



# glyphs

The Monthly Newsletter of the  
Arizona Archaeological and Historical Society

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April 2016

1916-2016  
Celebrating 100 Years of Research,  
Scholarship, and Preservation

AAHS



Ray Thompson, AAHS 80th Birthday Bash in 1996 (photograph by William K. Hartmann)

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**Next General Meeting: April 18, 2016**  
7:30 p.m.  
University Medical Center  
[www.az-arch-and-hist.org](http://www.az-arch-and-hist.org)

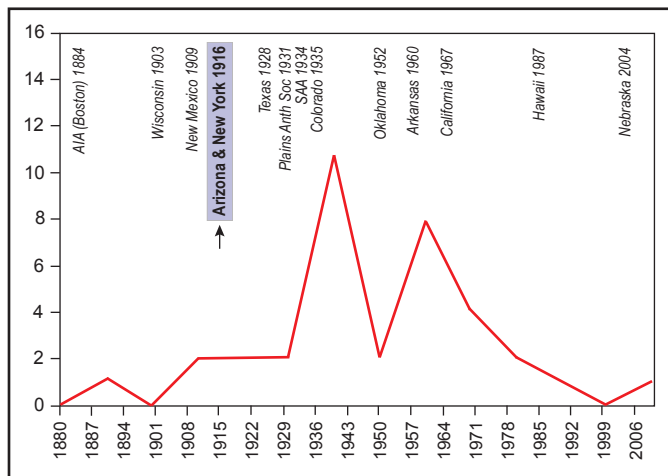
## President's Message

by Jesse Ballenger

Greetings from Tucson. In 2016, we celebrate the centennial of our foundation, which occurred in April 1916. Not knowing how special our foundation was in the history of American archaeology, I went to the Society of American Archaeology list of state archaeological societies (<http://www.saa.org/publicftp/PUBLIC/resources/societies.html>). Ironically, archaeological societies are notoriously bad at documenting their own history, but my 1-hour survey resulted in the founding dates of 36 state, regional, and national archaeological societies (see figure). To be fair, most societies have predecessor organizations that evolved into the societies that exist today, but I did not get into the weeds. Also, I did not include historical societies, which generally predate explicitly archaeological societies.

The oldest organizations include the Archaeological Institute of America (AIA), the first local chapter of which was established in Boston in 1884. The Wisconsin Archaeological Society also touts an early founding in 1903. In the American Southwest, the Archaeological Society of New Mexico was first in 1909. However, in 1916, the

Arizona Archaeological and Historical Society (AAHS) came into being, a date shared with the New York State Archaeological Association. The creation of state and national societies then spiked



during the Great Depression and the era of river basin surveys.

Lyndon B. Johnson's Secretary of Health, Education, and Welfare is quoted as saying, "Like people and plants, organizations

have a life cycle. They have a green and supple youth, a time of flourishing strengths, and a gnarled old age..." Judy Simon defines the life cycle of non-profit organizations with a set of predictable stages, including: (1) imagine and inspire; (2) found and frame; (3) ground and grow; (4) produce and sustain; (5) review and renewal; and (6) decline and dissolution. The estimated duration of the typical non-profit organization is less than 50 years.

AAHS defies this model because we seem to be stuck in a repetitive cycle between stages 4 and 5, which are characterized by a sense of security, adequate resources, institutional wisdom, and the confidence to take risks. We have had lean times, but our members and previous leaders have refused to let the Society die. A key component for our continued longevity is leadership and new blood. The AAHS Nominations Committee resolved a slate of exemplary new officers and board members-at-large in March and mailed ballots to the membership. I encourage you to vote for the volunteer leaders identified by the committee or write-in the candidate of your choice.

In the coming months, you can expect several celebratory events and new research support provided by the Society, including a new level of funding opportunities made possible by the late Carryl B. Martin. To help us kick-off our second century, I invite you to the Society Centennial Celebration at historic Fort Lowell Park on April 16, 2:00–7:00 p.m. (see page 5).

Cheers!



## April 18: Topic of the General Meeting

### *Arch & Hist Ancestors*

*Dr. Raymond H. Thompson  
Director Emeritus, Arizona State Museum*

In honor of the 100th anniversary of the founding of the Arizona Archaeological and Historical Society, Dr. Thompson will present brief biological sketches of our founding fathers.

