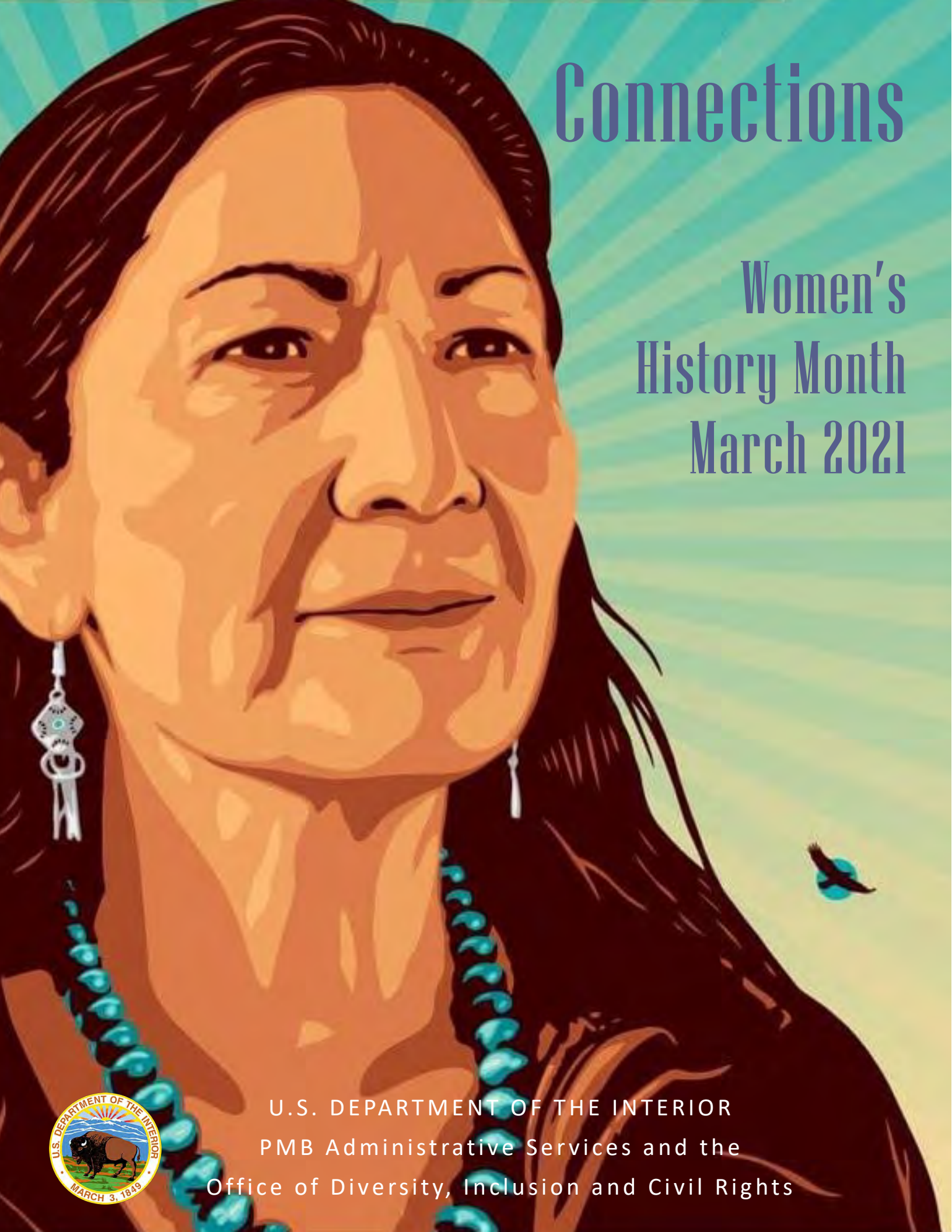


Connections

Women's
History Month
March 2021



U.S. DEPARTMENT OF THE INTERIOR
PMB Administrative Services and the
Office of Diversity, Inclusion and Civil Rights

Message from the Deputy Assistant Secretary for Administrative Services

March 2021

Dear Colleagues,

When I gaze upon the pictures of all the phenomenal women (see story, page 10) who stepped up to share their insights and experiences as employees of the Department, I am filled to overflowing with hope. Enthusiasm, commitment, accomplishment, strength—it's all there writ large on those beautiful, smiling faces.

Of course, the excitement is palpable at Main Interior and across the country now that **Deb Haaland** has come on board as our first Native American Secretary of the Interior. Read about Secretary Haaland's remarkable, inspiring story beginning on page 5.

Also in this issue: NPS Equal Employment Opportunity Specialist **Barbara Green** bravely stepped forward to submit an eloquent and moving reminiscence of the hateful bullying she received as an Asian-American child (page 33); Park Ranger **Gary Bremen** tells us about the women throughout history who ensured the Everglades were protected (page 38); and our **Connections** collaborative partner, **Erica White-Dunston, Esq.**, Director of the Office of Diversity, Inclusion and Civil Rights, brilliantly explains why "Embracing and operating in a multicultural society is essential to DOI's long-term sustainability as stewards of America's land and trust" (page 36).

I am so proud of the Special Emphasis Program Team for shining a spotlight on the phenomenal women of our DOI family, and I hope you will find inspiration as I did in the stories shared in this month's issue of **Connections** magazine.

As always, please be well and stay safe.

Jacqueline M. Jones



Women of Interior

Connections magazine is produced each month by a collaborative, multi-agency team of volunteer employees from throughout DOI. Under the direction of Deputy Assistant Secretary for Administrative Services [Jacqueline M. Jones](#) and Director of the Office of Diversity, Inclusion and Civil Rights [Erica White-Dunston, Esq.](#), who serves as the Chief Diversity Officer for the Department, the **Connections** team strives to

foster an environment where all employees are respected, valued, accepted, appreciated and feel included.

To find out more or to submit your ideas and suggestions for future issues, please contact editor Steve Carlisle at stephen_carlisle@ibc.doi.gov. Your input is very welcome!

Cover image by [Ernesto Yerena Montejano](#) of El Centro, CA.



2	Welcome	37	Phenomenal Woman by Maya Angelou
3	Table of Contents	38	Women Protecting South Florida's Parks by Gary Bremen
4	Presidential Proclamation	40	Learning Plans, Reading Lists and More
5	The Honorable Deb Haaland	41	Opportunity: Free Tutoring
10	Women of Interior	41	Shout-Out: Trudy Roth
25	DOI Women Making History	42	Veteran Spotlight: Denise Aguiar
32	Healing from the Inside Out	43	Artist Spotlight: Susan Beauchamp
33	Gomawo Omma by Barbara Green	44	About the Special Emphasis Program Team
36	The New Face of Diversity, Inclusion and Civil Rights		



Each year, Women's History Month offers an important opportunity for us to shine a light on the extraordinary legacy of trailblazing American women and girls who have built, shaped, and improved upon our Nation.

Throughout American history, women and girls have made vital contributions, often in the face of discrimination and undue hardship. Courageous women marched for and won the right to vote, campaigned against injustice, shattered countless barriers, and expanded the possibilities of American life. Our history is also replete with examples of the unfailing bravery and grit of women in America, particularly in times of crisis and emergency. Women served our Nation during World War II, led organizing and litigation efforts during the Civil Rights movement, and represented the United States on the global stage in the fight for human rights, peace, and security. Far too often, their heroic efforts and their stories have gone untold — especially the millions of Black women, immigrant women, and others from diverse communities who have strengthened America across every generation.

In our current moment of crisis, women continue to lead. From vaccine researchers to public health officials to the countless heroines on the frontlines, women are working around the clock to defeat COVID-19. Women, and particularly women of color, also make up the majority of America's essential workers, including educators and child care providers, grocery store workers, farmworkers, and others who are keeping our families, our communities, and our country afloat. This year has also marked an historic milestone of women's leadership 232 years in the making, with the inauguration of America's first woman Vice President.

As we celebrate the contributions and progress of women and

girls, we must also reflect on the extraordinary and unequal burdens they continue to bear today. The COVID-19 pandemic has exacerbated barriers that have held back women — particularly women of color — for generations. Gender and racial disparities in pay continue to fester. A disproportionate share of caregiving continues to fall on the shoulders of women and girls. And now, job losses due to COVID-19 have set women's labor force participation back to its lowest point in more than 30 years — threatening the security and well-being of women and their families and imperiling the economic progress of our entire Nation. The share of mothers who have left the labor force is three times that of fathers; in September 2020 alone, an astonishing 865,000 women dropped out of the American workforce. These trends are even more dire among women of color, with Black and Hispanic women facing disproportionately high rates of unemployment. At the same time, food insecurity has risen dramatically since the pandemic began, particularly in

female-headed households with children, as have reports of intimate partner violence.

