



Smithsonian

National Museum of Natural History

Guide to the Frank A. Dubinskas papers, 1972-1993

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Collection Overview

Repository:	National Anthropological Archives
Title:	Frank A. Dubinkas papers
Date:	1964-1996
Identifier:	NAA.1998-07
Creator:	Dubinkas, Frank A. (Frank Anthony)
Extent:	3.25 Linear feet (7 document boxes) 1.86 Megabytes (207 files)
Language:	English .
Summary:	The papers of Frank A. Dubinkas, a noted anthropologist of organizational culture, primarily documents his research into automated manufacturing at Apple Computer, Inc., but also includes material relating to his research in Sierra Leone and Yugoslavia. Also included is biographical material as well as manuscripts and publications.

Administrative Information

Acquisition Information

Received from Anna Hargreaves and Dorothy W. Dubinkas in 1998 and 2000.

Preferred Citation

Frank A. Dubinkas papers, National Anthropological Archives, Smithsonian Institution

Restrictions

The collection is open for research. Access to the Frank A. Dubinkas papers requires an appointment.

Conditions Governing Use

Contact the repository for terms of use.

Biographical Note

Frank A. Dubinkas (1946-1993) was an anthropologist of organizational behavior best known for his pioneering work in the anthropology of science and technology. He enrolled at Yale Universtiy for undergraduate studies in 1964, and in 1967 he conducted research on the aesthetics of Mende woodcarving in Sierra Leone, receiving his B.A. in anthropology in 1972. He then went to Stanford University for graduate studies in anthropology, earning his M.A. in 1976 and Ph.D. in 1983, following his doctoral research on village expressive culture in former Yugoslavia.

Dubinkas is most well known for his research into culture and technology in high-tech companies, particularly in manufacturing automation, knowledge management, and Chaos Theory in organizations. Among his various

projects was his groundbreaking research into an automated manufacturing implementation (Erickson project) at Apple Computer in 1989-1990.

Dubinskas joined the faculty of the Organizational Studies Department in the Carroll School of Management at Boston College in 1987. From 1991-1992 he was a visiting scholar at the School of American Research in Santa Fe, NM, and in 1992 became the Howard W. Alkire Chair in International Business and Economics at Hamline University in St. Paul, MN. Dubinskas died on October 3, 1993.

1946	Born
1964-1972	Undergraduate studies at Yale University (BA 1972)
1967	Research in Sierra Leone
1970-1972	Research assistant, Biology/biochemistry, Yale University
1972-1974	Research associate, physiology, Anatomy and biochemistry departments, UC Berkeley
1975-1976	MA in anthropology, Stanford University
1977-1980	Doctoral research in Yugoslavia
1983	PhD in anthropology, Stanford University
1983-1984	Exxon Fellow, MIT Science, Technology, and Society program
1984-1985	Visiting scholar, MIT Science, Technology and Society program and program in anthropology and archaeology
1981-1986	Research into US biotechnology industry
1984, 1988	Follow up research in Yugoslavia
1985-1987	Associate for Case Development, Harvard Business School, Production and Operations Management Group
1985-1993	Research into US computer industry and computer integrated manufacturing
1986-1988	Research into US and European automotive industry
1987-1992	Assistant professor, Organizational Studies Department, Carroll School of Management Boston College
1989-1991	Research into automated manufacturing at Apple Computer
1991-1992	NEH resident scholar, School of American Research
1992-1993	Howard W. Alkire Chair in International Business and Economics, associate professor of Anthropology, and director of international studies, Hamline University
1993, October 25	Dies in St. Paul, MN

Scope and Contents

The Frank A. Dubinskas papers primarily document his research into the social aspects of automated manufacturing at Apple Computer, but also includes a small amount of material from his earlier research as well as biographical information and writings.

Series 1. Biographical, comprises newsclippings, photographs, and other documents relating to Dubinskas' education, opposition to the draft, and employment. Also included are photographs of Dubinskas, as well as obituaries and memorials that followed his death.

Series 2. Research, includes a small amount of correspondence home and final paper relating to Dubinskas' Sierra Leone research into Mende woodcarving, and correspondence home and completed dissertation relating to research into Slavonian folklore in Yugoslavia. The bulk of the research series comprises Dubinskas' work on automated manufacturing at Apple Computer, Inc., specifically related to the installation and implementation of an automated assembly line at Apple's Fremont facility. Materials consist of both paper and born-digital files and include correspondence, notes, reports, and presentations.

