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Register now for ACRA's 17th Annual Conference in St. Charles, Missouri, September 8-10, 2011. You can't afford to miss it!

ACRA's Mission

"...to promote the professional, ethical, and business practices of the cultural resources consulting industry."

ACRA's Vision

ACRA: The voice of cultural resources management

ACRA's Values

- Integrity
- Professionalism
- Collaboration
- Leadership
- Success

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THE PRESIDENT'S CORNER

By Lucy B. Wayne

Change. Spring is a season of change. For many of us it is time to get ready for the summer field season. For those who work in the field year round, it is marked by the flood of resumes from students looking for summer jobs. For all of us, I hope it is a time of economic improvement after a rough several years. The most recent CRM economic survey indicates that there may be some slight improvement, at least in some sectors and in some regions of the country (see the short summary article in this issue of the newsletter and the full report on the ACRA website).

Change is an interesting word. Like many words in the English language, it can have several meanings. The dictionary on my bookshelf devotes half a column to the word in its various forms (both noun and verb). It can be an alteration, a replacement of one thing with another, the money given when cash is paid greater than the amount known, a transfer of location, a different or extra set of clothes, and the politician's favorite: "something of the same kind, but new or fresh." It shows up in lots of sayings: change is inevitable, change is constant, and change is a good thing (well, sometimes at least), etc. President Obama used the term constantly in his campaign, although it is probably debatable whether there is any such thing as real change in politics.

So why am I pondering change? The answer is partly a result of the spring board meeting, partly working with a new government affairs consultant, and partly the aftereffects of dealing with politics during CRM Day in April. Change is a form of growth, and ACRA has always tried to grow and adapt to the changing world of CRM. We began as a small group of companies that united to provide an organization in which we could address the business needs of our industry as well as the world of cultural resource



management (CRM) in which we function. We have grown over time (perhaps not as much as we would like), and companies have come and gone, and sometimes come again. We began with an executive director who was one of our own (Tom Wheaton of

New South Associates), and when he retired, transitioned briefly to having the management run through the then-president's firm. Now we have a professional management organization. While there are still things we are learning about dealing with each other, this is one change that has helped ACRA in many ways.

We also began with a large board of directors, consisting of seven people from each of the three ACRA size categories, plus five officers. I have always assumed that the large size was designed to provide as much opportunity as possible for our members to be directly involved in running ACRA. It has worked, but it is unwieldy. It does serve us well in terms of staffing and chairing our numerous committees and task forces (all board members are required to serve on at least one of those). But few organizations have such a large board. It is often difficult to find enough candidates to fill empty slots. It can result in sometimes long and drawn-out board meetings. It requires a large space to even hold a meeting, and conference call meetings make it difficult for all of the members to be heard on a given subject. When we hired our management firm,

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one of their first recommendations was that we reduce the size of our board. At the March board meeting, the Strategic Planning Committee made the same recommendation, which was approved by the board. So in the next few years, you will see the board size shrink by almost half. We think this will result in a leaner, better-run management entity. However, it will require the members at large to step up to staff and chair those numerous committees.

Another big change coming up involves how we communicate. For most of our history, we have supported two mailing lists, MembersOnly and ACRA-L. MembersOnly - as is obvious from the name - is designed to be a private list for the use of ACRA member firms. Any employee of an ACRA member firm can be given access to the list by their employer. Access should not be given to nonmembers, particularly from academia and the various government agencies. MembersOnly is a forum where we are supposed to be free to criticize those entities at times - something you really can't be comfortable doing if they are reading the emails. It is also the forum we use to exchange information among ourselves - information we don't necessarily want our nonmember competitors to see. Unfortunately, we have recently found that some nonmembers have gotten access to MembersOnly. Predictably, they haven't always liked what they read!

Then there is ACRA-L. Anyone can join ACRA-L. There is no vetting process. You simply submit an email address to be included. What is posted is not monitored prior to going out to the list. Since it is our list, we can remove postings and their senders if we wish, and we do occasionally. There are probably 1,000 people at any one time using ACRA-L. While it does sometimes provide interesting discussions on our industry, it also gets used as a place for job postings, job hunters, book advertisements, surveys, and often competition from government-supported or -subsidized entities practicing CRM. ACRA-L is a source of

constant complaints by ACRA members to the president of ACRA, and has been for years. HQ pointed out at the March board meeting that we are providing a free forum for things we should be charging for - like advertisements, job postings, etc.- as well as free space for tax-payer-supported competition. The list also tends to be dominated by a small group of people who are not necessarily our members.

Well, change is coming here too. Within the next few months, once the board provides feedback to HQ, look for new communication forms for ACRA. Hopefully the new system will solve the problems of both MembersOnly and ACRA-L.

Change comes to other organizations as well. Dr. Julia King, the first archaeologist to serve on the Advisory Council on Historic Preservation (ACHP), will be stepping down soon due to term limits. The ACHP had previously urged ACRA to get involved in identifying another archaeologist as a potential replacement for Julie. After much discussion at the board meeting and among the executive committee, I sent a letter on behalf of ACRA recommending that the replacement be an archaeologist from the CRM industry, because we are the ones who know and understand the regulations, and we are the ones who do most of the compliance archaeology in the country. ACRA will also provide individually tailored support letters for selected candidates who seek such support. In addition, we sent Julie a list of people we felt would qualify and who might be interested. Stay tuned to see what happens next.

There is one other change that is very much on my mind these days, as I have a birthday coming up in a few weeks. Our workforce also is changing. Many of us who began ACRA are reaching retirement age. Companies are merging, closing, or transitioning to another generation of managers. A special article by Andrew and Donald Weir of CCRG, Inc., in this issue presents a firsthand perspective on succession planning. Last year, the board decided that we needed

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to acknowledge the contributions that some of our retiring industry members have made. As a result, we established a category of life membership to be granted at the discretion of the board to CRM industry people who are retiring from active CRM consulting and who have made major contributions to either ACRA or our industry. As you may remember, the first two people selected for the new life memberships were Loretta Lautzenheiser of Coastal Carolina Research and Tom Wheaton of New South Associates. Both have retired and both contributed significantly to ACRA, Tom as founding father and executive director for 10 years, Loretta as a multi-term board member and past president. This March, the board selected two additional life members, Dan Roberts of John Milner and Associates, and Nellie Longworth, former ACRA Government Affairs Consultant. Dan retired at the end of 2010, and has made major contributions to our industry over the years. Nellie will probably never really retire, but she is no longer our Government Affairs Consultant after many years of excellent service, so we felt it was appropriate to include her in this category. All four individuals will officially receive their life

memberships at the ACRA conference in September in St. Charles, Missouri. Please join us there to celebrate their accomplishments and have the opportunity to personally visit with them during the conference.

Please enjoy this newsletter, which includes a variety of informative articles and features, including updates on the 2011 annual meeting and reports on our annual CRM Day on Capitol Hill. I would again like to thank the member firm representatives who participated in CRM Day for giving us their time and efforts to take ACRA's messages to the Hill. And thanks to ACRA's Government Affairs Consultant Donald Craib and his colleagues at Cultural Heritage Partners, LLC, for a good job of organizing the day. I would also be remiss if I didn't thank ACRA Board Member Lawrence Alexander of Alexander Archaeological Consultants for serving as local host for the spring board meeting in Chattanooga, Tennessee. The meeting was held at the National Register-listed Sheraton Read House Hotel, and despite the somewhat inclement weather, several board members attended a post-meeting tour of Lookout Mountain that Lawrence had graciously arranged.



ACRA officers, board members, and staff at the spring board meeting.



Discussion at the spring board meeting. From left, board members Lawrence Alexander and Ellen Marlatt and ACRA Government Affairs Consultant Donald Craib.