During Women's History Month, let us honor the accomplished and visionary women who have helped build our country, including those whose contributions have not been adequately recognized and celebrated. And let us pay tribute to the trailblazers from the recent and distant past for daring to envision a future for which no past precedent existed, and for building a Nation of endless possibilities for all of its women and girls. *President Biden Proclamation on Women's History Month - March 2021*

During Women's History Month, let us honor the accomplished and visionary women who have helped build our country, including those whose contributions have not been adequately recognized and celebrated. And let us pay tribute to the trailblazers from the recent and distant past for daring to envision a future for which no past precedent existed, and for building a Nation of endless possibilities for all of its women and girls.



The Honorable Deb Haaland Secretary of the Interior

Deb Haaland was confirmed by the Senate on March 16, 2021, as the first Native American Secretary of the Interior and first Native American Cabinet Member. Secretary Haaland served as the U.S. Representative from New Mexico's first congressional district from 2018 to 2021. Along with **Sharice Davids**, she is one of the first two Native American women elected to the U.S. Congress.

Haaland was born in Winslow, Arizona. She is an enrolled member of the Laguna Pueblo people. The Pueblo people have lived on the land that is now the state of New Mexico since the 1200s and Haaland identifies herself as a 35th-generation New Mexican. Her mother, Mary Toya, a Native American woman, served in the United States Navy. Her father, Major J. D. "Dutch" Haaland, a Norwegian American, was an officer in the United States Marine Corps and recipient of the Silver Star for his actions in Vietnam; he was buried with full military honors at Arlington National Cemetery in 2005. As a

child in a military family, Haaland moved frequently. She attended 13 public schools across the United States before the family settled in Albuquerque, New Mexico, to be close to family. Haaland graduated from Highland High School in Albuquerque. She has three sisters and a brother.

After graduating from Highland High School, Haaland worked at a local bakery. At 28, she enrolled at the University of New Mexico, where she earned her Bachelor of Arts in English in 1994. Four days after graduating, she gave birth to her child. As a single mother, Haaland started a salsa company to support herself and her child. At times during this period, she did not earn enough money to afford housing and had to rely on friends for shelter.

Secretary Haaland earned her Juris Doctor in Indian law from the University of New Mexico School of Law in 2006, and became the first Chairwoman elected to the Laguna Development Corporation Board of Directors, a Laguna-owned business created to strengthen the Laguna Community and its economy. She served as the tribal administrator for the San Felipe Pueblo from January 2013 to November 2015.

In the November 2018 general election, Haaland received 59% of the vote for U.S. Representative from New Mexico and was reelected in November 2020 with 58% of the vote. *Photo courtesy DOI*

Statement of Deb Haaland Before the Committee on Energy and Natural Resources, United States Senate

February 23, 2021

Chairman Manchin, Ranking Member Barrasso, Members of the Committee, thank you for having me here today.

I wouldn't be here without the love and support of my child Somah, partner Skip, my mom Mary Toya, my extended family, and generations of ancestors who sacrificed so much, so I could be here today. I acknowledge that we are on the ancestral homelands of the Nakochtank, Anacostan, and Piscataway people.

As many of you know, my story is unique. Although today I serve as a Member of Congress and was the vice-chair of the House Natural Resources Committee, if confirmed, I would be the first Native American to serve as a Cabinet Secretary. The historic nature of my confirmation is not lost on me, but I will say that it is not about me.

Rather, I hope this nomination would be an inspiration for Americans - moving forward together as one nation and creating opportunities for all of us.

As the daughter of a Pueblo woman, I was taught to value hard work. My mother is a Navy veteran, was a civil servant at the Bureau of Indian Education for 25 years, and she raised four kids as a military wife. My dad, the grandson of immigrants, was a 30-year career Marine who served in Vietnam. He received the Silver Star and is buried at Arlington National Cemetery.

I spent summers in Mesita, our small village on Laguna Pueblo, the location of my grandparents' traditional home. It was there that I learned about our culture from my grandmother by watching her cook and by participating in traditional feast days and ceremonies.

It was in the cornfields with my grandfather where I learned the importance of water and protecting our resources and where I gained a deep respect for the Earth.

As a military family, we moved every few years when I was a



kid, but no matter where we lived, my dad taught me and my siblings to appreciate nature, whether on a mountain trail or walking along the beach.

I'm not a stranger to the struggles many families across America face today - I've lived most of my adult life paycheck to paycheck. I have pieced together health care for me and my child as a single mom, and at times relied on food stamps to put food on the table.

It's because of these struggles that I fully understand the role Interior must play in the President's plan to build back better; to responsibly manage our natural resources to protect them for future generations - so that we can continue to work, live, hunt, fish, and pray among them.

I understand how important the Department is for all the stakeholders who rely on it and for the communities whose economies are connected to it. I know the bipartisan accomplishments of this Committee stand out in Congress. Your work led to Interior having significant resources and authorities, especially with the Great American Outdoors Act and the Public Lands package. I will work collaboratively with all members of this committee to ensure these acts are implemented well.

Photo courtesy NPR

[continued next page]

As chair of the Subcommittee on National Parks, Forests, and Public Lands, I also worked on these issues in Congress and listened to all of my colleagues and constituents about ways to improve management of the Department. I am proud of the bipartisan manner in which we moved these bills through my subcommittee and to the House floor.

As I've learned in this role, there's no question that fossil energy does and will continue to play a major role in America for years to come. I know how important oil and gas revenues are to fund critical services.

But we must also recognize that the energy industry is innovating, and our climate challenge must be addressed. Together we can work to position our nation and all of its people for success in the future, and I am committed to working cooperatively with all stakeholders, and all of Congress, to strike the right balance going forward.

As part of this balance, the Department has a role in harnessing the clean energy potential of our public lands to create jobs and new economic opportunities. The President's agenda

demonstrates that America's public lands can and should be engines for clean energy production. President Biden also knows that restoring and conserving our lands – through a Civilian Climate Corps – has the potential to spur job creation.

If confirmed, I will work my heart out for everyone:

- The families of fossil fuel workers who help build our country
- Ranchers and farmers who care deeply for their lands
- Communities with legacies of toxic pollution

- People of color whose stories deserve to be heard

- And those who want jobs of the future

I carry my life experiences with me everywhere I go. It's those experiences that give me hope for the future. If an Indigenous woman from humble beginnings can be confirmed as Secretary of the Interior, our country holds promise for everyone.

I believe we all have a stake in the future of our country, and I believe that every one of us – Republicans, Democrats, and Independents – shares a common bond: our love for the outdoors and a desire and obligation to keep our nation livable for future generations.

I carry my life experiences with me everywhere I go. It's those experiences that give me hope for the future. If an Indigenous woman from humble beginnings can be confirmed as Secretary of the Interior, our country holds promise for everyone.

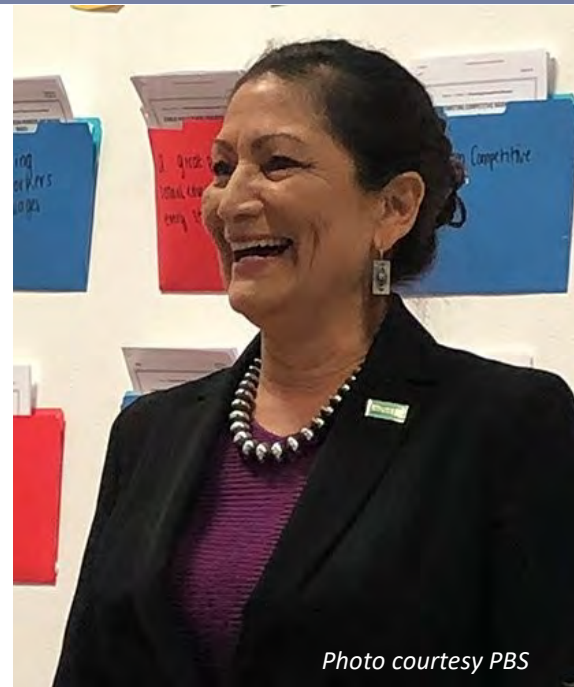


Photo courtesy PBS

I vow to lead the Interior Department ethically, and with honor and integrity.

- I will listen to and work with members of Congress on both sides of the aisle.
- I will support Interior's public servants and be a careful steward of taxpayer dollars.
- I will ensure that the Interior Department's decisions are based on science.
- I will honor the sovereignty of Tribal nations and recognize their part in America's story.
- And I will be a fierce advocate for our public lands.