Dr. Raymond Thompson served as the Director of the Arizona State Museum for 34 years, while also a Professor of Archaeology at the University of Arizona. He presided over the modernization of antiquities laws at the state and national level. As past president of the Society for American Archaeology, Dr. Thompson was instrumental in the creation of the Archaeological Resources Protection Act. His achievements in research and museum management were equaled by his dedication to promoting stewardship of archaeological resources – what today we call cultural resource management. Dr. Thompson assisted Indian tribes in developing their own museums. He also established cooperative relationships with Mexican archaeologists and institutions. In 1998, Dr. Thompson received the Distinguished Service Award from the Society for American Archaeology.

### 100TH ANNIVERSARY KIVA OFFER

In celebration of our 100th anniversary, AAHS is offering full sets of in-print issues of *Kiva* for \$100. This offer is good through June 30, 2016. If you need them shipped, they will be sent as printed matter, with an additional \$125 charge. This is quite a deal! The set can be ordered and paid for through at [www.z2systems.com/np/clients/aahs/giftstore.jsp](http://www.z2systems.com/np/clients/aahs/giftstore.jsp). If you have questions, or if you need to arrange a pick-up after payment, contact Sarah Herr at [sherr@desert.com](mailto:sherr@desert.com).

APRIL  
**16**

## ARIZONA ARCHAEOLOGICAL AND HISTORICAL SOCIETY

Celebrate the 100 year anniversary!

### Picnic & Potluck 2pm - 7pm

AAHS will provide burgers, hot dogs, vegetarian options, drinks and **CAKE!** Please bring a dessert or side dish to share and blankets/chairs. Friends and family welcome!



**Location:**  
Fort Lowell Park  
2900 N. Ft. Lowell Rd.



Questions?  
Call  
909-213-2775

**Activities:**  
**Tours of Historic Fort Lowell Park**  
Led by Homer Thiel and Linda Gregonis  
(2pm & 3pm)

**AAHS Archaeological Olympics**  
atlatl throw, wheelbarrow race, and MORE!  
(3-4:30pm)

**Educational Events and a Piñata!**

Follow AAHS on Facebook at [www.facebook.com/pages/Tucson-AZ/Arizona-Archaeological-and-Historical-Society](http://www.facebook.com/pages/Tucson-AZ/Arizona-Archaeological-and-Historical-Society)



## AAHS Lecture Series

All meetings are held at the Duval Auditorium, University Medical Center  
Third Monday of the month, 7:30–9:00 p.m.

- Apr. 18, 2016: Raymond H. Thompson, *Arch & Hist Ancestors*
- May 16, 2016: John Hall, *The Luke Solar Project: Middle and Late Archaic Period Subsistence and Settlement in the Western Phoenix Basin*
- June 20, 2016: Matthew Liebmann, *Visitations of the Kiiwah: The Magnitude, Timing, and Ecological Effects of Native American Depopulation in Northern New Mexico, 1541–1680*
- July 18, 2016: Doug Gann, *Current Research in Digital Archaeology*



## Upcoming AAHS Field Trips

*Participation in field trips is limited to members of AAHS.  
There is generally a 20-person limit on field trips, so sign up early.*

### Sears-Kay Ruins / Sycamore Canyon Pueblo, Near Carefree, AZ April 2, 2016; 10:00 am

Led by archaeologist Steve Swanson, we will visit two sites located near Carefree, Arizona. Sycamore Canyon Pueblo and Sears-Kay Ruin are sites in close proximity to each other dating to the Hohokam Classic period in a region that has been referred to as the “northern periphery of the Phoenix Basin,” as is understood by archaeologists to have numerous “fortified hilltop” sites. On this tour, we will visit a well-known hilltop site, the



*Sycamore Canyon Pueblo with Steve Swanson for scale.*

40-room Sears-Kay Ruin, and will then visit the larger, 60-room Sycamore Canyon Pueblo, contemporaneous with Sears-Kay and also built of stone, but in a less fortifiable stream-side location.

Sears-Kay can be accessed by any vehicle, including motorcycles or bicycles, and has well-maintained paths. There is a steep incline hiking up to the summit of the hilltop, but it is a well-maintained path. Sycamore Canyon Pueblo can be accessed via high-clearance vehicles (preferably 4WD but not necessary) using a transmissin line access road. Limited walking is required at this site to explore the ruins.

