

CAREER DEVELOPMENT

Beyond the Anthropology Programs

DEBORAH WINSLOW
NSF CULTURAL ANTHROPOLOGY PROGRAM

Our two new program directors have settled in. Joanna Lambert (U Wisconsin, jlambert@nsf.gov) has taken over the physical anthropology program and Don Grayson (U Washington, dgrayson@nsf.gov) is holding down the archaeology program for this fall, while John Yellen pursues fieldwork in Africa (and welcomes Nora, his first grandchild, in Massachusetts).

For my part, I am thrilled that the number of proposals submitted to the cultural anthropology program are rising. For the August 2005 target date, we received only 26 senior proposals for review. But this past August, we had 44 plus another 11 that we are co-reviewing with other programs. Similarly, the dissertation proposals have increased from 60 in August 2005 to 108 in August 2007. There are always more submissions in the spring (double for dissertation proposals!), so this looks to be a bumper year. I will do everything I can to sustain our success rate of 25%.

Looking back over the past year, I am pleased to see that anthropologists have applied to and been successful in a wide range of National Science Foundation (NSF) programs. This happens regularly. Anyone looking for research

funding at NSF is well advised to explore opportunities throughout the foundation. If you would like suggestions, call or email me. I am happy to talk about your project with you and help determine where it might find a good reception.

Some anthropologists find support in our sister programs. For example, NSF has just awarded \$246,613 to Vanderbilt University for Norbert Ross's research, "Language and Conceptual Development: Role of Language Differences and Bilingualism in the Development of Spatial Concepts among Tzotzil Maya and Spanish Speaking Adults and Children." Ross's award came from the linguistics program, with co-funding from developmental and learning sciences and cultural anthropology.

GATEWAY TO NSF

Similarly, Lauren Heidbrink and Hester Betlem, anthropology graduate students at John Hopkins, secured \$12,000 dissertation improvement awards from the law and social science program. Heidbrink's research, "Impossible Subjects: Unaccompanied Guatemalan Youth," is supervised by Pamela Reynolds, whereas Betlem, whose project is "A Pedagogy of Dignity: The Making of Juridical Subjects among

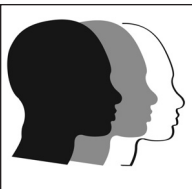
'Ritual Prostitutes' in South India," is advised by Deborah Poole.

Other anthropologists have had success with new opportunities. Christopher McCarty (U Florida) headed a team that submitted a proposal to the new science and innovation policy program, run out of the main office of the Social, Behavioral and Economic Sciences Directorate (SBE). McCarty and his colleagues, Nadita Basu and James Jawitz, secured an award to Florida of \$355,993 for their research, "Social Network Analysis of the Collaborative Interaction of Scientists in Academic and Non-Academic Settings."

One of the largest single awards made to an anthropologist this past fiscal year to support anthropological research went to University of Arizona for research headed by J Stephen Lansing. For several years now, SBE has run competitions in the Human Social Dynamics (HSD) priority area (a priority area is a temporary funding initiative). This year, HSD had a special Type 2 competition that allowed budgets of up to \$1.25 million.

Lansing and his team of Michael Hammer, Tatiana Karafet and Joseph Watkins received \$1,247,928 to continue their research in Indonesia. That project is entitled "Anthropological Modeling of Social Structure, Genetics, and Language Speciation in Indonesia." Lansing also was successful with a \$75,000 proposal to NSF's Informal Education Program in the Education and Human Resources Directorate to produce a film about their findings.

These are just a few examples. Explore the NSF website and you will find dozens of others. Contact the program directors to discuss your work. If you need help, do not hesitate to give me a call at 703/292-7315, send me an email at dwinslow@nsf.gov or stop by the NSF booth in the AAA book exhibit. Joanna Lambert, Don Grayson and I all expect to be there and we would love to talk with you. ☺



PROFILES IN PRACTICE

On the recommendation of the Practicing Anthropology Work Group, in March 2007 AN launched a series of Practitioner Profiles to illustrate the work that practicing anthropologists currently do.