The historic Sheraton Read House Hotel, Chattanooga, Tennessee.

A MESSAGE FROM THE EXECUTIVE DIRECTOR

IT'S ALMOST OFFICIALLY SUMMER AT ACRA HEADQUARTERS

By CJ Summers, Executive Director



At ACRA HQ, we have been busy with membership dues, the new partnership program, the membership drive and preparation for the 17th Annual Meeting. Here is a quick update on some of our recent activities.

17th Annual Meeting Preparation

I have been working with the Conference Committee as we prepare for the annual meeting, to be held in St. Charles, Missouri, at the Ameristar Casino, Resort, and Spa from September 8 to 10, 2011. The committee is preparing great educational sessions and fun social gatherings. Refer to the website for all pertinent meeting information. The ACRA website is your best source for information on hotel accommodations and transportation and for up-to-date news about the meeting. The webpage also has your registration forms. Bookmark the page and check back regularly for the latest information.

Early Bird registration for members is only \$395 for first registrants and \$350 for all subsequent registrants. This will include all program sessions, breaks, continental breakfasts, a Mardi Gras-themed welcome reception and dinner on Thursday evening, a St. Louis-style awards luncheon on Friday, and a fabulous dinner event at the Historic Daniel Boone

Home on Saturday evening. (See 2011 Conference Chair Steve Dasovich's article for the exciting specifics.)

New this year, we are offering a special combination rate for those of you interested in attending both the workshop and the meeting. (See the article on the workshop later in this issue.)

ACRA negotiated a favorable room rate of \$155 per night at Ameristar that includes a free airport shuttle, free in-room Internet, and free parking. All rooms are gorgeous, well-appointed suites. You will fly into Lambert-St. Louis International Airport, so you are sure to find low and competitive airfares.

The 2011 schedule is packed with business, education, and fun. The ACRA Annual Meeting is where the industry will gather in September 2011. You will want to be there! Registration is already open.

Membership Dues

Thank you to 144 members who renewed or started their membership with ACRA for 2011. And welcome to the 8 new members of ACRA. We are so glad to have you as a part of our association.

All new companies who join ACRA in 2011 will receive 50% off their membership dues for the first year! This is a great opportunity for you to encourage your peers to join ACRA. If you have any friends or firms that should be members of ACRA, this is the year to join.

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Summer Board of Directors Meeting

The summer ACRA Board of Directors meeting was held on June 2. Highlights of that meeting will be reported in the next issue of the newsletter, due out the first week of August.

New ACRA Partnership Program

ACRA has unveiled a unique and exclusive Partnership Program! It's designed for organizations to increase their image and profile within the association and overall industry. It is an opportunity to gain outstanding exposure and at the same time show your support for ACRA. By becoming an ACRA Partner, your company will be recognized as a major supporter of ACRA and our industry. There are four levels of partnership: Diamond, Gold, Silver, and Bronze. The ACRA Partnership Program involves all of ACRA's activities, including our industry calendar, website exposure and linkage, as well as member communications. ACRA Partners will have exclusive opportunities for exposure by participating in the 2011 annual meeting in St. Charles, Missouri.

The ACRA Board of Directors thanks you personally for your past support and participation and looks forward to the continuation of our mutual relationship in 2011. ACRA has bold plans and an optimistic view of the future. Be a part of it! Please contact me directly if you have questions about the

Partnership Program.

Save the Date: ACRA 18th Annual Meeting
ACRA is pleased to announce that the 18th Annual Meeting will be held in Seattle, Washington, September 6 through 9, 2012. The meeting will be held at the fabulous Fairmont Olympic Hotel. Go to www.fairmont.com/seattle to check it out. If you have any questions or thoughts about the event, please contact Conference Committee Chair Joan Deming or 2012 Conference Chair, Brent Hicks.

ACRA Monthly Member Update

We continue to send out monthly updates on the 15th of each month. This forum provides you with an overview of ACRA's previous month's activities, plans for upcoming events, and other information of value to share with fellow cultural resource companies. Please look for this "Monthly Update" in your inbox on the 15th of every month. If there is anything specific you would like to see in this update, please email Ally at ACRA HQ. This update is for *you*, the ACRA member.

We are *your* ACRA Headquarters. If we can be of any assistance to you throughout the year, please contact Association Coordinator Allyson Paul at (410) 933-3456, or via email, ally@clemonsmgmt.com. Or you can contact me directly at cjsummers@clemonsmgmt.com.

ACRA CRM DAY 2011

By Jeanne A. Ward, Vice President for Government Relations

ACRA members met with their representative on Wednesday, April 14, 2011, as part of ACRA's on-going effort to ensure that we remain "the voice of cultural resources management." Our new Government Affairs Consultant Donald Craib and his partners at Cultural Heritage Partners, LLC, Greg and Marion Werkheiser, and intern Alana Smith did an amazing job of arranging meeting with senators, congressmen, and their staffs. In general, most attendees met with someone in both senatorial offices as well as their personal house member. ACRA members with offices in more than one state were also able to meet with legislators representing the other state(s).

As we all know, those working on Capitol Hill have been very distracted by the recent and on-going budget battles. On this day, our message was that CRM and, by extension historic preservation, means jobs. We put adjectives and nouns in our sentences - historic sites, architectural history, archaeology, heritage tourism, historic preservation, jobs, employment - and educated or reminded the folks to whom we spoke about what CRM is, the Section 106 process, the expertise of ACRA member firms in helping project proponents meet their obligations, specific projects in their districts, and 5K races (connections are important).



ACRA Board Member Joe Joseph multitasking during CRM Day.



ACRA Government Affairs Consultant Donald Craib introducing a former congressional staffer during the participant-briefing session held the night before CRM Day.

The reaction of participants has been very positive. The legislative aids I spoke with were knowledgeable, supportive, and happy that we weren't asking for money (except SHPO funding). Thanks go to Wade Catts (John Milner Associates, Inc.), Charissa Durst (Hardlines Design Company), Donn Grenda and Michael Heilen (Statistical Research, Inc.), Joe Joseph (New South Associates, Inc.), Ellen Marlett (Independent Archaeological Consulting, L.L.C.), Cinder Miller (Gray & Pape, Inc.), Tom Motsinger (PaleoWest Archaeology), Kim Redman (Alpine Archaeological Consultants Inc.), Al Tonetti (ASC Group, Inc.), Lucy Wayne (SouthArc, Inc.), and Donald Weir (CCRG, Inc.).

HOW I MADE A DIFFERENCE ON ACRA CRM DAY 2011

By Cinder Miller, ACRA Secretary

On CRM Day, I made a difference. I decided to write down my thoughts while traveling home from Washington while they were fresh in my mind. While it is my goal to make a difference when I cross the threshold at work every day, it is often difficult to achieve this goal on a daily basis. Visiting Capitol Hill helps to place all of the minutia that we face in a typical office setting in perspective.

ACRA CRM day takes a lot of planning. First, the ACRA Vice President for Government Relations has the unenviable task of convincing members, many of whom are having a tough year, yet again, that they need to come to the event and meet with their legislators. Second, each person has to register for the event. Third, we have to PAY for our tickets and hotel rooms. Fourth, we have to give up at least one day, closer to two or even three when you include travel, of billable time that our firms cannot recoup. Finally, we have to meet with people that we don't know, have few connections with, and who might not be sympathetic to our cause. This year, we arrived on the day that Congress passed the much-disputed appropriations bill. It seemed an inauspicious day to ask for money or anything else.