Meet at Sears-Kay Ruin visitor parking lot at 10:00 am on April 2. We will spend 1-2 hours hiking and visiting the ruin and can have lunch there, where there are minimal facilities. There is no water, so bring plenty of water along with your lunch. From there, we will carpool to Sycamore Canyon Pueblo, about 20 minutes to the north, and spend 1-2 hours in that location before returning to Sears-Kay. For those coming from Tucson, we will arrange car pooling. To register for the trip, email Katherine Cerino (kcerino@gmail.com) and indicate if you have a high-clearance or 4WD vehicle.

### The Hardy Site at Fort Lowell Park April 16, 2016; Tours begin at 2:00 and 3:00 pm

During the centennial celebration of AAHS, held at Fort Lowell Park, archaeologist Homer Thiel and Linda Gregonis will offer tours of portions of the Hardy site. Originally excavated, in part, by University of Arizona students and AAHS volunteers in the 1970s, and again in 2012, small portions of this multicomponent site will be open to trip participants.

Two tours of each area (four in total), beginning at 2:00 and held every hour, will be given. Groups will be limited to 15 to 20 participants. On tour, by Linda Gregonis, will feature the location



*Figurine from the 1970s excavations.*

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of those excavations conducted in the 1970s. Excavations uncovered a courtyard group dating to the A.D. 1100s, as well as houses dating to the A.D. 900s, and an offertory plaza and cemetery dating to the A.D. 800s.

The second tour features the Fort Lowell-Adkins Steel portion of the Hardy site, which saw mitigation of contaminated soil in 2012. Archaeologists Homer Thiel will show photographs of the prehistoric and historic features located during the project and discuss the stabilization work conducted on three Officers' Quarters constructed in the 1870s.

To register for a trip, please contact Cannon Daughtrey at [cannondaughtrey@gmail.com](mailto:cannondaughtrey@gmail.com). Fort Lowell reports are available as PDFs online at [www.tucsonaz.gov/preservation/archaeology-downtown-fort-lowell-and-court-street-cemetery](http://www.tucsonaz.gov/preservation/archaeology-downtown-fort-lowell-and-court-street-cemetery).



*The remnants of Officers' Quarters 1 and 2, prior to stabilization work (photograph by Henry D. Wallace).*

### **Homol'ovi and Rock Art Ranch Field Trip June 25-26, 2016**

Seven ancestral Hopi villages dating to the late 1200s and through the 1300s are clustered along this section of the Little Colorado River. The Homol'ovi Research Program, Arizona State Museum, University of Arizona, has been conducting research in these pueblos since the mid-1980s, led by Chuck Adams and Rich Lange. We will try to visit at least three of these villages. All are examples of the varied and often unique histories each village has. We will also talk about the earlier occupations in the area and how the use of the landscape changed over time.

Rock Art Ranch is a private ranch 25 miles southeast of Winslow that still raises cattle and bison. The ranch contains some of the Southwest's most spectacular rock art, with more than 3,000



*Basketmaker glyph at Rock Art Ranch*

glyphs, which have been completely documented, dating from 5000 BCE to 1400 CD. The ranch lies in the high desert at 5,100 feet elevation, in an area used over the past 13,000 years by mobile hunting and gathering groups, early farmers, and later, after 500 CE, by ceramic-producing, sedentary farmers representing archaeological cultures of the adjacent Mogollon Rim and Colorado Plateau regions. The University of Arizona has been conducting a field school at

Rock Art Ranch since 2011; this is the last season. We will visit the excavations as well as the spectacular rock art in the canyon.

We will meet Rich Lange at Homol'ovi State Park at 1:00 pm on Saturday, June 25. On Sunday morning, Rich will take us to tour Rock Art Ranch, visiting both the rock art and the field school. The tour should end around 1:00 pm. Homol'ovi is approximately a 5.5-hour drive from Tucson. Camping is available at Homol'ovi State Park and there are a number of hotels in Winslow. For more information about the park, visit: [azstateparks.com/Parks/HORU/](http://azstateparks.com/Parks/HORU/).

The trip is limited to 20 people. To make reservations, contact Katherine Cerino at [kcerino@gmail.com](mailto:kcerino@gmail.com).



### **New Ball Caps!**

To mark our 100th year, we have new ball caps. Caps are available in gray, khaki, and olive, one size fits all. They are nice and light for the desert sun and incorporate the Hohokam dancer from our log. Order online through our website store (\$18.00, including shipping), or pick one up at a monthly lecture.