Coming of Age in Corporations

SHIRLEY FISKE
PROFILES IN PRACTICE CONTRIBUTING EDITOR

Today Intel employs over 40 social scientists, the majority of whom are anthropologists. This makes Intel one of the largest employers of anthropologists outside of academia, along with several government agencies such as US Centers for Disease Control, profiled in the September AN. Shirley Fiske interviewed Ken in Portland, OR, by phone on August 28, 2007.

How did you end up at the giant tech firm, Intel?

Ken conducted his postgraduate work at Brown

University and funded his way through graduate school by getting grants from General Electric, NEA, IBM and Apple, most of which allowed him to look at the effects of personal computers on education and people's lives.

"I sort of funded my way through grad school looking at computers. The interesting thing of course was that it was considered inappropriate for a dissertation study; it was considered way outside of my department's purview of anthropology." Although Ken did traditional dissertation research in the Azores, his job search led him and his wife, Anne McClard, also an anthropologist, to the technology sector—Apple, USWest (now QWEST), Mediaone, AT&T and ultimately Intel.

What do you and other anthropologists do at Intel?

Along with four other anthropologists, Ken is part of the People and Practices Research (PaPR) group, which also includes psychologists, designers and engineers who do exploratory research at the front end to inform corporate strategy for technology. Ken does ethnographic research on transnationals, mobility and temporality, among other topics. Other anthropologists in PaPR are looking at people's understandings of exchange, gender and technology, patterns of community adoption of technology or people's relationships with technology infrastructures.

In addition to the research arm, groups of anthropologists work in three of the four product groups and Intel's own internal IT research group—

Ken Anderson

Title: Senior Researcher, People and Practices Research Lab, Intel Research, Intel Corporation, Beaverton, OR

Salary: Individualized compensation packages based on education, past experience and geographic location of employment. Compensation packages include stock options, individual bonuses, group bonuses and corporate bonuses, which at some pay levels can be 150% and more of salary base.



Ken Anderson doing ethnographic fieldwork on temporality near Salvador da Bahia, Brazil, February 2006. Photo courtesy Rogerio de Paula

Digital Home, Digital Health, Intel's Information Technology's Research Group and Intel's Emerging Markets Platform Group—which are more vertically integrated with Intel's products. One project in the Digital Health Group is looking at families coping with Alzheimer's disease and their needs for and use of electronic aids and support systems. Others are designing electronic systems for health care information management.

You mentioned that for five years after you arrived, it was pretty quiet at Intel but that it has changed dramatically in the last two years. What happened?

"Two years ago, the company came to the realization that if they were to become more than a silicon company and be competitive, we had to understand people. And one way to do that would be through ethnographic fieldwork and an anthropological perspective." The switch came in 2005, "from a series of presentations to senior management on ethnography." Intel went from a handful of anthropologists "hacking away, and getting a little attention here and there," to over 40 anthropologists, sociologists and psychologists, but no economists.

So the success story is the acceptance and validation of ethnographic insight and anthropological theory?

It is bigger than that. "For us at Intel, the success is moving from a group of 12 people [in PaPR] whose work is accepted to one with over 40 people doing our kind of work as crucial to the corporation. Moving from a small group in the labs, expanding into three of the product

groups and actually being the foundation of one of the new product groups (Digital Health)."

"Another early success was in discovering the Rest of the World (ROW). This is going to sound funny—but in 2001 when I came to Intel, we hadn't realized the significance of emerging areas like China, India, Brazil and Russia or anywhere outside the US and key countries in Europe. Our group was fundamental in helping realize the importance of places outside the US. That was turned into some of the activities that are now happening in the Emerging Markets group. Again, what we did was change the corporate conversation. ... "

What is a concrete example of that? How did that get turned into products?