March 18, 2021: Vice-President Kamala Harris swears in Deb Haaland as Secretary of the Interior. "History is being made yet again," said Vice-President Harris after Secretary Haaland took the oath. Photo courtesy of the White House.

Secretary's Statement to Interior Employees March 16, 2021

At my confirmation hearing, I said that we all have a stake in the future of our country. No matter your political party or Zip code, your ancestral heritage or income level, we all must take the formidable challenges that lie ahead seriously, and we will take them head-on, together.

I am proud and humbled to lead the dedicated team at Interior as we seek to leave a livable planet for future generations. Together, we will work to advance President Biden's vision to honor our nation-to-nation relationship with Tribes, address the climate and nature crises, advance environmental justice, and build a clean energy future that creates good-paying jobs and powers our nation.

The change we need will take hard work and perseverance, but I know that together there is nothing we cannot accomplish.

About Laguna Pueblo (Kawaik or the Lake People)

**By Abigail True,
Writer/Editor, AVSO**

Pueblo tradition says that their people have always been there. The Spanish name, Laguna, translates to lagoon and is derived from a lake that was once located on the pueblo lands. The people refer to themselves as Ka-Waikah or Ka-waik,

meaning "lake people," though the lake has long since transitioned into meadowlands. Historians believe the ancestors of the pueblo have occupied the Laguna homelands since at least A.D. 1300.

The Pueblo of Laguna is the largest of the Keresan-speaking pueblos and is located 40 miles west of Albuquerque, along what was once historic Route 66. The entire pueblo stretches across four counties and includes the six villages of Laguna, Encinal, Mesita, Paguete, Paraje, and Seama. In acknowledgement of its long history and rich cultural heritage, part of Laguna was listed in the National Register of Historic Places in 1973. The Pueblo of Laguna Historic District consists of approximately 108 acres including a southeastern section of the pueblo that dates from the 1400s. Laguna's most prominent landmark, the old [Mission San Jose de Laguna](#), has been a signpost for travelers in the past as it is today. Constructed between 1699 and 1701 and dedicated to St. Joseph, this one-story adobe church is a well-preserved example of a Spanish colonial mission and is still an active

Catholic parish church. All the villages celebrate the Feast of St. Joseph on September 19th, which features dances after a Mass at Mission San Jose de Laguna and hundreds of booths offering various native arts and crafts.

Mission San Jose de Laguna is perched on top of a hill, surrounded by weathered adobe homes. The church's white exterior provides a sharp contrast to the earth tones surrounding it. Villagers built the mission in 1699, after the Pueblo Revolt. It was the last mission built in the early mission period

and remains one of the best preserved. The interior is 105 feet by 22 feet. The only openings are the doorway and a small window below the twin bells.

The interior ambience plays a central role in the allure of the church. Laguna art and rare early Spanish paintings line the walls and surround the altar. Red, green, yellow and black murals adorn the earthen walls. Tribal members painted the ceiling above the sanctuary with the Laguna symbols for the sun, the moon, the stars, and a rainbow. Talented artisans intricately carved all of the woodwork, including the vigas and the latticed ceiling. A portrait of Saint Joseph visually dominates the center of the reredos, flanked by Saint Barbara, protector against thunder, lightning, and sudden death, and Saint John Nepomucene.



Women of Interior



Women of Interior

What would you say was the greatest success of your federal career?



< Two year US Peace Corps assignment in Malta and Tunisia. I worked with these governments to establish environmental protection policies and educational programs that survive today more than 25 years later. This experience prompted me to become a public servant and travel lover, exploring other countries, cultures, and people for which I am most grateful. **Paula Estornell, Deputy Director, Program Management Division, OCIO, Washington DC**

> One of my greatest successes is that I have been with the Federal Government for over 35 years! One of the things that I am grateful for are the opportunities that working for the Government have provided. I have successfully navigated two career fields and have had the opportunity to live and travel overseas as a result of working for the Government. That in and of itself has been a success for me.

Tonya Lovelace, Branch Chief, IBC Acquisitions Directorate, Herndon VA



My proudest moments are when my team and my colleagues are successful. I'm always looking for ways to help make things happen and contribute to the greater good. **Aimee Devaris, Regional Director, USGS Anchorage**



> I am extremely excited about my current project that applies my science discoveries in a web-based tool to help land managers at Saguaro National Park optimize and prioritize their treatments to control invasive [buffelgrass](#). Buffelgrass poses an existential threat to the native flora of the Sonoran Desert, including the iconic Saguaro cactus, by introducing a continuous mat of highly flammable fuel that carries fire through the non-fire adapted ecosystem. **Cynthia SA Wallace, Research Geographer, USGS Tucson AZ**



< I have worked hard and have been lucky to achieve many successes. From being the first Hispanic female Deputy Chief of law enforcement for the US Fish & Wildlife Service National Wildlife Refuge System, to being able to hire new NWRSL officers, watching them grow into their positions and be successful. I had a chance to be detailed to the Federal Law Enforcement Training Center Divisions of Firearms and Behavioral Science where I taught DOI (Bureau of Indian Affairs, Bureau of Land Management, National Park Service Rangers, US Park Police, and USFWS) students and watched them be successful. I would have to say the greatest success of my federal career is all the friends I have made. **Katherine Korte, Deputy Chief, National Wildlife Refuge System Law Enforcement (NWRSL), FWS VA**



Women of Interior

What would you say was the greatest success of your federal career?



< I have been fortunate to work for USGS for over 24 years. I started as a volunteer, worked as a contractor, and worked my way up to be a full-time permanent research scientist. The greatest moments of my career have been when I see or hear that my science is being used directly to improve people's quality of life or to improve ecosystem health: a tool or method implemented to keep coasts clean or to detect invasive species or a decision made to protect the Great Lakes. **Meredith Nevers, Research Ecologist, USGS Great Lakes Science Center, Chesterton IN**



> My greatest success in my federal career is identifying outstanding and talented educators

who want to work in schools operated by the Bureau of Indian Education. My daily goal is to meet individuals inspired to educate, motivate and provide opportunities for students throughout Indian Country. The findings of research clearly demonstrate the single most important and influential factor in a student's education is the classroom educator. I am a Human Resource professional and have experience in education at the Tribal, University and Public School District levels. These experiences provide me with a unique perspective as I engage in recruiting efforts, evaluate and draft recommendations for BIE educator recruitment and staffing policies and procedures. **Shannon G. Freeman, Education Talent Recruiter, BIE Anadarko OK**



< It's mostly in social media, we've live-streamed a heron rookery on CBS This Morning and most recently, I found a way to incorporate ASL interpretation to live streams during the pandemic. Our views exceeded visitation at our summer visitor center. I also was able to get staff from all parts of our park involved with giving programs during the pandemic. Everyone got a chance to shine. **Sharon Stiteler, Park Ranger, Mississippi National River and Recreation Area**



> The greatest success of my federal career was being on the team that

spearheaded the development and implementation of the National Harvest Information Program (HIP) Surveys in the Division of Migratory Bird Management. **Sheri S. Williams, Records and Information Management Specialist, FWS Falls Church VA**

Women of Interior

What would you say was the greatest success of your federal career?



< I spent nearly 8 years at Laguna Atascosa National Wildlife Refuge as a Visitor Service Manager. The visitation is over 300,000 visitors annually but the Visitor Services Program was stagnant. I re-evaluated the program to increase to approximately 60 volunteers/interns annually and provided multiple training opportunities throughout the year for Visitor Experience Programs. I increase birding and local schools opportunities through personal birding tours, kayak trips and events (Ocelot Festival) on and off the refuge for 'Winter Texans' and the local communities. In addition, when I arrived to Laguna Atascosa, there was little to no interaction with the surrounding landowners. After 8 years, out of the 7 surrounding landowners, 5 were either volunteers and/or Friends group members. South Texas is such a biodiversity eco region that I am grateful I was able to increase visitor experience for 8 years. **Stacy Sanchez, Biologist, FWS**

This is a tough one as I have worked on so many fantastic projects with a lot of really inspiring scientists. Hands down my greatest success is finding a home at USGS where I can come to work each day, do some good science and improve the world around us just a little. **Kelly Smalling, Research Hydrologist, USGS Laurenceville NJ**



^ My greatest success was transitioning from a whole different department (USDA-NRCS) to DOI. I was mapping urban and subaqueous (underwater) soils in the Northeast and had to completely switch gears to work at BLM. I went from making data to interpreting it, mainly for timber projects. It took a while to feel comfortable with my new role and I definitely felt imposter syndrome at points, but now I'm reaching out to newbies to help them feel not so overwhelmed. **Marissa Theve, Soil Scientist, BLM Salem OR**

Women of Interior

What would you say was the greatest success of your federal career?