## FROM THE ARCHIVES

*As part of our 100th Anniversary Celebration, David Wilcox is contributing several articles on the deep history of AAHS. Here is the third.*

### How the AAHS Helped Dean Cummings Realize His Game Plan, 1916–1921

*David R. Wilcox  
Itinerant Scholar and Research Associate, Arizona State Museum*

Beginning with a series of public lectures on “Prehistoric Arizona” in the spring of 1916, Byron Cummings attracted a group of 60 citizens who founded the Arizona Archaeological Society (later to become the Arizona Archaeological and Historical Society [AAHS]), whose first formal meeting was on May 15, 1916 (AAHS Archives). A study of the archives and other sources has resulted in the compilation of data tables of all recorded members and programs from 1916 to 1956, with endnotes about who these people were as well as other contextual information. Some of this information was found using the website “Chronicling America” (Wilcox 2016). Copies of these files have been copyrighted and placed in the Arizona State Museum (ASM) Library.

Based on these data and other studies (for example, Bostwick 2006; Thompson 2005; Wilcox 2005), a fresh assessment can be made of how AAHS helped Dean Cummings achieve the game plan he brought to Tucson from Utah in 1915 (see February 2016 *Glyphs* [Vol. 66, No. 8]). Most fundamentally, we can see that Cummings appealed to a broad audience of civically engaged people whose membership and support for AAHS multiplied their influence in other groups. One of the most significant was the Federated Women’s Clubs of Arizona (FWCA).

In Utah, Cummings had been a Dean of Men and of Arts and Letters, as well as head of the Utah Board of Education and of the University’s medical school for awhile. His wife, Isabel McLaury Cummings, was highly active in the Utah women’s clubs and literary societies, and when she came to Arizona, she soon became president

of the Tucson Woman’s Club and was active statewide (*Arizona Republican* 1919a; *Bisbee Daily Review* 1916). The agenda of the FWCA was well stated in the *Arizona Republican* (1902:3), the year of their founding:

it therefore devolves upon us in large measure to see to it that science, history, literature, music, art and all the refinements of civilization be not neglected amid the stress of new environment. More than this, ... the preservation of our archaeological heritage of our Indian legends, and of our pioneer history, all await and greatly need the attention that it is our special province to bestow, and that as an organized body we have the power to give.

Clearly, these objectives perfectly matched those of Dean Cummings, who, at the University of Arizona, again soon became a Dean of Men and of Arts, Letters and Sciences, a team player who was also named Acting President, 1920–1921, in the absence of President von KleinSmid, who was in Mexico and Latin America. Cummings also assumed other civic responsibilities, further broadening his social alliances (*Arizona Republican* 1919b; *Coconino Sun* 1920). It is little wonder that in June 1921, he was one of four distinguished Arizonans awarded a LL.D. degree by the University of Arizona.

On a more practical level, AAHS helped the Dean by purchasing for use on his expeditions, on credit, an “archaeological” Ford from AAHS member Monte Mansfield (Johnson 1966). They also purchased collections for ASM, most notably the Joshua Miller collection in 1917.

Preserving Tumacacori Mission became the primary project for AAHS, after arrangements were made to have the mission’s central 10 acres deeded to the federal government so that the newly established National Park Service could take charge of it. AAHS also eagerly listened to 5-minute student reports each October and the Dean’s longer exposition on their results, admired the displays of new artifacts, and acted as hostesses or hosts, serving light refreshments during the social hour after the talks, following the lead Cummings had initiated in Utah (*Salt Lake City Herald-Republican* 1909), and

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that was followed at Arizona women's club meetings (*Arizona Republican* 1909).

The Dean's expeditions were well covered by many Arizona newspapers. Phoenix's *Arizona Republican* (1916b), for example, not only announced the AAHS meeting during which a local boy, Karl Ruppert, was to speak, it (*Arizona Republican* 1916a) also printed a long, detailed report about Ruppert's first archaeological experience.

Another student, Edith Neuman, told her hometown newspaper (*Bisbee Daily Review* 1920) about her amazement that a Navajo chief near Navajo Mountain had offered Professor Cummings 30 ponies for her! Their 1920 excursion to Tayenda Mesa (now called Cummings Mesa) was described by the Dean in the *American Anthropologist* (Cummings 1922). The Dean had joined the American Anthropological Association in 1908, and remained a loyal member into his 90s.