Series 3, Writings, include drafts and published articles and chapters by Dubinskas, as well as reviews of his edited volume, *Making Time: Ethnographies of High-Technology Organizations*. Also included are case studies that Dubinskas prepared for Harvard Business School and Digital Equipment Corporation.

Please note that the contents of the collection and the language and terminology used reflect the context and culture of the time of its creation. As an historical document, its contents may be at odds with contemporary views and terminology and considered offensive today. The information within this collection does not reflect the views of the Smithsonian Institution or National Anthropological Archives, but is available in its original form to facilitate research.

Arrangement

The collection is arranged in three series: 1. Biographical; 2. Research; and 3. Writings.

Names and Subject Terms

This collection is indexed in the online catalog of the Smithsonian Institution under the following terms:

Subjects:

- Folklore
- Mende (African people)
- Organizational behavior

Cultures:

- Mende (African people)

Names:

- Apple Computer, Inc.

Places:

- Croatia
- Sierra Leone
- Yugoslavia

Container Listing

Series 1: Biographical

Scope and Contents: Series 1. Biographical, comprises newspaper clippings, photographs, and other documents relating to Dubinskas' education, opposition to the draft, and employment. Also included are photographs of Dubinskas, as well as obituaries and memorials that followed his death.

Box 1, Folder 1	Curriculum Vitae, 1993-1994
Box 1, Folder 2	Diplomas, 1976, 1983
Box 1, Folder 3	Clippings and documents related to Dubinskas' education, 1964-1968
Box 1, Folder 4	Clippings and newsletters related to the draft, 1967-1969
Box 1, Folder 5	Boston college - tenure review, 1989
Box 1, Folder 6	Hamline University - recruitment, 1992
Box 1, Folder 7	Hamline University - offer, 1992
Box 1, Folder 8	Hamline University - tenure review, 1993
Box 1, Folder 9	Obituaries and memorials (Dubinskas), 1993-1996
Box 1, Folder 10	In Memory: Frank Dubinskas - presentation, circa 1993
Box 1, Folder 11	Photographs of Dubinskas, and family remembrances, 1964-1993

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Series 2: Research

Scope and Contents: Series 2. Research, includes a small amount of correspondence home and final paper relating to Dubinkas' Sierra Leone research into Mende woodcarving, and correspondence home and completed dissertation relating to research into Slavonian folklore in Yugoslavia. The bulk of the research series comprises Dubinkas' work on automated manufacturing at Apple Computer, Inc., specifically related to the installation and implementation of an automated assembly line at Apple's Fremont facility. Materials consist of both paper and born-digital files and include correspondence, notes, reports, and presentations.

Sierra Leone

Box 1, Folder 12	Correspondence sent home from Sierra Leone, 1967
Box 1, Folder 13	Manuscript: The Beauty of the Sowo - Spirit of the Mende Women's Society, 1972

Yugoslavia

Box 1, Folder 14-17	Correspondence sent home from Yugoslavia (4 folders), 1978-1980
Box 2	Dissertation - Performing Slavonian Folklore: The Politics of Reminiscence and Recreating the Past, 1983

Apple

Research materials

Box 3, Folder 1	Apple - case studies, annual report, and other general information, 1984-1988
Box 3, Folder 2	Apple - press releases, news, speeches, 1989-1990
Box 3, Folder 3-4	Apple - newsclippings (2 folders), 1985-1993
Box 3, Folder 5	Correspondence regarding project start up, 1987-1989
Box 3, Folder 6	Field notes - summer 1989 interviews, 1989
Box 3, Folder 7	Notes and correspondence, December, 1989
Box 3, Folder 8	Research proposal, 1989-1990
Box 3, Folder 9	Erickson project review, 1990
Box 3, Folder 10	Apple contacts, 1990
Box 3, Folder 11	Apple manufacturing - directory, 1990