^ I think my greatest success is the hiring of local people to work in the preserve. As a local person myself, I'm very proud to provide permanent employment opportunities. **Jeanette Koelsch, Superintendent, NPS Nome AK**

> For me, it has been about connecting people with place and realizing we all have a voice. For all the work I have done with the NPS, my greatest success was being able to bring tribal people back to their place of origin in the Grand Canyon. **Jan Balsom, Chief of Communications, Partnerships and External Affairs, NPS Grand Canyon AZ**

> Advancing from a GS-5 editorial assistant to a GS-13 supervisory position to an Acting GS-14 in publishing. **Debra Foster, Supervisory Publishing Specialist, USGS Office of Communication and Publishing, Science Publishing Network, Pembroke Publishing Service Center NH**



Women of Interior

What would you say was the greatest challenge of your career?



< I had a baby in 2020. Having a child while still doing field work is rather challenging. Having to pump in the field was not something I thought about, not to mention being pregnant while doing field work. My supervisors were all amazing and supportive, but I wish there were resources for field techs who have experienced these challenges.

Kaitlin Laabs, Hydrologic Technician, New England WSG, USGS

> My greatest challenge of my federal career so far has been to navigate the complex social and emotional needs of our Native Youth. They are the most resilient, brave and creative humans I have ever had the honor to work with. Helping them heal and find themselves is both the greatest challenge and the best honor. **Niky Poole-Marquez, Residential School Counselor, BIE Chemawa Indian School, Salem OR**



There have been many but with time comes perspective and confidence. I try to turn the mountains into molehills and step over them. **Alison Stockdale, Branch Chief, IBC Washington DC**

> One of the greatest challenges of my federal career has been uncertainties in funding for scientific research, especially for long-term studies that are needed to understand natural processes, which can evolve slowly. But this is not a challenge unique to a federal scientist, but rather, is a universal challenge in scientific research. **Isabelle Cozzarelli, Research Hydrologist, USGS/GEMSC, Reston VA**



< As a minority woman in admin support, speaking to large audiences was a challenge for me, not just because of the language, but other factors. When asked to be the Chair for the USGS Professional Latinos Employee Resource Group (ERG), I learned to push myself out of my comfort zone in many areas. I embraced the opportunity and encourage others to connect with an ERG within DOI. **Noelia Garcia, Program Assistant, USGS Reston VA**

Women of Interior

What would you say was the greatest challenge of your career?



< Getting the job that I wanted, when I wanted it. It never was the right time or someone else got the job. Then I realized it wasn't in the plan for me to begin with. Planning my career and setting goals was a challenge, but in the end it all worked out. **Melissa English-Rias, Interpretive Specialist, NPS South Atlantic-Gulf Region**



^ I would say balancing work/life during the current pandemic. **Yadira Soto-Viruet, Physical Scientist, USGS Reston VA**

> Sometimes, it was working with folks whose mission and purpose were not conservation. Other times it was working with people who didn't have the necessary expertise and education to achieve great results for natural resources and the military mission. Recently, it was leaving a federal career as a natural resources manager to move across the country to be closer to family. This was difficult because I moved to a place where federal land management jobs were few and far between and highly competitive. The stars aligned however and I am so excited and fortunate to be with the USFWS now and work with folks that have conservation in their hearts. **Lauren B. Wilson, FWS Asheville Ecological Services Field Office NC**



Women of Interior

What would you say was the greatest challenge of your career?



< The greatest challenge of my federal career was changing my mindset from Military to Civilian. From day one in the military you are told what to do, how to do it, and who is in charge. Transitioning into the federal sector, I have had to navigate and really challenge myself to learn who everyone is, what they do, and how they fit into the whole picture. I have also had to learn how I fit into the big picture of Reclamation and their mission. **Stormy Gallagher, Contract Specialist, USBR Billings MT**



> My greatest challenge goes hand in hand with my greatest success. In establishing a new office that is made up of multiple agencies, there are naturally going to be disagreements on the best way to do things. It takes a lot of open communication, engagement, active listening, and empathy to develop trust. There was a lot of "storming" to weather through. Thankfully, the reward is worth it. **Amanda Garrison, Supervisory Minerals Revenue Specialist, Indian Energy Service Center, ONRR Lakewood CO**

> The greatest challenge of my federal career has been educating colleagues about the importance of the overall employee experience in the Department and really understand what Diversity, Equity, Inclusion Accessibility really means and how everyone benefits when barriers to fairness and equity are removed. **Kim Oliver, Management and Program Analyst, AS-PMB Washington DC**



< It has always been the case in both the private sector and in federal government: being a woman in the male-dominated field of engineering and facilities is an ongoing challenge. **Cherie Shepherd, Superintendent, Streamtown NHS, NPS Scranton PA**



Women of Interior

Who was the most inspiring woman you've known and why?



< My mother, of course. She loves life, loves God and is like the energizer bunny. She just never stops and keeps going and going and going. She volunteers, has kind words for others, lifts up those around her, gives to those in need, will cook a great meal for family and friends, can fish, fix a car, put on a gown and dance the night away at a party, and makes new friends everywhere she goes. She is my hero.

Dawn Selwyn, Trust Officer, BIA Albuquerque NM

> When I first started in my career as a Cooperative Education Student in 1991, I worked with a Training Officer by the name of Connie Minkoff. Connie did not have a degree, or any certifications, but was able to communicate in such a manner that she build trust and relationships with people. She also modeled incredible work/life balance before this phrase even existed. **Gerri Voto-Braun, Supervisory Contract Specialist, USBR Billings MT**

< My mother was the most inspiring woman in my life. She grew up in a dirt floor shack in Thailand. She grew up with very little in terms of possessions or economic support. But she worked very hard and was extremely persistent and resilient. She earned a scholarship to attend Georgetown University in Washington DC and earned a degree in education. She gave up a career in teaching to raise her children, and throughout my childhood, both of my parents emphasized education and self-confidence for my sister and me. My mother persevered through discrimination as an Asian person in the United States post-Vietnam, and encouraged us to accept everyone around us regardless of any difference. **Julie Bednar, Associate Director, IBC Human Resources Directorate, Lakewood CO**

Julie Bednar, Associate Director, IBC Human Resources Directorate, Lakewood CO



> I'm inspired by [Jamie Clark](#), former Director FWS, current CEO Defenders of Wildlife: she speaks truth to power. [Sylvia Earle](#), incredible marine biologist and strong voice for ocean protection. Both of these amazing women are fighting to save wild things and wild places. **Kathy Granillo, Refuge Manager, FWS Sevilleta NWR NM**

< Just one? [Mary Meagher](#), one of the first woman wildlife biologists in the National Park Service. Also [Cathy Whitlock](#), a brilliant researcher who communicates amazingly complex concepts dealing with climate change and botany paleoecology in ways that are extremely understandable and interesting. **Pat Bigelow, Fisheries Biologist, NPS Yellowstone National Park**



Women of Interior

Who was the most inspiring woman you've known and why?



< My mom, who raised three kids by herself, finished her college degree in her 40s, and always encouraged me to "follow my zest." **Annie Scott, Physical Scientist, USGS Reston**

[Dr. Virginia Burkett](#) was one of the first and only high level women scientists in USGS that I have known. She has been approachable, supportive and an example of what is possible. I have also watched her navigate great challenges as a federal scientist in a policy sensitive environment. **Michelle Staudinger, Science Coordinator, Northeast Climate Adaptation Science Center, USGS Amherst MA** (Pictured, below: Michelle with her 7-year-old twin sons River and Parker Snyder.



< My graduate school advisor, Dr. Sara Maxwell, has and is a huge source of inspiration for me. During times of great imposter syndrome and self-doubt, she was honest about her own struggles and always saw and encouraged my potential. She is an incredible scientist with a passion for solution-driven research, but also values her life outside of work. She taught me the importance of balance and taking care of your mental health. **Jeri Wisman, Marine Biologist, BOEM New Orleans LA**

Women of Interior

Who was the most inspiring woman you've known and why?



