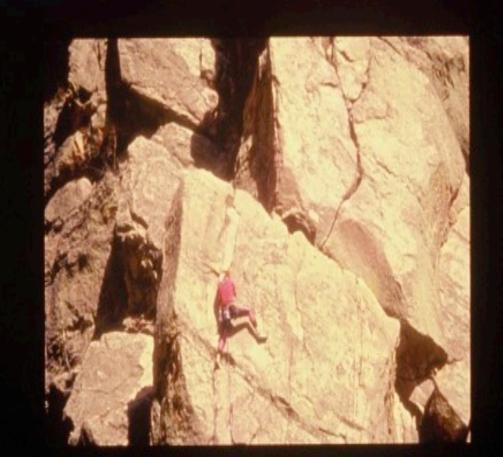
SfAA Oral History

Nudging and being nudged by a volunteer, professional association

The Presidency of Theodore Downing and his Officers 1985-1987

Directions of a Presidency

- Professional experience
- Historical circumstances
- Mix of people and resources (or lack thereof)



- An SfAA President can - at best - only nudge a professional organization.
- In the processes, the organization nudges back.



SJAA Leaaersnip 1985-198/

- Sue-Ellen Jacobs, Past President
- Erve Chambers, President Elect
- Thomas May, Treasurer
- Gilbert Kushner, Secretary
- Program Chairs
 John Young (Reno)
 Salomon Nahmad & Demitri Shimkin
 (Oaxaca)

SfAA Leadership 1985-1987

• Executive Committee • Editors

Eleanor Bauwens, Anthony DiBella, Kirk Gray, John Peterson, Kathy Molohon, Jean Schensul, Gretchen E. Schaft, and Harry Wolcott

Membership
 Committee

Marilyn Poland

Human Organization

John Poggie

Practicing

Anthropology

Erve Chambers

Benita Howell

Downing's Service to SfAA

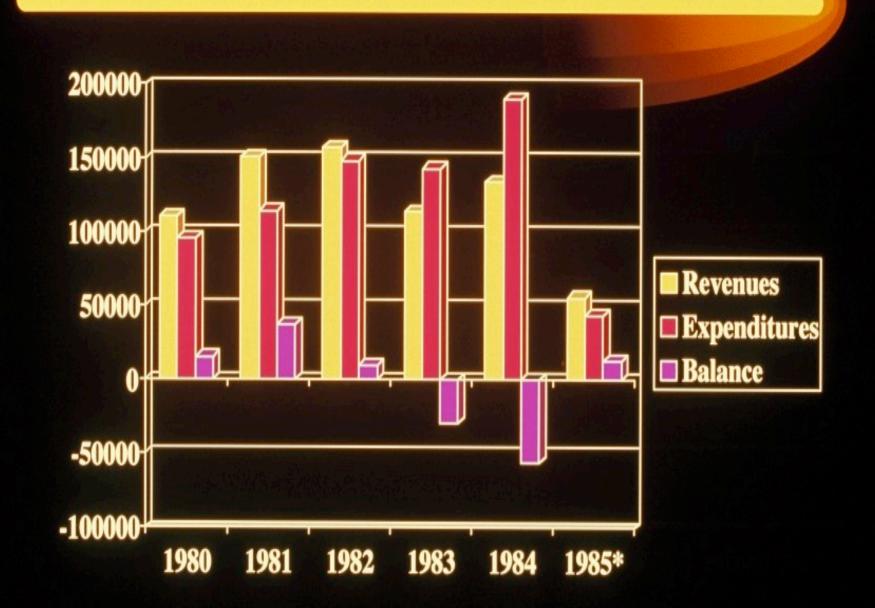
- Tucson meeting program chair, 1973
- First Malinowski Award Committee, 1973
- Chair, Social Impact of Environmental Modification Committee, 1974-75
- Liaison to other professional organizations concerned with social impact, 1975-1976
- Nominations and election committee, 1977
- Executive Committee 1978-82, and 1984-1988
- President, 1985-1987
- Chair, International Standards Committee 1997-present

The Crisis of '85

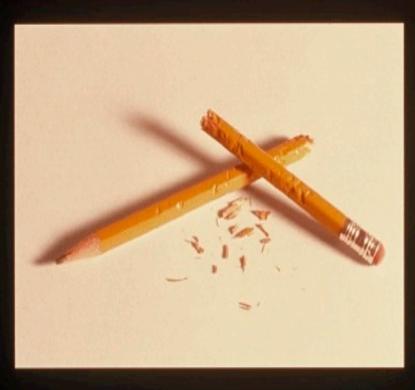
- Attempted hostile takeover of the SfAA by the AAA
- Bergman and
 Associates "fixed price plus"
 management contract

- Financial hemorrhaging
- Two financially unsuccessful annual meetings

SfAA Balance Sheet 1980-1985



Endemic problems



- Finances
- Membership
- Voluntarism
- Weak organizational culture
- Diverse membership and interests
- Identity
- Struggle to accept international leadership role

Common Intellectual Heritage

- Human organizations may cause human problems AND human organization may solve human problems.
- Strong commitment to procedural human rights (transparency, participation, respecting group self-determination)
- Analog thinking: solutions used to resolve one problem may be creatively transferred solve another problem
- Massive cookbook of possible solutions to which our members continue to add innovative recipes

Heritage

- Moral obligation to the ancestors
- In a field whose focus is the ingenuity of human organizations, caring for one of your own has special, almost sacred significance

Structural changes 1985-87

- Downsizing
- Institutionalize responsible fiscal management
- Codify our corporate culture
- Linking Society to emerging applied training institutions
- Provide our membership with an intellectual stimulating and "fun" meetings
- Focus on international affairs, human rights, traditional ties to Mexican applied tradition

Downsizing

- Terminated
 Bergman and
 Associates
 agreement
- Moved business office to Oklahoma City



Fiscal Management



Increase Revenues

- Annual meetings become profit centers
- Reestablish long range financial goals
- Obtain two year reserve objective
- Establish Sustaining Fellows
- Membership drives

Fiscal Management_



<u>DECREASE</u> <u>EXPENDITURES</u>

- Reduced perks to SfAA officers
- Renegotiated publication costs of HO
- Renegotiated HO production costs
- Decrease costs of business office

Corporate

Culture

- Established a permanent SfAA archivist
- Develop and approve first Policy and Procedures
 Manual
- Initiated training of new officers at annual meetings
 - Introduce symbols
 (Jacobian Mallet,
 Bell Ringer Awards)

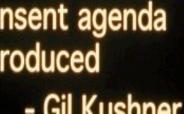
Program highlights

- Workshops guidelines
- Intervention in release of Darrel Posey and Kaipo arrested in Brasil
- CIESAS founded in Oaxaca during annual meeting

- International recognition of recently freed member, Salomon Nahmad
- First President's forum on human rights
- Linkages to training programs

Kindred Spirits in that Time

- Electronic communications explored - Jim Dow
- COSIGA's demise
 - Anthony DiBella
- Workshops formalized
 - John Peterson
- Effective membership campaigns
 - Marilyn Poland
- Consent agenda introduced





Personal Perspective

PAREDES ON DOWNING

"A practicing anthropologist who practices anthropology on practicing anthropologists"

Lessons Learned

- The life force of the SfAA, as an organization, comes from the personal sacrifices and energy of its volunteer members
- when we say "the society must" you actually mean "we and usually I - must"