

- NAPA needs major strengthening through infusions of money, links to corporate resources, and greater influence in AAA's governing apparatus.
- Access to AS is useful to me as a PA. I suspect that this may be an exposure problem (the fact that interviewees said it wasn't important resource). I have never talked with anyone who has tried it and didn't like it.
- Do AAA committees always meet in person? [NO]
- Visibility is important, and a section on a website that produces a guide to Tribal cultural programs might be useful.

## **5. Longer-term recommendations of services, programs, and benefits that should be developed, but probably will require more time.**

### **A. Publications**

- A journal that is really practice oriented, probably in an on-line form.
- An applied journal (new).
- Bibliographies, references illustrating anthropological contributions to solving project problems (2).
- Review AAA publications and assess potential to convert to electronic format to cut association costs and dues.
- Drop mandatory AA subscription for membership.
- Publication oriented at wider public audiences encompassing wide diversity of anthropological research and practice. A “Discover” for Anthropology. More useful than another journal specifically oriented to PAs. Would give PAs an opportunity to write short pieces rather than long scholarly articles.
- Make AA more relevant to applied PAs. Consider adding an applied/practicing section editor.
- *A monograph series focusing on the best of the gray literature. Not a journal. And not just a report-reprint service. Real monographs on real applied anthropology, preferably with good research design and methods, public policy relevance, and an emphasis on the role of culture in whatever was going on. Longer than articles, shorter than books.*
- *More applied anthropology in the AA. Probably need non-academic applied anthropologists to be part of an editorial board to make sure there is a real effort to acquire good applied anthropology articles, and not just go after the easy ones....*
- *A publication for PAs, more in existing AAA publications addressing PA.*

### **B. Meetings**

- An applied meeting by AAA.
- Meeting registration that can be paid after paper is accepted.
- Lower prices for AAA membership and conference registration.
- Coordinate a high-profile, fancy reception for all AAA members interested in practice at AAA meetings.

- Rethink and revamp format of anthropology meetings for: greater outreach to applied anthropology presenters; change printed program to be more user-friendly; develop better computer program to avoid scheduling applied sessions at same time; increase awards for PAs partially sponsored by corporate employers; explore ways to reduce costs of meeting registration and hotels; develop a better process for recruiting and reviewing paper abstracts to ensure greater representation from anthropologists.
- Consolidate opportunities for networking among academic and non-academic anthropologists, with new and creative formats at meetings, etc. (6)
- **Theme the annual meeting around the issue of hierarchy in anthropology as a discipline. That would allow members to confront the issue directly and consider how we prioritize our work. [my bolding, for emphasis]**
- Offer meetings and conferences and smaller regional conferences organized by the AAA might be good. AAA could have national meeting on a less frequent basis.
- *Regional forums that include opportunities to give “papers” or projects and theories or problems that emerge from projects in the “real world.”*

### **C. Jobs**

- “Retirement career” options and information for those nearing retirement to work part-time.
- *A placement service for PAs similar to that that exists for academics.*

### **D. Education and training**

- Secure grants to support entrepreneurial education courses for anthropologists at AAA meeting and/or as part of UG and G programs at universities and colleges. One day-long course with a particular focus such as on “how to start a business.”
- Develop programs where GOs and NGOs offer internships, training.
- Training includes courses on ethics.
- Insure that MA and PhD graduates seeking employment outside the academy can write clearly and present well (3)
- Develop and implement training curriculum of several courses leading to certification in one or more areas for PAs.

- Mechanism for collaborative discussion between professors of applied anthropology and PAs on methods to better prepare students for practicing careers (3).
- Encourage academic institutions to develop regional consortiums to offer better methods training.
- Promoting the value of better research training to academic departments, providing methods workshops, and so forth would be useful. This is a long term effort that requires a lot of patient persuasion.
- Another skill that is fundamental is group or team work.
- Writing is a fundamental skill, but the truth is too many leave graduate school with writing skills that are still sub-par. AAA could mount an effort that promotes excellent writing as a fundamental anthropological skill.

#### **E. Partnerships**

- Develop partnerships with banking and financial institutions to provide small business loans to qualified consultants/business owners at reasonable costs. Other such linkages.
- Foster partnerships between AAA and other professional societies.
- Work through and support existing sections and their extensions (e.g., LPOs) rather than taking on some of the functions that sections and LPOs now fill.

#### **F. Career options**

- Integrated and rational approach to providing career development to anthropologists outside of academia (6).
- *Lobby for evaluation anthropologists to be included in evaluation contracts.*

#### **G. PAs sabbaticals in academic settings**

- Sponsor sabbaticals for PAs to spend 2 weeks or more at a particular university, much like the speakers' bureau but for a longer time period.