These problems aside, from my perspective, the 2011 message from ACRA to our legislators of "Historic preservation means jobs," was well received. This message was delivered by about a dozen ACRA members from across the country. Our group met on Tuesday night for a briefing by our consultants. We had the opportunity to roll play a meeting or, watch a fellow ACRA member struggle through the roll play (thanks, Jeannel!), we were provided with detailed schedules for

our meetings, and we were asked to show up on time and deliver our message as clearly as possible. We all had the chance to review our themes and practice a little that night.

Until this spring, I did not understand why attending CRM day was important. Each of us is a single vote; we are small fish in a very large pond. Could we really make a difference? In addition, as there are many ACRA firms, surely someone else could cover this responsibility for me. As I went through the process, I realized how important I was. As Woody Allen says, "Ninety percent of life is just showing up." Nowhere is this more evident than in Washington, D.C. Meeting with legislators is all about making personal connections. While ACRA is a national organization, our Congress is composed of people who represent individual constituencies. The first question one addresses in each meeting is where do you live and work and how many, in my case Ohioans, do I employ. My senators and representatives think it is nice that I have employees in other states, but they really like the fact that Gray & Pape, Inc., is an OHIO company. They are from OHIO. They represent OHIO. They are interested in people from OHIO. I am sure my point is made. It was FANTASTIC that three of us from OHIO were present when meeting with our senators' staffers. We could talk easily about the importance of our industry to the whole state. The message that historic preservation provides hundreds of jobs in the state of OHIO was VERY well received. But I can't speak for any other state except Ohio. We do have offices in

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other states, and while I can visit those senators and representatives, and they will probably take a meeting, it is much more effective for one of their constituents to visit.

By showing up last week, I had a face-to-face meeting with the representative for my district, Jean Schmidt. It's not every day that one has a meeting with one's representative, and I was a little nervous. Jean Schmidt is a fiscal and social conservative, and everyone just got their budgets trimmed. I arrived at her office and was immediately engaged. She was very excited to hear about the people that we employ in her district and the projects that we have helped to complete in her district. We spoke for precisely 8 minutes. As I was packing up to leave, I asked her to

sign my running shirt (my representative is an avid marathoner, and I knew she was running in the same marathon that I'm training for). She was thrilled to sign, wished me luck, and then spoke with me for another 10 minutes. As I left she said, "Cinder, it was good to meet you, good luck in the marathon, thanks for bringing me your message about the importance of historic preservation in my district. I will have you in mind in FY 2012." She remembered my name, she made a personal connection, and most important, she remembered my message! I left to hop on a plane, knowing that this simple 18-minute meeting really could make a difference next year. It was a good feeling and one I hope many of you will join me in replicating next year.



The Gray & Pape "Divas" relay team that ran in the Cincinnati Flying Pig Marathon, with Cinder as team captain.

ACRA SURVEY SHOWS OUTLOOK ON ECONOMY IS STILL GRIM

By Nurit Finn, Chair, Salary Survey/CRM Survey Committee

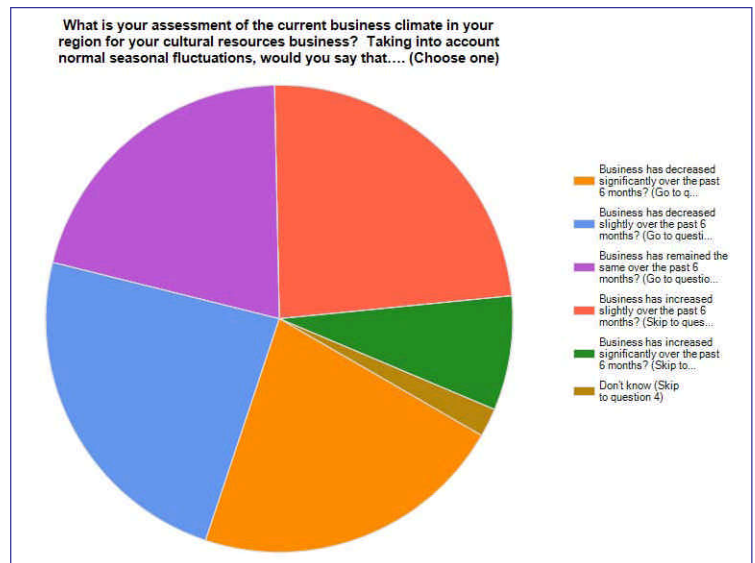
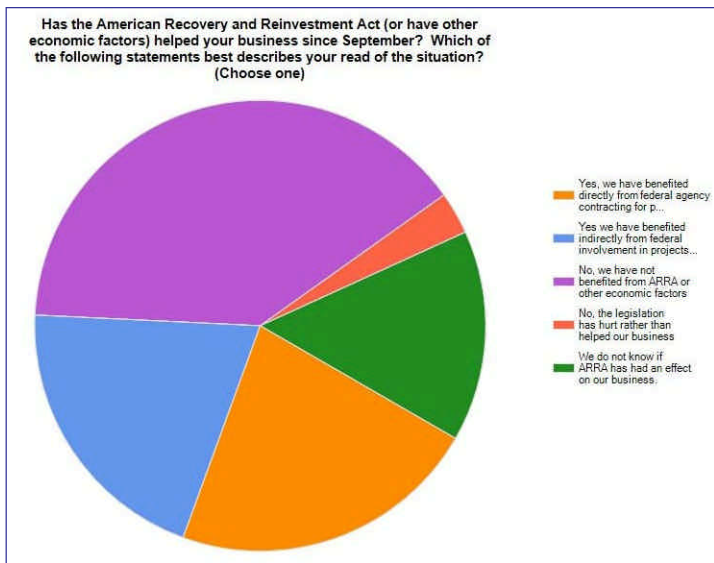
ACRA's results from the latest survey on the effects of the economy are just in. The study shows that, in general, cultural resources firms are still struggling in the economic downturn.

This is the fifth consecutive survey conducted in six-month intervals since March of 2009, shortly after the passage of the American Recovery and Reinvestment Act (ARRA).

The most recent survey included 101 respondents, 68% of whom are affiliated with ACRA member firms. Participants represent firms varying from small to large, with locations well distributed across the United States. The survey was completed by participants over the Internet.

Some tables and graphs illustrating the results of this survey are presented here. A more complete report is available on the ACRA website.

The survey results indicate that many cultural resources firms are still struggling in today's economic climate. Forty-six percent of the respondents said that their business has decreased over the last six months, with 22% percent saying it had decreased significantly and 24% indicating it had decreased slightly. This proportion is higher than the last survey six months ago, when 40% stated that business had decreased at that time. For those who have experienced a decrease, over one-fifth report declines of up to 50% in this most-recent survey.