Politically, AAHS also acted to further the Dean's game plan. In January 1917, a committee was formed that included AAHS president Cummings and nine other members who were prominent Arizona citizens: Tucson banker Charles P. Solomon, Tucson businessmen Thomas K. Marshall and John S. Bayless, University of Arizona President von KleinSmid, University of Arizona professors I. J. Butler and A. O. Neal, Phoenix Episcopal Bishop Julius Atwood, and northern Arizona businessmen E. C. Clark and George Babbitt. They wrote to the U.S. Secretary of the Interior, respectfully suggesting he reserve all antiquities permits in Arizona to ASM and the Bureau of American Ethnology. If there was a reply, I have not yet seen it.



Isabel Cummings (left), standing with Byron Cummings in 1917 (*Arizona Historical Society CP29, F.21A*).

Cummings, however, had already expressed his state's rights values in the University of Arizona Catalog (*University of Arizona Record* 1916:30). He urged the people of Arizona to give any relics they might acquire to the ASM, because they "belong here in the environment in which they were produced and where they will be accessible to the students and people of the commonwealth." Among the many citizens endorsing these values was seven-time Arizona Governor George Wiley Peter Hunt, who not only became one of the early donors to ASM in 1916, but whom, by 1923, had become a lifetime member of AAHS.

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- 2006 *Byron Cummings: Dean of Southwest Archaeology*. University of Arizona Press, Tucson.

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2016 Data Tablse and Related Information on the History of the Arizona Archaeological and Historical Society, to 1956. Ms. on file, Arizona State Museum Library, University of Arizona, Tucson.

The Tucson-Pima County Historical Commission has opened nominations for its 2016 Historic Preservation Awards. These awards recognize individuals, firms, groups, and/or organizations that have demonstrated their interest or contribution to the preservation, conservation, or interpretation of local history, architecture, or historic preservation in Tucson or Pima County. We invite you to participate by submitting a nomination or nominations.

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at Snaketown in the 1930s, one of the members of the team was Harvard-trained Irwin Hayden (father of Tucson's legendary "desert rat archaeologist" Julian Hayden). Some of the younger team members, for example, Gladwin's son Tom and Haury, thought that Hayden was a bit over bearing. Hayden was supervising the excavation of a ballcourt, which had stimulated a fair amount of speculation about possible Mesoamerican influences at Snaketown.

Haury and young Gladwin planted a recently made Aztec-style ceramic figurine (of the kind made in Mexico for sale to tourists) in an unexcavated part of the ballcourt. When Hayden found the figurine, he was so excited to have found some evidence of those possible Mesoamerican influences, he failed to recognize not only that the figurine was a fake, but also of a style several hundred years later than Snaketown. The prank was soon exposed to the amusement of all except Hayden, who presented Haury at the end of a work day a few days later with a cloth bag (of the kind used for sherds and artifacts) that contained a dead rattlesnake. Julian Hayden's son, Steve, still has the figurine Haury used to upset his grandfather.

Several years later, Haury himself was the victim of a carefully planned hoax at Gila Pueblo headquarters in Globe. By 1936, Ted Sayles and Ernst Antevs had discovered evidence of the preceramic Cochise culture in southeastern Arizona. Haury gave a talk about these findings to the YMCA in nearby Miami. William Kelly, a third generation member of an old Arizona newspaper family and former editor of the *Tombstone Epitaph*, was also at Gila Pueblo at the time. Haury had recently earned a Ph.D. at Harvard. Kelly, who would soon do the same, saw an opportunity he could not resist.

Two days after the lecture, Gladwin and Kelly came to Haury's office and showed him a newspaper clipping with a headline that announced, "Ape-Man Found in Prehistoric Lake in Cochise County," and a report full of outrageously false information. Haury was, of course, appalled and asked Gladwin for time off to track down the reporter and obtain a retraction. Gladwin calmed Haury down and Kelly admitted he was the culprit. He rubbed in the success of the hoax by providing a notarized statement that the story was false and that the fake clipping had been destroyed.

During the third season (1948) of the UA Archaeological Field School at Point of Pines, Stephan Borhegyi, from Hungary, was a visiting scholar sponsored by the Viking Fund (later, the Wenner-Gren Foundation for Anthropology). The Director of the Viking Fund, Paul Fejos, a Hungarian with old connections to the Borhegyi family, had managed to get Steve out of Communist Hungary and wanted him to gain experience in Americanist archaeology. Haury was pleased to be able to comply, because the Viking Fund had provided critical early support for Point of Pines.