< [Dr. Dorothy Height](#). I was able to work with her and her host of team members when I was Community Outreach Coordinator for the NCA. Watching her demeanor, knowing her history and watching how she operated to gain success in pushing for a cause that benefited all was enlightening to me. As I had seen many of my aunts portray that same sensibility, it was refreshing to see it in the workforce that encouraged me to be the woman I am today: honest, authentic and forceful to the cause greater than me. **Priscilla Estes, Equal Employment Opportunity Specialist, Washington DC**

> I think trail blazers like RBG, Eleanor Roosevelt, Michelle Obama, and Oprah Winfrey are amazing. However, I think it really comes down to the average woman who in reality is extraordinary because she breaks some minor unspoken rule about what women can and can't do. The women who just won't be ignored and overlooked and taken for granted in everyday situations all across the globe. That is what is most inspiring, growth by a thousand little choices for the better. **Rebecca Dixon, Review Appraiser, AVSO Lakewood CO**



< My mother. She left a promising career in journalism at a young age, choosing to stay at home and raise her children rather than sending us to child care. She later reinvented herself as a freelance writer and then a journalism professor, and got a master's degree while teaching fulltime and raising a family. She made the choices that she felt were right for her and she faced a LOT of sexism and downright harassment throughout her career. **Rachel Fisk Levin, Communications Lead, Office of Policy, Management and Budget, Washington DC**

^ Every woman I meet in a higher position of power. There are so many stigmas and double standards around strong women in the workplace, and I am endlessly inspired when I see women lead a team, execute projects, and advocate for their work all while being kind and confident. **Katherine Ko, Biologist/Air Resources Division, NPS Denver CO**

Women of Interior

What advice would you give your younger self about how to navigate your career and create work/life balance?

> Believe you have superpowers. Your power lies in your true nature and good intentions. It is inherently yours; you don't have to ask anyone's permission to use it. You've got nothing to lose but everything to gain. If you fail, you'll be smarter, if you succeed, you'll gain self-confidence, emotional and financial rewards. You'll never know the limit of how much you can achieve until you believe in yourself and try. Keep your focus right. Invest in yourself. Accelerate your learning curve, adapt, and change when you must. See life as a progressive journey, stay in balance with your time, energy and resources. You'll achieve anything you set your mind to. Own it, grow with it, it will take you to places, you'll meet people along the way to accomplish amazing things! **Johnna Blackhair, Deputy Bureau Director, Trust Services/BIA, Washington DC**

> This quote from Mark Twain: "Twenty years from now, you will be more disappointed by the things you didn't do than by the ones you did. So throw off the bowlines, sail away from the safe harbor. Catch the trade winds in your sails. Explore. Dream. Discover." **Shannon Barber-Meyer, Research Wildlife Biologist, USGS Ely MN**



< I would tell my younger self to enjoy the ride, do not take life so seriously and to take a vacation EVERY year. **Jacqueline M. Jones, Deputy Assistant Secretary for Administrative Services, PMB Washington DC**

Women of Interior

What advice would you give your younger self about how to navigate your career and create work/life balance?

I would say, trust that you can do this, and if you can't, trust that you can learn how. Women are often quick to second-guess themselves and to feel less-than in the workplace, especially in rigorous, traditionally male-dominated fields. I have, at times, felt the quiet weight of being the only woman on a call, or that my legal advice wouldn't be trusted because I am young. But all that matters is that trust yourself in what you know, and that no matter what, you will learn the rest. **Kasie Durkit, Attorney-Advisor, Office of the Solicitor, General Legal Services, Washington DC**



< Don't be afraid to take on new challenges. Learning means doing stuff that doesn't feel very comfortable, because you don't know how to do it yet! But also - make time for yourself. You cannot give from an empty cup!
Myranda Whitesides, Performance Support Specialist, IBC Lakewood CO



> The advice I would give my younger self is to breathe and enjoy every moment of your life. Leave work at work. Family is your foundation, have fun everyday!!

Carmetta Wallace, Management and Program Analyst, Internal Controls, NPS Atlanta GA

< I wouldn't have changed my last name when I got married. And in the end work is work but family and those you affect on a day to day basis is what matters most. **Amy Ruhs, Wild Horse & Burro Specialist, BLM Boise ID (Pictured: Amy and Matilda)**



Women of Interior

What words of encouragement would you give to women joining DOI?



< Life and work is what you make of it! Don't wait on someone else to ask you to volunteer on special projects or take a chance in a different position. Choose early on to be involved and engaged, stay the course despite challenges, and build a reliable network founded on mutual respect and trust.
Nichelle Rogers, Supervisory Program Analyst, ONRR Denver CO

> We all come to DOI with the goal of proudly serving the American public in the management of our natural resources and preserving those resources for future generations. Remember that is a shared common goal of each member of DOI and although at times you will be faced with challenges, lean on your peers when you need to and see the support you have at all levels of DOI and the agency you are part of.
Krystle Wengreen, Wild Horse and Burro Specialist, BLM Twin Falls ID

> You are enough and you are meant to be here.
Diana Restrepo-Osorio, Geographer, Kansas Water Science Center, USGS Lawrence KS

< Step up! Play the role of the person you want to be and you'll become that person.
Abigail True, Writer/Editor, AVSO Lakewood CO

> "A dream written down with a date becomes a goal. A goal broken down into steps becomes a plan. A plan backed by action becomes reality!"-
[JourneyStrength](#)

My encouragement is to write your dreams down.
Shelita Saint-Louis, Branch Chief/Contracting Officer, IBC Acquisitions Directorate, Herndon VA



Women of Interior

What words of encouragement would you give to women joining DOI?



< Organize and prioritize your workload. Believe in what you're doing. Find a good mentor to guide you. Learn something new every day.

Patricia Broken Leg Brill, Deputy Associate Director of Corrections, BIA Aberdeen SD

^ Let other people's highest expectations of your future success be the lowest realization of yours. **Turkiya L. Lowe, Chief Historian, NPS WASO, Washington DC**

< For any new women joining DOI, I would encourage them to be true to themselves and always open to exploring new opportunities. Don't be afraid to use your voice and bring your perspective to the decision-making table. Your uniqueness, boldness, and experiences are what make up the world of diversity within DOI. All are welcomed and necessary.

Sabria Mathis, Business Manager, PGM Washington DC

Many thanks to all who shared their insights and experiences!



Interior Women Making History

We are honoring just a few of the notable women who broke the glass ceiling at Interior. Some of their accomplishments have been chronicled previously and others are not well known. [Read more here](#)

First Woman Secretary of the Interior: Gale Norton

Gale Norton -- the first female Secretary of the Interior -- said that her inspiration for a career in conservation started with loving the mountains. After being immersed in nature and the outdoors in Colorado as a child, she became the state's Attorney General. Her life in politics eventually led her to serving as Interior Secretary from 2001 to 2006. During her tenure, she increased funding for conservation partnerships and promoted cooperative conservation. Photo: DOI.



First Woman National Park Ranger: Clare Marie Hodges

Clare Marie Hodges, the first woman national park ranger, was inspired by a 4-day horseback ride to Yosemite Valley in 1904 when she was 14 years old. While teaching in the Yosemite Valley School, she heard about the difficulty the park was having finding men to work as rangers due to World War I. In the spring of 1918, she got a job taking the gate receipts from Tuolumne Meadows to park headquarters, an overnight ride on horseback. Photo: DOI.

First Woman Bureau of Land Management Director: Kathleen Burton Clarke

Like other women leaders at Interior, Kathleen Burton Clarke's career began in her home state. A native of Utah, Clarke served Congressman James V. Hansen and was the Executive Director and Deputy Director of the Utah Department of Natural Resources. From 2001 to 2006, she served as the first female director of the Bureau of Land Management, which oversees the largest acreage of public land at Interior. Photo: DOI.





First Leader of Indian Affairs: Ada E. Deer

A social worker born on the Menominee Indian Reservation in Wisconsin, Ada E. Deer welcomed the opportunity to become the first woman to oversee Indian Affairs in 1993. As Assistant Secretary for Indian Affairs, she reportedly said she was turning the Bureau of Indian Affairs “upside down and shaking it.” With a strong focus on the rights of American Indians, youth and women, she successfully fought for federal recognition for American Indian tribes and Alaska Native villages. Photo: DOI.

First Woman National Park Service Director: Fran Mainella

Fran Mainella

developed an early love for parks and recreation in her youth when she served as summer playground counselor in Connecticut. After more than 30 years in the park management and recreation field -- including director of the Florida Division of Recreation and Parks -- she became the head of Interior’s National Park Service in 2001. Mainella promoted partnerships and volunteerism supporting the parks. Photo: DOI.



First Woman Fish & Wildlife Service Director: Mollie Beattie

Mollie Beattie’s love of nature as child came from her grandmother who sheltered injured animals in Vermont. Long before she had heard of the U.S. Fish and Wildlife Service and the National Wildlife Refuge System, Beattie created “refuges” in her home and yard for small animals. As USFWS director from 1993 to her death in 1996, she championed endangered species including the reintroduction of the gray wolf into Yellowstone. Congress named a wilderness area in Alaska’s Arctic National Wildlife Refuge in her honor. Photo: DOI.