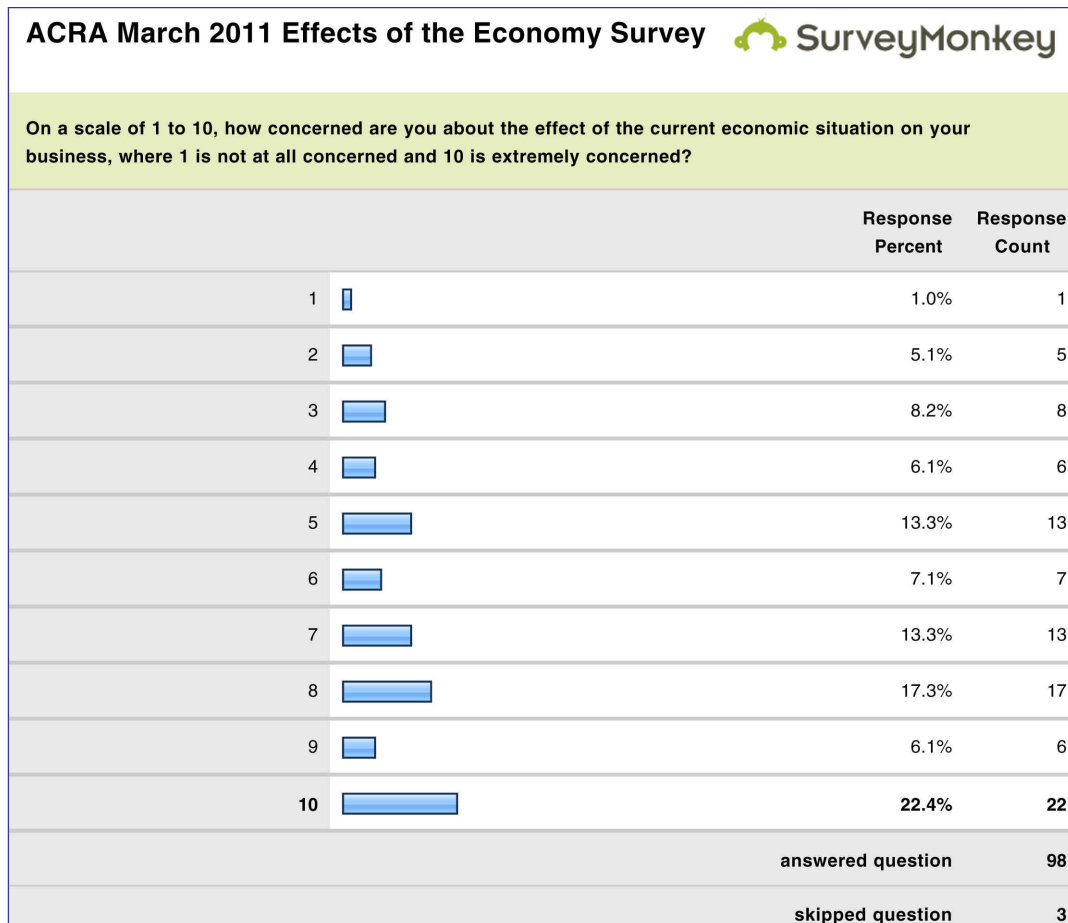
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Thirty-nine percent of the respondents expressed that they have not benefited from the stimulus legislation or other economic factors. This percentage also increased since last September's survey response of 30%. An additional 3% expressed that the legislation has hurt rather than helped their business.

Many firms are extremely concerned about the effect of the current economic situation on their business. What should ACRA do to help? Respondents eloquently offered many ideas. Some respondents indicate that ACRA must continue to lobby and be advocates for the industry, that ACRA should encourage agencies to hire qualified firms and not always the low bidders, encourage federal agencies to move away from contracts that stifle

competition, promote stronger oversight of Section 106 and ensure that federal agencies and state governments are fulfilling their responsibilities, pursue the issue of tax-supported or -subsidized state organizations that compete with the private sector, and educate the public that archaeology and historic preservation are necessities and not luxuries.

The ACRA Board wants to help. Please share your ideas or even volunteer to serve on a committee. You can make a difference! ACRA plans to continue to gauge the effect of the economy on the cultural resources industry in future months and will keep ACRA members informed of any trends and developments.



SNEAK PEAK AT THE 2011 ANNUAL CONFERENCE

By Steve J. Dasovich, 2011 Conference Chair

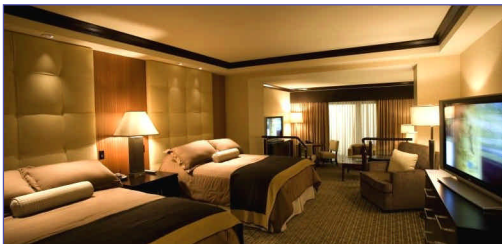
Planning is well underway for this year's conference to be held in St. Charles, Missouri, at the Ameristar Casino, Resort, and Spa. Let me whet your appetite with some of what is in store for you!

This venue:

- Has four restaurants and associated bars onsite.
- Has a large casino.
- Has all suites, with either a view directly overlooking the Missouri River or the City of St. Charles or both.
- Has free parking.
- Has a free shuttle to and from the airport.
- Has beautiful conference facilities.
- Has amazing food.
- Is just a half mile miles from Historic Main Street St. Charles, full of restaurants, shops, museums, and nineteenth-century architecture.
- Is just a 10-minute ride from the airport exits.

Our speaker's list is being confirmed, but here are just some of the topics for speakers who have said yes:

1. Professional liability
2. Creating a corporate culture so employees will want to stay (or join)
3. Government affairs and how our new government affairs consultant will deal with this
4. Native American consultation from the point of view of a Native American professional archaeologist



Suite room at the 2011 conference venue.



Historic Boone Home.

Start checking the website to see a full list of speakers and topics. Business breaks will be 30 minutes long to help you conduct your business during the conference.

We will have a Saturday evening out at the Historic Nathan (and Daniel) Boone Home. The evening will be catered by a chef and will be candlelit. The grounds are owned by Lindenwood University, and there are multiple buildings that have all been saved from demolition. Most date to the 1800s, and they form a village of sorts. All will be open for touring at your own pace. Guided tours may be offered so you might learn more about each individual building. The Boone Home itself was completed between 1803 and 1806, after the Boone family arrived from Kentucky in 1799. Ongoing archaeological research can also be discussed by yours truly.

Take advantage of Early Bird pricing and register now through the ACRA website. See you in St. Charles!

2011 ACRA CONFERENCE WORKSHOP: ENVIRONMENTAL CONFLICT RESOLUTION SKILLS FOR CULTURAL RESOURCE PROFESSIONALS

By Jon Berkin, Education Committee

The education committee has organized an exciting workshop for the 2011 ACRA Conference in St. Charles, Missouri. The workshop has been developed in conjunction with the U.S. Institute for Environmental Conflict Resolution (<http://www.ecr.gov/>) and will be taught by Institute staff. This training is intended for cultural resource professionals and others working with Section 106 and the National Historic Preservation Act and focuses on conflict resolution and intercultural communications. The workshop will be held on Thursday, September 8, 2011.

This highly participatory and interactive course will help develop awareness of many facets of conflict resolution: protocol, communications skills, collaboration, and interest-based negotiation. This training exposes participants to a broad range of concepts and skills to effectively work with others in any context.

The learning objectives for the workshop will include:

- Develop an awareness of the field and practice of Environmental Conflict Resolution (ECR)
- Know how to systematically analyze a situation and identify an appropriate conflict resolution process
- Learn effective conflict management concepts, particularly Interest-Based Negotiation (IBN)
- Develop basic communication skills that help foster long-term relationships and help to better manage and resolve conflict
- Recognize the importance of intercultural communications, including transparency and protecting cultural/religious/sacred sites information
- Practice essential communication skills of listening, questioning thoughtfully, restating so everyone understands, and asserting appropriately
- Discern the significance of nonverbal communication
- Recognize cultural differences in communication and behavior, and different meanings associated with the same action
- Upon completion of this training, participants will be able to tell the differences and similarities regarding how culture informs the decision-making process in terms of:
 - o Engaging one another
 - o How information is shared
 - o How decisions are made

The cost for the workshop will be as follows:

- Early Bird Registration - Register by July 20, 2011
 - o Workshop Only - \$395
 - o Special Registration Combo: Meeting (First Attendee) and Workshop - Save \$75 - \$715
 - o Special Registration Combo: Meeting (Subsequent Attendee) and Workshop - Save \$75 - \$670
- Standard Registration - Register between July 20 and September 9, 2011
 - o Workshop Only - \$445
 - o Special Registration Combo: Meeting (First Attendee) and Workshop - Save \$75 - \$815
 - o Special Registration Combo: Meeting (Subsequent Attendee) and Workshop - Save \$75 - \$770

The workshop registration fee will include course materials, continental breakfast (pastries, fruit, coffee, tea), breaks, drinks, and lunch.