"I think the realization that those were markets was the fundamental shift, and then one of the products that's come out of that is the ClassMate PC. Which is really saying that there's a huge gap in education around the world, between the number of computers and the number of students, and if there's any place that can use computers, it's really classroom environments. The ethnographers worked to discover the gap and so came up with a new kind of PC that would work for students, one that's relatively low cost, to use at home and in the school, with great connectivity. It's so important. Connecting all kids (regardless of income) to the Internet is a good thing."

"Reporters often ask about products ethnographers have helped create but I think this is missing the point. The assumption is that products are the most important part of a company. Something like helping set corporate strategy or starting a whole division set in play a whole set of products, which may or may not involve anthropologists directly—it is like the difference between designing a course, opening a new department and designing a curriculum."

Commuting Across Borders

When I spoke with Ken, he had just returned from two weeks in China to study Chinese "shuttle traders" who shuttle back and forth on different time schedules between Russia and China, with different goods. "Some of them are there six months, some are six weeks. They'll purchase goods, something like clothing primarily—and they'll buy them cheap, make deals with the factory and then go over to the Russian side and sell them for six months. Set up booths or shops, during the winter. When the summer comes, they go back to China. Most of them sell to wholesalers there. It's like any normal job—they just commute to work on a little different schedule. So it's a different kind of temporality, a different kind of pace to it."

Sounds like you have a great deal of flexibility to investigate just about anything—an ethnographer's paradise. Are there constraints on what you can study?

"Well, I'm studying mobility and temporality so you must know there's no constraints," Ken joked, although he made the point that their research has to be "corporate-relative."

"We do have a review process—it's like a grant proposal. We write a grant proposal to the executive senior panel for Intel research, and they give you a thumbs up or thumbs down. The projects last for about three years, which is an advantage because you can work on something for a long time and you can give it some decent thought."

Ken characterized the research of PaPR as "really wide-open," whereas the research of the product groups tends to be circumscribed on a more limited set of topics or timetables.

What intrigues you about working at Intel?

"I think we are constantly innovating how we do ethnography. For example, we've started to use ethnographers who are born, raised and trained in a different geographies than the US. We now have native ethnographers living and working in places Brazil, China, Egypt, India and the UK. ... We work with them in-country and they work with us here.

It's kind of like De Toqueville when he came to look at America—we get a different perspective on us—more of a collaborative perspective. I work with a lot with Brazilians, and it works out well because they see things that I don't and I see things that they don't. ... "

Thick Connectivity With the Academy

A hallmark of Intel's behavior is the permeability of its research with the work of academic researchers. Intel's grant program includes anthropology and sociology. "We probably give out five new grants a year; these are three-year grants. We've had a lot of luck with the Europeans, more than Americans, just because that's who applies."

PaPR offers visiting faculty positions, and researchers reach out and work jointly with faculty on an ongoing basis. Currently PaPR has significant engagements with the University of California, Irvine and Goldsmiths College. Graduate students are sought after for an active intern program—5–10 openings for anthropologists a year—and as postgraduate researchers.

What can AAA do?

Ken and other anthropologists at Intel are active in AAA, National Association for the Practice of Anthropology (NAPA) and Society for Applied Anthropology meetings and executive boards, and have forged a model relationship with AAA in many ways. The Ethnographic Praxis in Industry Conference (EPIC) program has been developed under the leadership of Ken and anthropologist Tracey Lovejoy at Microsoft.

Cosponsored by AAA, Intel, Microsoft, NAPA, IBM, R&D, Blue Zebu Consulting, Pittney Bowes, HBL and Pacific Ethnography, EPIC is a model for successful partnering between NAPA and AAA with nonacademic groups to offer off-site professional development and support opportunities that are likely to enlarge the practical and theoretical boundaries of ethnographic research. Intel sponsors a table at the Employers Expo at the AAA Annual Meeting and he urges people to stop by, meet him and get to know Intel. ☐