First Female Deputy Secretary of the Interior: Lynn Scarlett

An avid birder and nature-lover, Lynn Scarlett served in a number of leading roles at Interior between 2001 to 2009. She was the Deputy Secretary and Chief Operating Officer of the Department, leading cooperative conservation and cross-departmental issues, as well as the nation's wildland fire-fighting efforts. Scarlett also served as the Acting Secretary of the Interior in 2006 and before that as Assistant Secretary for Policy, Management and Budget. Photo: DOI

First Female National Park Service Naturalist: Herma Albertson Baggle

Herma Albertson Baggle was the first permanent female National Park Service naturalist. Herma went to work at Yellowstone National Park and helped lay the first nature trail at Old Faithful in 1929. She was the only guide on the trail for three years. During this period, she served as a relief lecturer in the open air amphitheater on the banks of the Firehole River and in the Old Faithful Lodge. Photo: DOI

First Woman Director of Minerals Management: Cynthia Quarterman

In 1995, Cynthia L. Quarterman became the first woman director of Interior's Minerals Management Service, bringing to the job her expertise as both an industrial engineer and a lawyer. She administered programs to manage resources on the Outer Continental Shelf -- including exploration, leasing, development, and production of oil and natural gas. (Minerals Management Service subsequently was divided into the Bureau of Ocean Energy Management, the Bureau of Safety and Environmental Enforcement and Interior's Office of Natural Resource Revenue.) Quarterman was responsible for Interior's largest revenue collection -- revenues from oil, gas, renewable energy, and mineral development on federal and tribal lands -- which is in the billions annually. Photo: DOI





First Tribal Policewoman: Julia Wades in the Water

Julia Wades in the Water's bravery opened the door for many more women to serve in law enforcement throughout Indian Country. A member of the Blackfeet Indian Nation, she retired in the 1930s after 25 years of serving Indian Country Law Enforcement. Her commitment and determination to serve has inspired many. It may have all started with her, but since then, women throughout Indian Country have continued her legacy by making law enforcement their career choice. Photo: University of Alberta.

First Woman Director of the USGS: Marcia K. McNutt

In 2009, Marcia K. McNutt became the first woman director of Interior's U.S. Geological Survey 130 years after its founding in 1879. During her four years at USGS, McNutt -- a noted marine geophysicist -- was involved in a number of major scientific events and advances. She went on to become the first woman elected president of the National Academy of Sciences, which was established in 1863 by an Act of Congress and signed by President Abraham Lincoln as a private, nongovernmental institution to advise the nation on the subject of science or art. Photo: DOI.



First Woman Geologist at USGS: Florence Bascom

In 1896 -- long before the more-publicized "firsts" for women in the 20th and 21st centuries -- Florence Bascom became U.S. Geological Survey's first female geologist. She was also the first woman to receive a Ph.D. from Johns Hopkins



University. Bascom combined her teaching career with active field and laboratory work for the USGS in the Piedmont region near Philadelphia for 40 years.

In 1896, Florence Bascom became U.S. Geological Survey's first female geologist. She was also the first woman to receive a Ph.D. from Johns Hopkins University. Bascom combined her teaching career with active field and laboratory work for USGS in the Piedmont region near Philadelphia for 40 years. Photo: DOI.



First Woman Field Biologist at Seney National Wildlife Refuge: Elizabeth Beard Losey

Elizabeth Beard Losey was hired in 1947 as the first female field research biologist at Seney National Wildlife Refuge in the U.S. Fish and Wildlife Service. Stationed at Michigan's Upper Peninsula to chronicle the importance of beavers in waterfowl management, her outstanding research earned her induction into the Wildlife Society in 1948 as its first female professional member. Losey continued her love for wildlife and her zeal for field studies as a scientist, author, historian and professor at the University of Michigan – volunteering at Seney into her nineties and serving as a beloved role model for a generation of biologists. Photo: FWS.



First Native American Woman Superintendent in the National Park Service: Barbara Booher

Barbara Booher became the first Native American woman superintendent in the NPS when she took on the leadership of Custer National Monument (now Little Bighorn Battlefield National Monument). Photo: Doug Struck/Baltimore Sun.



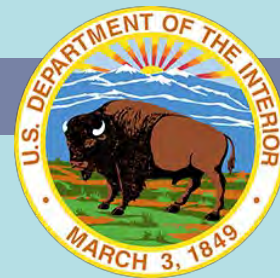
First African American Woman to Lead the U.S. Park Police: Pamela A. Smith

Before becoming the first African American Woman to lead the U.S. Park Police, Pamela A. Smith had a distinguished law enforcement career. She served as a patrol officer, field training officer, canine handler and academy instructor at the Federal Law Enforcement Training Center, executive lieutenant to the chief of police, assistant commander of the San Francisco Field Office, commander of the New York Field Office, acting deputy chief of the Homeland Security Division and deputy chief for the Field Operations Division. She was the first woman to lead the New York Field Office as its Major. Photo: DOI.



First Woman Chief of the National Wildlife Refuge System: Cynthia Martinez

Cynthia Martinez leads the management of the U.S. Fish and Wildlife Service's National Wildlife Refuge System - the world's premier system of public lands and waters set aside to conserve America's fish, wildlife and plants. Photo: FWS.



First African American Director of U.S. Fish and Wildlife Service: Aurelia Skipwith

In December 2019, Aurelia Skipwith became the first African American to serve in the position of Director of the U.S. Fish and Wildlife Service. Skipwith earned her B.S. in biology from Howard University, M.S. in molecular biology from Purdue University, and J.D. from the University of Kentucky College of Law. She began her remarkable career as a biologist and progressed to leading international teams in science and development for agricultural products. Prior to working at the Department of the Interior, she was the general counsel at AVC Global, an agricultural logistics and financing firm that she co-founded. Skipwith currently leads a workforce of 8,500 personnel charged with the conservation and stewardship mission of working with others to conserve, protect and enhance fish, wildlife and plants and their habitats for the continuing benefit of the American people. Skipwith is an avid marathon runner and businesswoman. Photo: White House

First Woman Alaska Native Assistant Secretary of Indian Affairs: Tara Mac Lean Sweeney

A member of the Native Village of Barrow and the Iñupiat Community of the Arctic Slope, Tara Mac Lean Sweeney is the first Native Alaskan and only the second woman in history to hold the position of Interior's Assistant Secretary for Indian Affairs. Sweeney grew up in rural Alaska and has spent a lifetime actively engaged in state and national policy arenas focused on advocating for responsible Indian energy policy, rural broadband connectivity, Arctic growth and Native American self-determination. Among her honors, Sweeney -- a lifetime member of the National Congress of American Indians -- was crowned Miss NCAI in 1993 and traveled the country as an ambassador for the organization. Photo: Arctic Slope Regional Corporation.



First Woman Commissioner of the Bureau of Reclamation: Brenda Burman

Brenda Burman began her career as a park ranger at Grand Canyon National Park. Then came law school at the University of Arizona and 25 years of experience working on western issues. Fast forward to 2017: when the U.S. Senate confirmed her as the 23rd Commissioner of the Bureau of Reclamation -- making her the first woman ever to serve in that role. Burman leads the 5,500-person bureau that manages water and generates power in the 17 western United States, addressing the major challenges of water supply and demand including drought and other crises. She previously served as Reclamation's Deputy Commissioner and as Interior's Deputy Assistant Secretary for Water and Science. Photo: USBR.





First Woman Director the Office of Surface Mining & Enforcement: Kathy Karpan

In July 1997, Kathy Karpan became the first, and only, U.S. Senate-confirmed Director of the Office of Surface Mining Reclamation and Enforcement. Previously, Karpan served as the Director of the Wyoming Department of Health and the Wyoming Secretary of State. The daughter of a coal miner, Karpan was tasked with working cooperatively with coal-producing states to ensure coal mining was conducted in a safe and environmentally sound manner, and that the effects of past mining activities were mitigated through the reclamation of abandoned mines. Karpan served as Director of OSMRE for 2 ½ years, after which she served as Interior's Principal Assistant Secretary for Land and Minerals Management. Photo: OSMRE.

First Woman Superintendent in the National Park Service: Gertrude S. Cooper

Building on years of experience and a passion for National Park Service's mission, superintendents represent the best and brightest of the famous agency. Gertrude S. Cooper made history when she was appointed superintendent of Vanderbilt Mansion National Historic Site by President Franklin Delano Roosevelt in July, 1940. For five years, she led the staff and managed 200 acres of the historic New York estate's property, including elaborate buildings, original furnishings, manicured landscapes, natural woodlands, formal gardens and associated documents. At a place preserving a chapter of American history, this inspiring woman added her own name to the story of our nation's progress. Photo: NPS.