This is a special ACRA workshop that has limited availability... first come, first served!

NEWS FROM THE WORKER SAFETY SUBCOMMITTEE: DISTRACTED DRIVING

By Keith Seramur, ACRA Board Member

One of the newer OSHA initiatives that has been brought to the attention of the Workers Safety Subcommittee is "Distracted Driving." Distracted driving comes in various forms, such as cell phone use, texting while driving, eating, drinking, talking with passengers, as well as using in-vehicle technologies and portable electronic devices. This practice has increased in recent years with the development of cell phone and smart phone technologies. In 2009, more than 5,400 motor vehicle fatalities and thousands of injuries from automobile accidents were linked to distracted driving.

Distracted driving has now become a significant issue for companies across the United States. Driving is an integral part of fieldwork in the CRM industry. As overall fatalities in today's workplace decline, the leading cause of worker fatalities remains automobile crashes. OSHA recognizes this and the dramatic increase in risk associated with distracted driving. In response to the increasing importance of promoting worker safety, OSHA now looks to employers to reduce the occurrence of distracted driving.

OSHA's first focus is "texting while driving." OSHA is now looking for employers to "prohibit any work policy or practice that requires or encourages workers to text while driving." Employers are required to "eliminate

financial or other incentives that encourage workers to text while driving." It is OSHA's policy that employers who require their employees to text while driving, or who organize work so that doing so is a practical necessity even if not a formal requirement are in violation of the Occupational Safety and Health Act of 1970 (specifically the portion of the act that states: "employers must provide a workplace free of serious recognized hazards").

OSHA is reportedly prepared to act quickly to "credible complaints" that an employer requires texting while driving, or creates incentives that encourage or condone it, or they structure work so that texting is a practical necessity for workers to carry out their job." They "will investigate and where necessary issue citations and penalties to end this practice."

There are many online resources about this issue and the new OSHA initiative at the following web addresses: www.osha.gov/distracted-driving/index.html, www.distraction.gov, www.iihs.org/laws/cellphonelaws.aspx.

The National Highway Traffic Safety Administration (NHTSA) has provided the following outline for employers to create a cell phone policy for their employees. Note that the Health and Safety Plan provided by William Self to ACRA did cover some of these topics (see form, next page).

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[Company Name] Texting and Talking on Hand-Held Cell Phones While Driving Policy

Of increasing concern to [Company Name] are the dangers of distracted driving. Recent deadly crashes involving drivers distracted by talking and texting while driving highlight a growing danger on our roads. Numerous studies have demonstrated how the use of hand-held cell phones while driving pose a significant safety risk to motorists, their passengers, and others on the road. In fact, according to the NHTSA, in 2008, nearly 6,000 people died in crashes involving a distracted driver.

Therefore, [Company Name] will no longer tolerate texting or talking on a hand-held phone while operating a company vehicle or while using a company issued cell phone while operating a personal vehicle. This includes, but is not limited to, answering or making phone calls, engaging in phone conversations, reading or responding to emails, and text messages.

[Company Name] employees are required to:

- Turn cell phones off or put on silent or vibrate before starting the car.
- Pull over to a safe place if a call must be made or received while on the road.
- Consider modifying voice mail greeting to indicate that you are unavailable to answer calls or return messages while driving.
- Inform clients, associates, and business partners of this policy as an explanation of why calls may not be returned immediately.

[Company Name] is concerned about the safety of its employees. It is our goal that if we lead by example, the practice of no texting or talking on hand-held cell phones while behind the wheel will spread throughout the community. Violations of this policy will lead to [Insert Company Consequences]

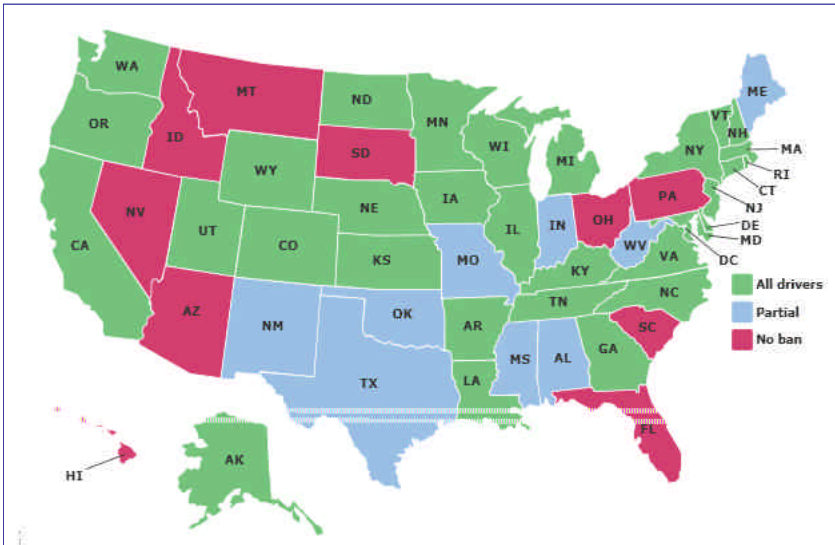
Below is a "Statement of Acknowledgment" that says you have read and fully understand [Company Name] policy. Please sign it and return it to your supervisor. If you have any questions regarding this policy, please contact your supervisor.

I have received a written copy of the Council's Motor Vehicle Safety policy. I fully understand the terms of this policy and agree to abide by them.

Employee Signature

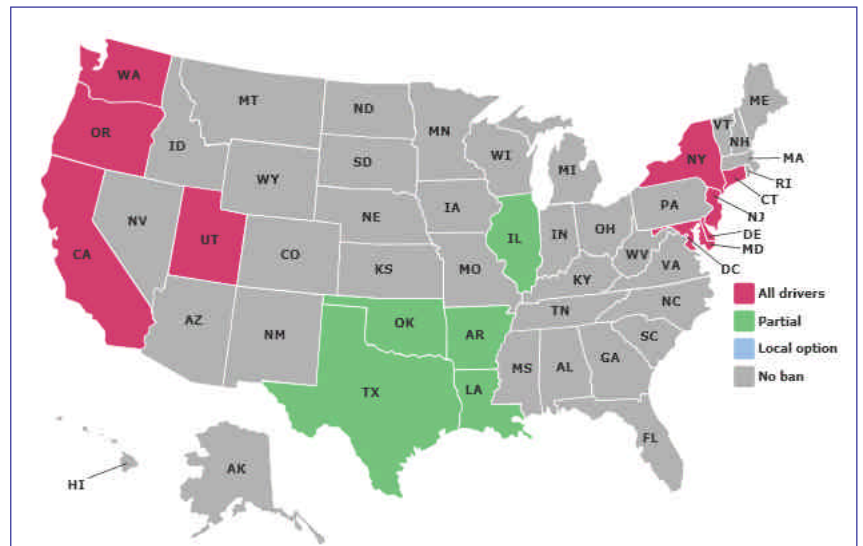
Date

Employee Name (printed)



Texting Ban

Handheld Ban



The Insurance Institute for Highway Safety (IIHS) has produced maps of the United States showing states with bans on texting and use of handheld devices. <http://www.iihs.org/laws/maphandheldcellbans.aspx>. More information on state laws regarding texting and the use of handheld cell phones can be found at: <http://www.iihs.org/laws/cellphonelaws.aspx>

If you have a worker safety issue or want to share your experiences, please contact me at keith@geoarchaeology.com.