#### **H. AnthroSource, etc.**

- Access to AnthroSource on a non-pay basis.
- *Access to libraries and data-bases.*

### **I. Other organizations: lessons learned**

- Draw on experience of existing practitioner groups such as ACRA (American Cultural Resource Associates).

### **J. Visibility of AAA and anthropology**

- Improve public presence of AAA in national media and on Capital Hill.
- Lobby government agencies to include anthropologists in key decisions (e.g., Department of Defense National Building Initiatives).
- Public outreach forum or website featuring professional sector projects can be sponsored by AAA to assist with public outreach initiatives.

### **K. AAA organizational structure and staff**

- Establish two divisions within NAPA to focus on business owners/sole practitioners and PAs employed by other organizations.
- Hire several people to expand the public relations work for the AAA.

### **L. Membership services**

- Rental car discounts.
- Fed Ex discounts.
- More flexible ways for PAs to participate in AAA.
- Analyze composition and trends of AAA membership.
- Increase medical coverage of new research findings, innovative careers, applied contributions to societal issues.
- Conduct research on existing practitioner members and outreach to them to increase their satisfaction and engagement.
- Lack of available library services is a big problem for anthropologists working outside of academia. AAA could render an enormous service to PAs by running a loan service.
- Business services.

### **M. Advancing the discipline**

- Better feedback between what we find in CRM work and what is done under academic sponsorship such as feedback to theoretical issues in the discipline and business issues in running companies. Many areas of such feedback need more attention.

- *It would be very useful for the AAA or SfAA to better help promote communication and networking opportunities between anthropologists in different federal agencies, and also between anthropologists in different levels in government (federal, state, local). We often do not even know of each other's existence or roles! Non-academic work settings are not organized by discipline, so it is hard to remain connected with each other.*

## **6. An overall shift in the culture of the AAA.**

- Don't shuttle PAs off into a corner, but make part of the family.
- Change local provincialism that fuels a "we versus them" attitude between professionals and academics at meetings.
- A more integrated, holistic perspective on career development for all anthropologists. Including both academic and non-academic, recognizing many anthropologists participate in both sequentially or simultaneously.
- Change attitudes of academic anthropologists so that applied anthropologists of multiple stripes are not seen to be lesser beings.
- AAA's approach to diversity troubling. Forcing EB to include a PA makes it look like they are tokens to be seated at the table, but not to be taken seriously.
- Demonstrate a commitment to issues of concern to PAs.
- Recognize that many government agencies that might be considered the "enemy" are clients for many PAs in the private sector.
- Change attitudes in universities so better students come into the field.
- Make individual member feel welcome to meetings and respected regardless of employment.
- Review AAA mission statement and goals and objectives.
- Focus less on "services" of interest to PAs than to show the organization's commitment to PAs by integrating their concerns into those of all anthropologists.
- Insure that all graduate programs inform students of opportunities, issue, rewards of practice.
- What is most needed is an attitude change from a focus on academic issues to one that would be of concern to PAs.
- Changing the AAA annual meeting will not be easy. However, there are some models for what we might do better. For example, the American Association of Museums has a much larger exhibit area. AAA could invite major employers of anthropologists to exhibit at the meetings (5, 2).
- There are two key questions that everything I have read in the documentation hinges on: What does the AAA want to become? How will it get there? My personal view is that the AAA needs to shift in the direction of outreach beyond the academy. The world is changing

and the AAA needs to adapt to those changes. The AAA needs to focus far more effort, energy, and attention on anthropology's impact outside of the academy. It could be most effective by acting as a broker with the media, with other professional organizations, and with potential employers.

- AAA should not get bogged down by trying to be all things to all people.
- We are not understanding each other's worlds. We have to live with this moiety system we have. But we can also find a way for this ritual space created by the AAA to step beyond that and to provide us with something meaningful.
- Most practitioners don't understand the history or organization of AAA well.
- It is surprising to me that the AAA lacks a coherent or useful Native American anthropologist group.
- Consultation with federally recognized Tribes is required, Find out what the Tribes like and dislike in their experiences in consultation.
- AAA needs to become an effective lobbying force in Washington, DC. This would have the added benefit of improving anthropology's extremely poor image with Native Americans.
- Work with archaeologists to help train Native Americans in CRM. Such a move would be views positively by both archaeologists and Native Americans.
- A well organized, well intentioned section of Native American anthropologists might make me reconsider maintaining my AAA membership.
- Proliferation of interest groups in AAA reinforces isolation of members as each interest group retreats into their own specialty area and perhaps loses sight of the greater goals of the AAA. As each focus area looks inwardly to own needs and interests, the ability to integrate with the greater anthropological community—both academic and practicing—is diminished.
- Instead of being “all things to all people,” perhaps the AAA should ask “what does the AAA do best?”
- AAA needs to examine its mission and decide whether the organization should be more involved in contemporary and increasingly complex issues in society.