Box 3, Folder 12	Research contract, 1990-1991
Box 3, Folder 13	Apple research - invoices, 1990-1991
Box 3, Folder 14	"To do" and calendar archive, 1990
Box 3, Folder 15	Monthly calendars - planning, 1990
Box 3, Folder 16	Apple people - interviews, 1990
Box 3, Folder 17	Apple data - ER interviews and notes, 1990
Box 3, Folder 18	Apple data - ER interviews, 1990
Box 3, Folder 19	Apple data - ER events, 1990
Box 3, Folder 20	Notes on data files, undated
Box 3, Folder 21	ER product design, 1990
Box 3, Folder 22	Apple - Mike Campi, 1990
Box 3, Folder 23	Apple - R. Tarter: early strategy, 1990
Box 4, Folder 1	Notes, January, 1990
Box 4, Folder 2	Field notes, January, 1990
Box 4, Folder 3	Field notes, February, 1990
Box 4, Folder 4	ER/Line 1 meeting minutes, January-March, 1990
Box 4, Folder 5	ER interviews and notes, March, 1990
Box 4, Folder 6	Critical notes (strategy) March, 1990
Box 4, Folder 7	Core team interviews after Kumamoto visit, April, 1990
Box 4, Folder 8	Apple - Pierre Chavanne, April, 1990
Box 4, Folder 9	Notes, April-May, 1990
Box 4, Folder 10	Hirata visit, June, 1990
Box 4, Folder 11	Raw notes/test engineering, June, 1990
Box 4, Folder 12	Notes and schedule, June, 1990

Box 4, Folder 13	Notes, July-August, 1990
Box 4, Folder 14	ER - Tammy, 1990
Box 4, Folder 15	Notes, October, 1990
Box 4, Folder 16	Notes, undated
Box 4, Folder 17	Catalina - controls architecture and specs, 1990
Box 4, Folder 18	ER - functional requirements, 1990
Box 4, Folder 19	ER - schedules, 1990
Box 4, Folder 20	Milestone report, 1990
Box 4, Folder 21	Run-in WIP costs, 1990
Box 4, Folder 22	Manufacturing strategy - Apple Fremont, 1990
Box 4, Folder 23	CIM charter, 1990
Box 4, Folder 24	MBN QA assessment, Fremont manufacturing, 1990
Box 4, Folder 25	Improving the Systems Integration Process (Herrick et al), 1990
Box 4, Folder 26	White paper - flexible manufacturing system, 1990
Box 5, Folder 1	Facilities documents, 1990
Box 5, Folder 2	Facilities project management - IFMA benchmarking, undated
Box 5, Folder 3	Human resources, 1990
Box 5, Folder 4	Organization charts - Fremont site, 1990
Box 5, Folder 5	General info - Fremont, 1990
Box 5, Folder 6	Boston College faculty visit to Apple, August, 1991
Box 5, Folder 7	Apple revisit, 1992
Box 5, Folder 8	Apple - corporate memos and reports, 1991
Box 5, Folder 9	Bluedorn and Lundgren, re: Apple, 1991
Box 5, Folder 10	Apple book outline, 1992

Box 5, Folder 11	Apple book outlines, notes, and drafts, 1990-1992
Box 5, Folder 12	Apple book - chapter 1 draft, 1992
Presentations	
Box 5, Folder 13	Valuing differences presentation, 1990
Box 5, Folder 14	Hamline University presentation - notes and drafts, 1990
Box 5, Folder 15	Hamline University presentation - overhead slides, 1990
Box 5, Folder 16	School of American Research presentation - notes and overhead slides, 1991
Box 5, Folder 17	POMS presentation - notes and overhead slides, 1991
Box 5, Folder 18	OPS presentation - planning, 1990
Box 5, Folder 19-20	OPS presentation - overhead slides (2 folders), 1990
Box 5, Folder 21	OPS presentation - handouts, 1990
Box 5, Folder 22	OPS presentation - notes, 1990
Box 6, Folder 1	OPS presentation - overhead slides, 1990
Box 6, Folder 2	Vendor relations presentation, undated
Box 6, Folder 3	PICMET presentation notes, 1991
Box 6, Folder 4	PICMET presentation overhead slides, 1991
Box 6, Folder 5	Boston College presentation, WIP notes and slides, undated
Box 6, Folder 6	USC concurrent engineering conference presentation - notes and overhead slides, undated
Box 6, Folder 7	AAA "Teamwork" presentation - notes and overhead slides, 1991
Box 6, Folder 8	Vat illustration - overhead slides, undated
Box 6, Folder 9	Funnel illustration - overhead slides, undated
Box 6, Folder 10	Overlap overhead slides, undated
Box 6, Folder 11	Backup overhead slides, undated

Box 6, Folder 12	Japanese auto and FMS data - overhead slides, undated
Box 6, Folder 13	Various presentations - notes and overhead slides, 1990-1992
Box 6, Folder 14	Presentation (1994) in Dallas on Dubinkas' work and Chaos Theory, 1990-1994
Box 6, Folder 15	Chaos Theory - notes and printed material, 1994
Box 6, Folder 16	Chaos seminar in honor of Dubinkas, 1994

Born-digital files

Notes: Born-digital files are for the most part readable via Notepad or Wordpad, however some files, especially graphics, do not render using those programs. It is assumed that all materials were created on a Mac computer but there are no indicators for what applications were used or what file types they are.