DO YOU HAVE "HOMELESS," UNCURATED COLLECTIONS?

By James C. Pritchard, Vice President, Brockington and Associates, Inc.

One of the issues that Brockington and Associates, Inc., is currently facing is what to do with uncurated materials that no longer have active projects or clients that are able or willing to deal with them. Best practices and ethics dictate that these materials still need to be curated appropriately. We at Brockington are interested in how widespread this issue is, and if any ACRA members have come up with creative, successful ways to address it.

President Elect Terry Majewski and I discussed the fact that Statistical Research, Inc., the firm where she is employed, is not unfamiliar with the issue of "homeless" archaeological collections. We agreed that it was worth "testing the waters" to gauge interest in this topic by including this note in this issue of the newsletter, but Terry and I also invite you to send us your thoughts via email at jimpritchard@brockington.org or tmajewski@srcrm.com, or you can catch us at the annual meeting in St. Charles. Terry thought that if there is enough interest, a task force might be established to study what can be done about this issue.



SUCCESSION PLANNING AT COMMONWEALTH CULTURAL RESOURCES

By Donald J. Weir and Andrew J. Weir, CCRG, Inc.

At the recent Society for Historical Archaeology annual conference in Austin, Texas, ACRA President Elect Teresita Majewski suggested that we put together a short article on CCRG's succession plan. CCRG is in the final phases of implementing a succession plan that involves transferring ownership and administrative responsibility from Donald J. Weir, RPA (father) to Andrew J. Weir (son).

CCRG's History

CCRG was formed in April 1988 after Gilbert/Commonwealth, Inc., announced its intention to close the Jackson, Michigan, office, which housed the company's cultural resources staff. CCRG was first formed as a partnership between Donald Weir, former cultural resources manager for Gilbert/Commonwealth, and Donna Roper, Ph.D., former senior archaeologist for Gilbert/Commonwealth. This partnership was dissolved, and CCRG incorporated in the State of Michigan in January of 1992. Donald Weir was appointed its president and sole stockholder. The Board of Directors consisted of Donald Weir, President; Andrew Weir, Secretary; and Karessa Weir-Wheeler, Treasurer.

CCRG's mission is to assist industry and government planning agencies to identify and document archaeological and historic resources, as mandated by law. Staff provides a full spectrum of CRM services, with particular geographic expertise in the Upper Midwest, Great Lakes, and Mid-Atlantic and South Atlantic states. Since our founding, CCRG has grown to include headquarters in Jackson, Michigan, and regional offices in Belleville, Illinois; Golden Valley, Minnesota; Buffalo,

New York; and Milwaukee, Wisconsin. Our wholly owned subsidiary, Coastal Carolina Research (CCR), is located in Tarboro, North Carolina. Both CCRG and CCR are members of ACRA. CCRG is a registered small business and an approved Equal Opportunity Employer.

Father's Perspective (Donald)

I started my professional cultural resources career in early 1974 when I was hired as a staff archaeologist at Commonwealth Associates Inc. (CAI) (later known as Gilbert/Commonwealth). In addition to the full-time archaeological position at CAI, I was enrolled in the graduate program at Michigan State University and the father of a two-year-old girl (Karessa) and soon to be the father of a son (Andrew). At that time, I had no idea what a company succession plan was or that I would need such a document in the future. However, in 1988, when I helped to form CCRG, and in 1992, when I became the president and sole stockholder, I started the process of thinking beyond the day-to-day activities of managing and growing the company. What would the long-term future of the company be? Would I be able to retire at 62 (in retrospect a very naïve notion)? Would my children be part of the company, and how would this work?

While my daughter expressed an interest in archaeology/anthropology (dual B.A. and B.S. in anthropology/journalism and an M.A. in Environmental Journalism), it was my son who went to work for CCRG

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From left, William Monaghan (Associate Director, Glenn Black Archaeology Laboratory, Indiana University), Joe Schuldenrein (Geoarchaeology Research Associates, Inc.), and Donald Weir at the 2011 Society for American Archaeology meeting in Sacramento, California.

at the age of 16, doing fieldwork in the summer months (see Son's Perspective, below). This eventually led to a discussion about his interest in joining CCRG. Certain conditions had to be met before he could become a shareholder in the corporation. He had to get an undergraduate degree in anthropology and a graduate degree in a related discipline; he had to continue working for CCRG, starting as a field tech and progressing through the various field and office positions; and he was not allowed to work under my direct supervision. He had to report to other senior staff.

I had to commit to two things. I would transfer stock when he met the above conditions, and I would retire at approximately 62, with controlling interest in the company passing to him.

Son's Perspective (Andrew)

The first question everybody asks me when they hear that I am taking over CCRG is: What made you decide you wanted to be an archaeologist? I don't know if there is a real clear answer to that. I've been around archaeology my whole life. My father's father was a reasonably well-known advocational archaeologist here in Michigan. At a young age, I was attracted to the travel and excitement of discovery on the sites I would go to with my dad. As a teenager, I was attracted to the freedom that going into the field meant. Not many 16-year-old kids get to stay in hotel rooms by themselves, especially with the cast of characters that I did. When I went off to college, I didn't declare a major until my junior year. I wasn't necessarily thinking about other options. I just wasn't thinking about committing to anything. I still worked as a tech at CCRG in the summer. Getting to know a few anthropology/



Andrew Weir at the 2011 Society for Historical Archaeology meeting in Austin, Texas.

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CCRG display at the CRM Expo at the 2011 Society for American Archaeology Meeting in Sacramento, California, with table manned by Andrew and Donald Weir.

archaeology graduate students, I quickly realized I had more practical field experience than most of them. So, I needed to declare something, and I thought that an undergraduate degree in anthropology would be easy to knock out. About that time, I was starting to develop an interest in the underwater side of archaeology.

I graduated from college and went to work for CCRG as a field tech. I lasted one year-round field season and quit. Year-round tech-ing in the upper Midwest is a tough thing, and I had had enough. Plus, some of the novelty of traveling for fieldwork was wearing off. I didn't really have much interest in going to grad school, so I worked in a bike shop and waited tables and tried to see if I could make a go at bike (pedal bike, mind you) racing professionally. As you can imagine, none of those things led to much stability in my life. Stability was something, after all the years of

working in the field, I was coming to realize I really wanted in my life. So I went to grad school, with the aim to work full-time at CCRG. I chose underwater archaeology because it was something that interested me, and I thought it could add a service to the company. I guess succession was in the back of my mind, but it was no more than an abstract thought.

As my dad mentioned earlier, after I had my advanced degree, I worked my way through CCRG. I have done just about every job there is to do at the company. After I worked my way up to project manager and when I was managing all the proposals for the company, we started discussing succession.

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The Process

The actual process of CCRG's succession plan started after ACRA presented several programs at their annual meetings dealing with the subject. About the same time, in approximately 2004, CCRG's primary insurance agent offered a free program on succession planning. This program was presented by a local financial planning company. Based on the information presented, we contacted this company and set up a meeting to see what assistance they could be in developing a plan to meet our specific needs. For a modest price they offered to put a plan together. The one stipulation we had was the understanding that we were not interested in or had any intention of buying any insurance from them. If the end result of the process for them was to sell us insurance, then we should stop now. We were assured that this was not the case. In late 2005, we were presented with a five-year plan that was generic at best but did include an evaluation of the company that looked reasonable to us. At the end of the meeting, they presented a proposal to us to fund the process by purchasing insurance. They were reminded of our initial condition that we would not buy insurance from them. This ended the meeting. A review of the plan by our corporate lawyer and the company CPA led to the conclusion that we would have to start the process over.