- *Many practitioners spoke about how they are seen as 2<sup>nd</sup> class citizens and among academics and the AAA there needs to be an attitude change. This is creating a culture shift. Have a forum on how AAA can support this culture shift.*

**7. Very long-term possible recommendations that may require a market study.**

- Career development support services across the professional support services across the professional life cycle (5).
- Partnering with a reliable financial institution to put together a good complete insurance package.
- Group insurance, both health and liability, with significant appeal to independent PAs and small business owners and staff.
- Insurance possibilities: research membership database to get sense of the number of possible policy takers for health and liability. Explore the best coverage. Pick best option and advertise through e-mail.
- Assess market for AAA to develop a list serve for applied anthropologist positions.
- Health insurance options particularly important for small scale PAs.
- A new applied anthropology journal that distinguishes itself from HO, an electronic journal.
- Market AAA and its benefits to individuals even if individual as professional membership in other anthropological organizations.
- Provide comparisons on how financial services offered through AAA are as good or as better than those offered by other organizations.
- Partner with TIAA-CREF?
- Insurance options (health and liability) are attractive more to independent and small business practitioners. It will be necessary to do research to find out if it makes sense to try to offer them.

## **8. Other recommendations and comments.**

- Examine services provided by parallel organizations of professionals hired outside of academia, such as psychologists and engineers.
- Capture and disperse knowledge and experience of applied anthropologists, including those in the “outer fringe.”
- Do something about the grey literature and its availability on-line.
- Assistance in being able to retire and still keep in touch.
- Contribute to discussion on reconciling historic preservation, human values, and institutional requirements and mandates.
- Important question: can AAA be all things to all people. Must pick and choose carefully.
- Establish two division to address the needs of (1) sole practitioners, including independent consultants and small business owners and (2) employees of larger organizations as well as independent research centers in academia with services identified for each of these two groups. AAA must segment its membership services to provide quality services to the right groups.
- Develop long-range plan to show how anthropology could be useful in resource development on global, national, and local levels.
- ACRA (American Cultural Resources Association) should be approached for models for workshops, lobbying, etc. Check website.
- There is a perception of academic bias in the AAA against PAs. Some truth to this, but overstated. Greater visibility of the products of PAs may be meaningful and helpful, through a new journal, newsletter, or website. At the same time, it would be regrettable to see the AAA meeting turned into a trade fair.
- Both groups (individuals and organizations) spoke to the issue of academic elitism, and the idea that applied and non-academic work is somehow less valuable than holding a teaching position. Many of the existing AAA services, benefits, and programs could be revised to address this issue.
- AAA may be considered expensive, but it is far less expensive than many organizations.
- Develop distinct lists of services, etc. for distinct constituencies including self-employed PAs and those employed by large organizations.

- Adding an applied anthropology journal would duplicate and compete for an audience and authors with existing section publications as well as with HO.
- Small regional conferences? Do we really need more local meetings? Those already exist in many cases. Perhaps AAA could get involved with local meetings and organizations in other ways. I do not think more regional meetings will provide any benefit.
- Insurance? Should AAA be in the insurance business? I'm not so sure and it really only services those who do not have good coverage already.
- Is there a retreat for the academic bridge-makers between the worlds of practice and academia? Has there been one? Is suggesting there might be.
- I would be very cautious about new journals or publications; they are hard to maintain and costly.
- Overall, I think it would be an enormous challenge for AAA to do more for practitioners without some consequence for its academic-based members. AAA needs to decide who its primary constituency is and make sure that it provides quality services to those. It cannot be all things to all people.
- *Some of the respondents suggested AAA group insurance. I'm skeptical of that; I suspect that if offered, relatively low proportions of members would take advantage of it. I also worry about the expense for the AAA, as well as its potential to distract the AAA from its core mission.*
- *Insurance and career development or training or continuing education. I doubt that those are worth the effort.*
- ***Can the PAWG committee provide a synthesis [from the detailed reports]? Likewise, what are the major prioritized recommendations that can be derived from the data? I suggest that PAWG include an Executive Summary in the PAWG report before submitting it to the AAA.***