Apple book, 1992

Notes: Contains three files relating to Dubinkas' book on Apple research (42.5 KB).

Apple data, circa 1990

Notes: Contains 16 folders with 100 files relating to research planning, interviews, meetings, and other topics (533 KB).

ApplePR_Biogs_Speeches, circa 1990

Notes: Contains 2 folders and 19 files relating to Apple personnel and talks or speeches by others (528 KB).

Correspondence, circa 1990

Notes: Contains 1 folder with 21 files of outgoing correspondence relating to Apple project (87.4 KB).

ER.Comments, circa 1990

Notes: Contains 1 file of notes relating to Hirata visit (4.5 KB).

ER.Data_Specs, 1990

Notes: Contains 1 folder with 14 files relating to Erickson data and specs (212 KB).

ER.Events, 1990

Notes: Contains 2 folders with 16 files relating to events and activities including field notes from Hirata visit (95.4 KB).

FD.Presentations, circa 1990

Notes: Contains 7 folders with 31 files relating to presentations by Dubinkas (341 KB)

Graphics, circa 1990

Notes: Contains 1 file titled "HirataRelation" (13 KB).

Catalina_Controls_Functional_Sp, 1990

Notes: 1 file relating to Catalina functional requirements (56 KB)

Box 8

Digital Media, 1989-1993

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Series 3: Writings

Scope and Contents: Series 3, Writings, include drafts and published articles and chapters by Dubinskas, as well as reviews of his edited volume, *Making Time: Ethnographies of High-Technology Organizations*. Also included are case studies that Dubinskas prepared for Harvard Business School and Digital Equipment Corporation.

Box 7, Folder 1	Published articles, 1981-1989 Notes: Includes "Ritual on Stage: Folkloric Performance as Symbolic Action" (1981), "Leaders and Followers: Cultural Pattern and Political Sumbolism in Yugoslavia" (1983), "A Musical Joseph's Coat: Patchwork Patterns and Social Significance in World Musics" (1983), "Closer to the Ground: A Reinterpretation of Walbiri Iconography" (1984), "The Culture Chasm: Scientists and Managers in Genetic-Engineering Firms" (1985), Herzfeld book review (1986), and "Robots Reduce Rework in Disk Drive Assembly" (1989).
Box 7, Folder 2	Case studies prepared by Dubinskas for Harvard Business School, 1986
Box 7, Folder 3	Case studies prepared by Dubinskas for Digital Equipment Corporation, 1989
Box 7, Folder 4	Reviews of Making Time: Ethnographies of High-Technology Oranizations, 1990
Box 7, Folder 5	Manuscripts and publications, 1990-1993 Notes: Includes "Anthropology and its Public Presence" white paper (1990), "Managing merriment: village singing and informal alcohol control in Yugoslavia: (1992), and "The Heartbeat of Productivity: Hierarchy and Transformation in American Work Relations" (1993).
Box 7, Folder 6	"Modeling Cultures of Project Management" drafts and publication, 1992-1993
Box 7, Folder 7	Writings published posthumously, 1993 Notes: Includes drafts and publications of "Virtual Organizations: Computer Conferencing and Organizational Design" and "On the Edge of Chaos: A Metaphor for Transformative Change".
Box 7, Folder 8	"Comparison of Two Fatty Acid Synthetases from Euglena gracilis variety bacillaris", undated
Box 7	Copy of Organizations, Designs, and the Future" (conference proceedings), 1986 Notes: Contains Dubinskas' paper "Collapsing the User-Designer Divide: Electronic Communication Software and the Social Construction of Advanced Technology".
Box 7	Copy of Hidden Conflict in Organizations: Uncovering the Behind-the-Scenes Disputes (Kolb and Bartunek, eds.), 1992 Notes: Contains Dubinskas' chapter "Culture and Conflict: the Cultural Roots of Discord".

Box 7

Copy of Coping with Chaos: Seven Simple Tools (Eoyang), 1997

Notes: Contains epilog discussing Dubinkas' work on the Apple Erickson project.

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