Steve had recently earned a Ph.D. in Hungary, with a dissertation on a collection of ancient Egyptian ivory carvings. This information came out as the students at Point of Pines got to know each other. Discussions arose over differences in American and European approaches to archaeology. Some of the UA graduate students whose work involved humble potsherds rather than fancy ivory carvings decided to play a prank on Steve, who had been assigned to dig a test trench below the muddy floor of an excavated room. He exposed a cluster of corrugated potsherds enclosing a white, ivory-like object. Steve was ecstatic and everyone was assembled to observe the uncovering, which included A.V. Kidder and a film crew from the Harmon Foundation.

Haury and Kidder, with cameras rolling, examined the cluster of sherds and immediately noted that the sherds were clean and free of mud. To the amusement of all, the "ivory object" turned out to be a whitish plastic figurine of a pregnant woman with the words, "Kilroy Was Here" inscribed on the base. Steve got the point and was actually amused, but embarrassed that the prank directed at him had ensnared two distinguished senior colleagues. Neither of them was bothered, and Kidder help Steve obtain a position at the Guatemala National Museum after the field season. In Guatemala, Steve's Old World experience enabled him to make important new contributions to some of the museum's collections. The plastic figurine is in ASM's Haury memorabilia collection.

There, you see, archaeology is fun and archaeologists do have fun. So, let's make sure, as we brag about the 100 years of Arch and Hist that we also have fun and that our celebrations be joyful and "splendennial"!!!

# CONGRATULATIONS AAHS!

Thank you for  
**ONE HUNDRED YEARS**  
of support, partnership,  
service, and dedication  
**1916 - 2016**

Byron Cummings, Arizona State Museum's first director and the Arizona Archaeological and Historical Society's founding father, knew that the museum would need strong community support. With great insight and vision, he established ASM's first community support group. For one hundred years, we at ASM have never lost sight of the fact that AAHS has been with us every step, helping us to be successful. It is with great enthusiasm and with much gratitude that all of us at ASM wish AAHS a HAPPY one hundredth BIRTHDAY.

## THANK YOU!



Arizona State Museum  
THE UNIVERSITY OF ARIZONA®

## AAHS Membership Application

Membership is open to anyone interested in the prehistory and history of Arizona and the Southwest and who support the aims of the Society. Membership runs for a full year from the date of receipt, and covers all individuals living in the same household.

Monthly meetings are free and open to the public. Society field trips require membership. Members may purchase an annual JSTOR subscription to *Kiva* back issues for \$20 through the AAHS website.

### Membership Categories

- ☐ \$50 **Kiva members** receive four issues of the Society's quarterly journal *Kiva* and 12 issues of *Glyphs*
- ☐ \$40 **Glyphs members** receive *Glyphs*
- ☐ \$35 **Student Kiva members** receive both *Kiva* and *Glyphs*
- ☐ \$75 **Contributing members** receive *Kiva*, *Glyphs*, and all current benefits
- ☐ \$120 **Supporting members** receive *Kiva*, *Glyphs*, and all current benefits
- ☐ \$300 **Sponsoring members** receive *Kiva*, *Glyphs*, and all current benefits
- ☐ \$1,000 **Lifetime members** receive *Kiva*, *Glyphs*, and all current benefits

*Note: For memberships outside the U.S., please add \$20. AAHS does not release membership information to other organizations.*

### Institutional Subscriptions

For institutional subscriptions to *Kiva*, contact Maney Publishing at [subscriptions@maneypublishing.com](mailto:subscriptions@maneypublishing.com) or <http://maneypublishing.com/index.php/journals/kiv>. For institutional subscriptions to *Glyphs* (\$100), contact AAHS VP for Membership at the address below.

You can join online at [www.az-arch-and-hist.org](http://www.az-arch-and-hist.org), or by mailing the form below to:

Michael Diehl, VP Membership  
Arizona Archaeological and Historical Society  
Arizona State Museum, The University of Arizona  
Tucson, AZ 85721-0026

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

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A A H S



Est. 1916

Arizona Archaeological and Historical Society  
Arizona State Museum  
University of Arizona  
Tucson, Arizona 85721-0026  
USA

## RETURN SERVICE REQUESTED

The objectives of the Arizona Archaeological and Historical Society are to encourage scholarly pursuits in areas of history and anthropology of the southwestern United States and northern Mexico; to encourage the preservation of archaeological and historical sites; to encourage the scientific and legal gathering of cultural information and materials; to publish the results of archaeological, historical, and ethnographic investigations; to aid in the functions and programs of the Arizona State Museum, University of Arizona; and to provide educational opportunities through lectures, field trips, and other activities. See inside back cover for information about the Society's programs and membership and subscription requirements.

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ORGANIZATION

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