With the help of our lawyer and CPA, we were able to formulate a plan that would work and achieve the objectives we had put forward. The first step in the process was to get a real evaluation of the company by a firm that specialized in this activity. This provided the basis for the value of the stock transfers that were done over the next five years. Our lawyer drew up the necessary legal agreement, and the CPA filed the required tax returns. This was all completed by the end of 2010. It took us six years to complete the process.

The Results

As originally conceived, the plan would have Donald retire at 62 and majority ownership transferred to Andrew. However, as noted earlier, it was a naïve assumption on Donald's part that he would want to retire at 62. The plan was changed to Donald resigning as president in late 2009 and assuming the position of CEO. Andrew became the president of CCRG and assumed day-to-day running of the company. At this juncture, Donald and Andrew became equal partners. At about this same time, CCRG acquired Coastal Carolina Research (CCR) in Tarboro, North Carolina. It became Donald's primary responsibility to integrate CCR into CCRG's growing family of companies. Andy was initially given the choice of overseeing CCR's integration in Tarboro or staying in Jackson and overseeing the operations of CCRG. In hindsight, the separation between Andy and Don that the CCR acquisition provided proved to be very helpful in making a smooth transition. Not having Donald physically in the same office as Andrew helped define the new hierarchy. As they say, "old habits die hard," and the separation provided Andrew with the ability to solidify his position as president.

Looking back, three key components stand out that contributed to making the succession plan a success. The first was an open and honest relationship between the principal parties (Donald and Andrew). Beyond being father and son, Donald and Andrew are good partners who don't let emotions and history dictate decisions when it comes to the business. The second was an open and honest relationship with the employees. The employees were included in the process, which helped minimize the resistance to the transition. The third was the slow, long-term approach to succession. Only through time were we able to identify, and avoid, many of the pitfalls that companies encounter when dealing with succession. In the end, we feel the transition has worked very well, and we are proud of the fact that the business will stay in the family.

ARCHAEOLOGICAL REPORTS AND DATA CONTINUE TO BE ADDED TO THE DIGITAL ARCHAEOLOGICAL RECORD (tDAR)

By Francis P. McManamon, Executive Director, Digital Antiquity

Digital Antiquity is completing an agreement with the Phoenix Area Office of the Bureau of Reclamation to add digital copies of the large number of archaeological reports from the Central Arizona Project to tDAR. The work will be accomplished over the next three years. Initial work will involve ingesting the reports and data from the Lower Verde Valley project, including the text of the synthesis report, *Vanishing River*, at <http://core.tdar.org/project/5831>.

Digital Antiquity is partnering with Washington State University to upload digital versions of the reports and data sets for the Dolores Archaeological Project to tDAR. Data from this project have been instrumental in recent and continuing investigations of the ancient human adaptations and cultural developments in southwestern Colorado and the Four Corners area in general.

On May 13, Digital Antiquity offered a workshop in conjunction with the quarterly meeting of the Arizona Archaeological Council (ACC) at Arizona State University. The workshop introduced participants to tDAR, demonstrated tDAR's utility for accessing archaeological information for background research and data analysis; and, showed how tDAR

serves as an essential archive for the long-term preservation of digital archaeological documents, data sets, images, and other files. Participants were invited to get on line and spend time browsing the system as well as experiment with uploading files of their own. ACRA President Elect Terry Majewski (also an AAC member) attended the workshop as did other employees of ACRA-member firms.

Digital Antiquity looks forward to working with ACRA and its member firms as tDAR continues to evolve. To stay in touch with issues of concern to the CRM industry, Digital Antiquity joined ACRA as an associate member this past May, and the executive director plans to attend the ACRA annual meeting in St. Charles this fall.

For more information on Digital Antiquity, contact Francis P. McManamon, Ph.D., RPA, Executive Director/Research Professor, 432 Hayden Library, Arizona State University, (480) 965-6510, School of Human Evolution and Social Change (Anthropology), P.O. Box 872402, Tempe, AZ 85287-2402, fpm@digitalantiquity.org.

ACRA PRESENCE STRONG AT THE 2011 SCA AND SAA ANNUAL MEETINGS

By Teresita Majewski, ACRA President Elect

ACRA was well represented at two key annual professional meetings, the Society for California Archaeology (SCA) meeting in Rohnert Park, California, from March 10 through 13, and the Society for American Archaeology (SAA) meeting in Sacramento, California, from March 30 through April 3.

ACRA had a booth in the SCA book room, and ACRA Treasurer Colin Busby (Basin Research Associates, Inc.) and I "manned" it along with the help of Statistical Research, Inc. (SRI) staff who were set up next to the ACRA booth. We had a lot of "business" at the booth, and we educated quite a few folks about ACRA, including many representatives of state agencies, students, academics, and employees of potential member firms. The SCA puts on a very sophisticated meeting, and attendance is always high. There were sessions and discussions that were of interest to academics and CRM professionals alike, and the highlight was again the silent auction, where California CRM firms provided wine and beer to all of the attendees as they enjoyed a buffet dinner and bid on silent auction items.



ACRA Treasurer Colin Busby at the ACRA booth at the SCA meeting.



The SAA hosted, if I understand correctly, nearly the largest annual meeting ever in the West. ACRA-member firms and employees were well represented on the program, in the exhibit hall, and at what was likely to be the last "CRM EXPO." The EXPO was conceived of as a way of providing CRM firms with a place to set up where anyone with an interest in CRM - students, academics, potential clients, and potential employees - could gather in one place for an afternoon. On Saturday afternoon, April 2, we had a large ballroom

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that was filled with at least 30 tables and displays, including the ACRA table (a big thank you to board member Ellen Marlatt for staffing our table). ACRA member firms at the EXPO (and I apologize if I have left anyone off the list) included Alpine Archaeological Consultants, Brockington and Associates, CCRG, Inc., Desert Archaeology, Inc., Geo-Marine, Inc., Gnomon, Inc., HRA Gray & Pape, Metcalf Archaeological Consultants, Inc., PaleoWest Archaeology, Sagebrush Archaeological Consultants, Statistical Research, Inc., SWCA, and TRC. Many principals and employees of ACRA member firms attended the EXPO even if their company didn't have a table! SAA-ACRA liaison Mike Polk and I will continue discussions with SAA to find ways for ACRA to have visibility at the annual meeting and within the SAA in general.

In Sacramento, I attended several events that allowed me to represent ACRA and convey our organization's concerns. The new SAA president, Fred Limp, sought me out to discuss ways to strengthen the relationship between our two organizations, and I am very hopeful about developing some joint ACRA-SAA initiatives. I was also invited to the President's Breakfast, since ACRA President Wayne was not able to attend. It was an opportunity for the leaders of all of the major world



W. Bruce Masse (Los Alamos National Laboratory) and Bill Doelle (Desert Archaeology, Inc.) catching up under the "Gateway" to the exhibit hall at the SAA meeting.

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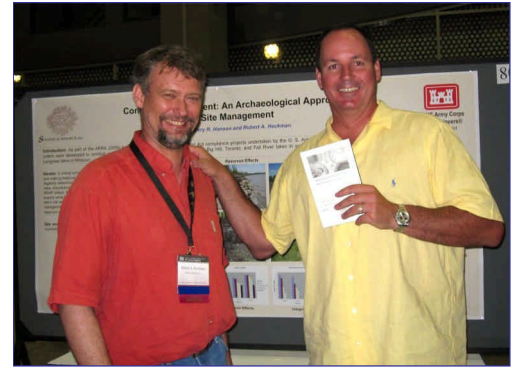
Metcalf Archaeological Consultants, Inc., booth at the CRM EXPO.