First Woman Naturalist at Yosemite National Park: Enid Michael

Women have played an important though often hidden part in Yosemite National Park's history. Married to Yosemite's assistant

postmaster, Enid Michael came to the Yosemite Valley in 1916. An ardent naturalist-botanist, Enid was appointed a seasonal ranger-naturalist in 1921 -- making her the first female naturalist at Yosemite and one of the first in the National Park Service (although Herma Albertson Baggeley of Yellowstone was the first full-time naturalist). Serving in that position for 20 years, Michael lectured at museums, gave nature walks, and collected and prepared plant specimens. By 1929, she had collected and mounted 1,000 plant specimens as well as recorded sightings of 130 bird species. Her most significant accomplishments were the creation of a wildflower garden behind the Yosemite Museum and writing 537 articles -- the largest body of writing on Yosemite by any author. Photo: Yosemite Archives.





Healing from the Inside Out

Perspectives from the first Indigenous woman to ever serve as a U.S. Fish and Wildlife Service Native American liaison

“Whoever wants that job is crazy!” That was **Crystal Leonetti’s** reaction when she first heard about a job opening with the U.S. Fish and Wildlife Service in Alaska. Leonetti was working for the Natural Resources Conservation Service (NRCS), a federal agency she’d been affiliated with since high school that was about conserving resources, not regulating them.

“The people who regulate our way of living, of surviving and being who we are, they have had a bad reputation in the villages,” says Leonetti. Yet something shifted and she ended up taking that job herself. She’s now in her tenth year as an Alaska Native liaison with the Service. The reasons behind her choice are meaningful and worth understanding. Let’s start with how Leonetti introduces herself. She begins in Yupik.

“Waqaa! Ciisquugua. Quyana Tailuci!” [“What’s up! My name is Ciisquq. Thank you for being here.”]

She continues in English:

“My Yupik name is Ciisquq. My mom and dad are Al and Grace Poindexter from Anchor Point. And, my maternal grandparents are Daisy and the late Harry Barnes from Dillingham. My paternal grandparents are the late Chuck and Beulah Poindexter from Anchor Point. I am married to my best friend Ed, and we have 2 daughters, Audrey and Gigi.”

Only at the very end, she adds, *“I am the Alaska Native Affairs Specialist from the U.S. Fish and Wildlife Service.”*

To this day, Leonetti teaches her agency colleagues to save their job title for the end of any introduction. “Native people want to know your heart,” she says. Naming your ancestors means you accept responsibility to behave a certain way, that you will be accountable.

This is the seed of trust with any Alaska Native community. Leonetti shares concrete stories about the difference it makes in government and tribal relationships. So why did she take a job with an agency that historically has caused anguish among Alaska Native peoples? First, many people who knew her thought

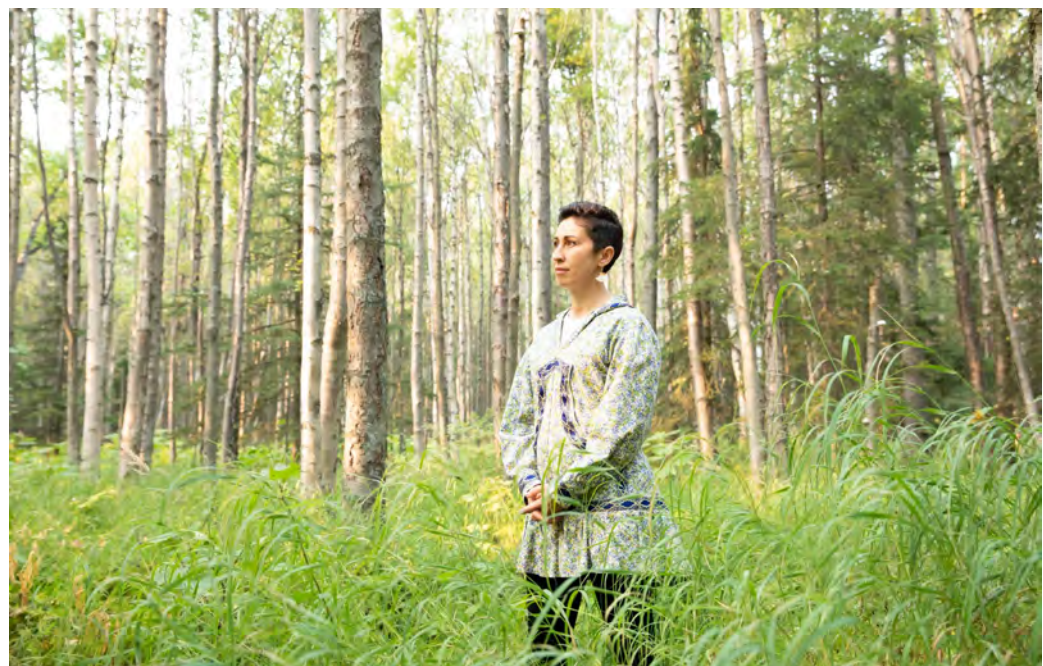
she’d be good at it. During her 16 years at the NRCS, she’d earned the title of peacemaker between tribes and her agency.

With such widespread encouragement to take the job, she sought advice from elder Larry Mercurieff. “As elders do, he had a completely different thought process,” she said, smiling. “He asked, ‘Do you wonder why Mother Earth is crying?’” Leonetti found his question frustrating; she had her own answers.

“People don’t take care of Mother Earth because they don’t respect themselves. In turn, they treat others badly. We have to work on respecting and loving ourselves first, in order for Mother Earth to heal. And the Fish and Wildlife Service needs to heal from the inside out.”

Mercurieff never told her to apply for the job. Instead, he suggested she go somewhere quiet, somewhere where she could stop thinking. “An answer will come to you,” he promised. So she sat beside the ocean near her home in Anchor Point and did as he said. She stopped thinking. After a time, when she climbed back up the hill from the sea, she was calmed by a sense of deep peace. She had her answer. “I am going to apply for this job,” she told herself. “And if I get it, I am going to pour my whole heart into it.”

This story by Kathleen McCoy first appeared in Conservation History’s 2020 “Women in Conservation” issue. <https://fws.gov/> Photo: FWS.



Gomawo Omma

By Barbara Green, Regional Equal Opportunity Manager, NPS Anchorage AK

“Why didn’t your mother teach you how to speak Korean?” I hesitated for a moment and wasn’t sure if I was ready to answer; after all, it would evoke memories that haunted me for many years until I learned to have the strength and fortitude to conquer the anguish I felt growing up.

One of my most agonizing memories occurred when I was a little girl. I remember feeling the warmth of the sun on my head and it was soothing. I clutched my Barbie doll case and excitedly skipped down the dirt road to my only friend’s house. I finally made one friend and I couldn’t wait to show her the new outfits my mother gave to me to dress Barbie and her friend, Midge. I glanced up and caught a boy riding his bicycle out of the corner of my eye. He started pedaling a bit slower and then he yelled loudly, with such palpable vitriol, “Go home, gook,” and then he proceeded to spit on my head.

I was frozen, paralyzed with fear. He was bigger than me and I wasn’t sure if he would come back to hurt me. I felt relieved when I saw him pedal away, although it was disconcerting to see him look back at me, mouthing that achingly searing word again “gook.” And it was then I realized I was “different.”

My late father was in the Army and we lived in Okinawa for five years prior to moving to New Jersey. I never thought about my race when we lived in Okinawa since the Army is a diverse community and some of my friends looked like me. My father was white and my mother is Korean, and although I am biracial, my mother’s genetic influence outweighed my father’s and I look Asian. No one has ever thought I looked remotely white.

It was an adjustment to move from Okinawa, an idyllic island and a prefecture of Japan, to rural New Jersey. My parents chose to buy a house on the outskirts of Fort Dix in an area fittingly named Country Lakes Estates. The area still had dirt roads and was surrounded by quite a few lakes. Although scenically picturesque, it would be the site of my most traumatic memories.

When school started, I was nervous and didn’t know what to expect. Little did I know, I was about to embark on a harrowing journey and experience blatant racism, which left

an indelible impression on me. Children aren’t born racist; they are taught to be that way. My childhood coincided with the aftermath of the Vietnam War, which meant anyone Asian was a prime recipient of loathing and animosity.

The parents’ hatred of the war and those they thought bore the cause of it was passed down to their children, who in turn took out their learned hatred on me. Students would knock my binder out of my hands and I would watch my schoolwork blowing in the wind. I was subjected to girls taunting me by singing, “Ching Chong Chinaman” in front of my house.