Geo-Marine, Inc., booth at the CRM EXPO.

archaeological organizations to get to know one another in an informal setting, and in addition to SAA, there were representatives from the Society for Historical Archaeology, the Archaeological Institute of America, the Register of Professional Archaeologists, the World Archaeological Congress, and several other organizations. There is also an email group list for the presidents that allows for communication about issues of concern and that facilitates collaboration, education, and cross-fertilization on major issues. Finally, I attended the Council of Council meetings, which gave me a chance to educate some of the smaller archaeological professional councils and organizations about ACRA. SAA board member and ACRA Past President Karen Hartgen (Hartgen Archeological Associates, Inc.) is the liaison from the SAA board to that group, and she also shared the CRM perspective with the participants in the meeting.

If you have questions or comments about ACRA's liaison activities, or want to see how you can become involved, please don't hesitate to contact the chair of the Liaison Committee, Kay Simpson (Cultural Resources Analysts, Inc.) at ksimpson@crai-ky.com.



Robert Heckman (SRI) and Tom Motsinger (PaleoWest Archaeology) at one of the SAA poster sessions where most of the participants were from ACRA-member firms.



Ellen Marlett (Independent Archaeological Consulting, L.L.C.) at the ACRA booth at the CRM EXPO.



HRA Gray & Pape booth at the CRM EXPO.

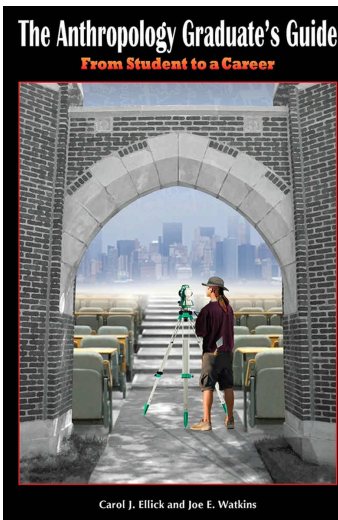


Brockington and Associates, Inc., booth at the CRM EXPO.

BOOK CORNER

This column highlights currently in-print books or other publications that feature ACRA-member-firm employees as authors, editors, or contributors. The ACRA Edition editor thanks Carol J. Ellick of Archaeological and Cultural Education Consultants, for providing the contribution to this issue's Book Corner. Mitch Allen of Left Coast Press generously gave ACRA permission to reproduce the books cover.

The Anthropology Graduate's Guide: From Student to a Career



by Carol J. Ellick and Joe E. Watkins
 Left Coast Press, Inc.,
 Walnut Creek, CA, 2011
 \$79.00 (cloth)
 ISBN: 978-1-59874-568-9
 \$24.95 (paper)
 ISBN: 978-1-59874-569-6
 Order by contacting the publisher at
<http://www.lcoastpress.com>

Anthropology departments provide an academic curriculum rich in theory and content-specific knowledge, but how are students prepared for "the real world"? How do they learn how to connect the knowledge, skills, and abilities that they learned in the classroom with a job or a career? Frustrated by the lack of practical skills development and materials, we decided to separate ourselves from the complainers and do something about it. We began by outlining a class, "Avenues to Professionalism," to be taught at the University of New Mexico. We then presented the

concept to Mitch Allen, founder of Left Coast Press, Inc. He showed up for dinner that evening with a book contract for the production of *The Anthropology Graduate's Guide: From Student to a Career*.

The book primarily focuses on preparing students for careers in applied anthropology, but there are two chapters specifically dedicated to careers in academia. *The Anthropology Graduate's Guide* is divided into three sections: Preparation, Development, and Set Yourself Apart. In Chapter 2, readers are guided through the process of creating components, the journal and the portfolio, that are used throughout the book and hopefully on into the reader's career. The other product created while reading Chapter 2 is a personal learning contract. This is used as a base to gauge knowledge gain and as a base for evaluation upon completing the process.

Each chapter contains exercises that lead to the creation of products for the portfolio. The products include a curriculum vita, résumé, biography, cover letter, request for a recommendation, five-year plan, and ethics statement. The exercises also take students through the process of analyzing their current knowledge, skills, and abilities (KSAs), comparing theirs to the KSAs required on job announcements, and recommendations for obtaining the deficient KSA. Section Three, Set Yourself Apart, emphasizes the importance of networking, joining professional

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organizations in one's field, presenting at professional meetings, doing internships, and volunteering. It also contains a chapter on communication. Throughout, there is an emphasis on how the anthropological skill set can be used not just within the context of the job tasks, but should be used as aids in obtaining a job and better function within a work environment.

To broaden the scope of the book beyond our experiences as archaeologists within the private sector, non-profits, government agencies, and academia, we have included recommendations and career stories from other anthropologists working in applied and academic settings. These stories are included in the text and in an appendix. The appendixes also contain a partial list of current anthropology employers, obtained from a list of affiliations of American Anthropological Association meeting attendees (minus those with university affiliation), a list of resources, examples, references, and an index.

Reviews of the book, thus far, have been quite supportive. Jane Eva Baxter, DePaul University says "This work is a thoughtful, realistic, and informed guide to professionalism and career development issues, and offers students a practical, hand-on approach to their own professional growth that has been tested in the classroom." Shirley J. Fiske, University of Maryland and anthropological consultant, says that the book "comes across as a cross between self-help workshops and a very useful pep talk about how to tailor your skills, knowledge, and abilities to the fields of anthropology." She goes on to say that "The writing style is very easy to read, informal and engaging -- as though a close mentor or "uncle" were giving you advice." In his blog post on Archaeology, Museums, and Outreach, Robert P. Connolly, director, C. H. Nash Museum at Chucalissa says "*The Anthropology Graduate's Guide: From Student to a Career* is the one book that should be handed out with a diploma when a student graduates with a BA in Anthropology or by a

student's advisor before the first day of classes in a graduate program. For me, the book is written as though authors Carol J. Ellick and Joe E. Watkins eavesdropped on my advising and mentoring conversations with both undergraduate and graduate students for the past 15 years, and then wrote about it." Our hope is that *The Anthropology Graduate's Guide* helps students transition from their lives as students to a career in anthropology.

We also hope that by making this resource available, the next generation of anthropologists will be better prepared to enter careers in applied fields of anthropology. What this means for ACRA, and CRM firms in general, is that future archaeologists will have a better understanding of what employers are looking for in terms of applicable skills like writing, communicating, and networking, and they will be better prepared to enter the workforce.

If you are interested in obtaining one of the items mentioned in this column throughout the year, check the publishers' websites but also be sure to check for promotional offers available through the publishers, particularly in the "book rooms" at major disciplinary conferences (e.g., the Society for American Archaeology and the Society for Historical Archaeology).

Please consider submitting information on your new publication for future columns. Include an image of the cover of the publication, which should be sent as a separate digital file (.jpg preferred, minimum size 300 dpi) and not be embedded in the text file.



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ACRA's Members-Only Listserv

MembersOnly is a private email forum intended to promote dialogue between ACRA members, and to provide a venue for the membership and the board of directors to share information, and to post queries and comments for discussion. To participate in MembersOnly, visit www.acra-crm.org and click on the link under ACRA forums.

2011 ACRA EDITION SCHEDULE

ISSUE	DEADLINE	RELEASE
WINTER	January 17	February
SPRING	April 18	May
SUMMER	July 18	August
FALL	October 17	November

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* Business cards can be scanned.

ACRA Edition is a quarterly publication of the American Cultural Resources Association, which is sent to ACRA members, SHPOs, and THPOs. One issue each year is also made available to nonmembers as part of a membership recruitment initiative. This publication's purpose is to provide information on the association's activities and to provide up-to-date information on business issues and federal and state legislative activities. All comments are welcome.

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