Some would even punch me in the stomach and raucously laugh while I doubled over in pain. Boys and girls ridiculed me by pulling the corners of their eyes until it formed a small crease and vociferously shouted “slanty eyes” at me. Then there were those who mocked me and spoke in a stereotypical dialect of what they thought a “gook” should speak like, which I found to be utterly insulting. This was a hellish existence for me and I found solace in books. I became an avid reader and would immerse myself in the characters I read about and pretended I was them.

At school I often fought back tears, and when I went home, I would woefully stare into a mirror, pulling my eyes wide open in a futile attempt to make my brown almond shaped eyes rounder, wondering why I couldn’t be blue-eyed and blonde-haired since those girls never experienced the treatment I endured, wondering why I didn’t look more like my father.

[Continued]



And I kept all of this from my mother since I never wanted to hurt her and I wanted to fiercely protect her, as much as she wanted to fiercely protect her children.

My mother lost her parents in the Korean War. She was badly injured and broke her arm during a time she and her grandmother were escaping to safety through a tunnel. She was also separated from her brother, and during this time of heartache and devastation, she valiantly survived. Years later as an adult, my mother taught herself to speak English and she landed a job at the Post Exchange (PX), a military shopping center located at Yongsan, an Army installation in Seoul, Republic of Korea.

My mother met my father while she was working at the PX and they ended up falling in love and getting married. He knew his family wouldn't approve and he didn't care; love surpassed any trepidation he may have felt for marrying outside of his race.

Out of their four children, I am the oldest. Shortly after I was born, we moved to New Jersey and this would be the first time my mother left Korea. Needless to say, it did not go well; with the exception of a few close friends, my parents were ostracized for being an interracial couple. Consequently, my mother was relieved when my father's stateside assignment was brief and he was soon stationed in Okinawa, which increased my mother's comfort level since it was not that far to travel to her homeland.

When we returned to New Jersey, my mother was treated with such abject racism, she was determined to protect her children from being subjected to it, and thought that by not teaching us to speak Korean fluently and write Hangul, we would not stand out; we would not be considered "different." My mother mainly spoke English to me and my siblings and we picked up a few phrases listening to her speak to her friends.

At home, she raised us to learn about our culture and heritage, yet outside of the sanctuary of our home, she hovered over us like a mama bear sheltering her cubs and shielded us from the prying eyes of strangers, most of whom did not wish good will upon us.

Racism followed me throughout my life, and unlike my childhood, rather than stay silent and internalize it, as an adult, I spoke up. I chose not to let fear inhibit me; I chose to take a stand and use my voice and my experiences to fight against bigotry.



Barbara in elementary school.

The recent abominable racist acts perpetrated against Asians—recklessly blaming us for COVID-19, the physical assault and verbal castigation, and more horrifically, murder—evoked those distressing memories I sometimes tried to repress. To be treated so poorly sheerly based on my Asian descent was incomprehensible to me. Although I have always been proud to be biracial and embraced my Scotch-Irish and Korean heritage, the world saw me as fully Asian and that became my identity, which I clung onto and cherished, despite being treated abysmally for it.

Unfathomable contemptuous behavior displayed towards Asian Americans is still occurring. As a little girl, I wanted to believe the world would be a better place and no one would be ridiculed, judged, excluded or tormented because of their race. I never anticipated Asians would be assaulted or killed for the misguided xenophobic belief we are solely responsible for transmitting a virus.

[Continued]

Perspectives (Continued)

It is devastating and deeply wounding to process what Asians are subjected to and absolutely appalling Asian hate crimes increased by 150% in 2020. The [#StopAsianHate](#) movement resonates with me and we need to put an end to such atrocious treatment against Asian Americans and Pacific Islanders. As a society, we need to band together and condemn these reprehensible and senseless racist acts.

Regardless of what I have gone through, I am extraordinarily proud of my heritage. My mother may not have taught me to speak Korean fluently or write Hangul, yet she taught me to be strong and resilient. She taught me to overcome adversity and to never let anyone make me feel inferior because I do not look like them. And my father stood by her side and taught me to never let anyone who knocked me down keep me down.

It is through tremendous adversity we are sometimes able to accomplish our greatest triumphs. No matter what I have endured, I rose above it. Although excruciating, my experiences shaped me and caused me to become a person who is empathetic to the plight of others; to feel deeply for the disenfranchised and those who do not have a voice; and to never sit idly by when I see anyone treated disparagingly. I refuse to let anyone's malevolence bring me down.

Thanks to my mother, I no longer want my almond shaped eyes to be big round orbs. I no longer wistfully wish I had blonde hair and fairer skin. I will never forget those tumultuous and cataclysmic times I felt misery so acutely that I would curl up in a ball and cry myself to sleep. To answer your question, my friend, my mother did not teach me to speak Korean because she fiercely loved me and my siblings and fervently wanted to protect us. However, she taught me to embrace my Asian ancestry with appreciation and pride, a legacy I bestowed upon my beloved son and daughter.

One day, I hope the world my children inherit will no longer be



Barbara's Mother and Father

rife with resentment and disdain towards Asian Americans, other minorities and anyone deemed to be "different." And I also hope we can live in a world filled with peace, love, acceptance and kindness. Until then, I will hold my head up high and say, "**Gomawo omma** (thank you, Mom)," for teaching me I am perfectly fine, just the way God made me, with my almond shaped eyes and my olive skin.

[Statement from Secretary Haaland Condemning Violence Against the AAPI Community](#)

Did You Know?

Hate crimes are the highest priority of the FBI's civil rights program because of the devastating impact they have on families and communities. The Bureau investigates hundreds of these cases every year and works to detect and prevent incidents through law enforcement training, public outreach, and partnerships with community groups. Traditionally, FBI investigations of hate crimes were limited to crimes in which the perpetrators acted based on a bias against the victim's race, color, religion, or

national origin. In addition, investigations were restricted to those wherein the victim was engaged in a federally protected activity. With the passage of the [Matthew Shepard and James Byrd, Jr., Hate Crimes Prevention Act of 2009](#), the Bureau became authorized to also investigate crimes committed against those based on biases of actual or perceived sexual orientation, gender identity, disability, or gender. To report a hate crime, [please contact the FBI](#).

The New Face of Diversity, Inclusion and Civil Rights at DOI

An Interview with Erica D. White-Dunston, Esq., Director, DOI Office of Diversity, Inclusion and Civil Rights and Chief Diversity Officer

How does ODICR support DOI and employees to strive to make DOI the best place to work in the federal government?

To understand that, it is important to understand the vision for the Office of Diversity, Inclusion and Civil Rights (ODICR). Because the communities we serve are diverse, the vision is that the Department's workforce is reflective of the nation at all levels in all occupations; the Department is a workplace where the quality of work life is valued and there is an environment open and accepting of individual differences and where all employees are encouraged to maximize their potential and to exhibit a commitment to provide quality service to customers.

Increased creativity is another byproduct of capitalizing on differences. Historically, some of the most creative periods in civilization have emerged when people of different backgrounds have contact and work together. More recently, research has shown that effective diversity management coupled with inclusive work environments improves organizational performance and innovation. Employees from varied backgrounds bring different perspectives, ideas and solutions to the Department of Interior that result in phenomenal finds, new and improved products and services, challenge to the status quo, and new partnerships and collaboration with the public.

There are several ways that we strive to make DOI the best place to work in federal government. Equity, Diversity, and inclusion (EDI) initiatives improve the quality of the Department of Interior's workforce and is the catalyst for a better return on investment in its human capital. To get a healthy return on investment in human capital and to maximize our competitive advantage, Interior intentionally engages in recruitment and retention efforts that focus on acquiring the best and the brightest talent from the four corners of the earth. We cannot secure the best and brightest talent unless we reach out broadly to all communities where such talent exists. EDI is an essential ingredient for our continued success. EDI increases the Department of Interior's



capacity to serve people who have different experiences or backgrounds and enhances its ability to be receptive to different traditions and ideas. Although we are tasked with compliance, it is not our primary responsibility – partnering to support proactive measures that keep us from achieving full compliance is the goal. Therefore, we add value to DOI by focusing on providing training, resources and advice to support the community's development and enrichment in EDI skills to support an understanding that EDI should be considered in every aspect of the employee life cycle and DOI's business practices and processes. In this way, we support the development of allies for EDI while simultaneously decreasing the likelihood that complaints of discrimination will be filed.

How did the new office name come about?

The name came about because it was important to align DOI with the primary responsibility of the EEO community, which is, and has always been, preventative and proactive outreach. Moreover, partnering with the various DOI bureaus and offices to support understanding, embracing and operating in a multicultural society is essential to the DOI's long-term sustainability as stewards of America's land and trust. *[Cont'd]*

[Continued] To this end, we recognized that our name should build on the recent successes of the last two years, such as those efforts related to workplace culture transformation and its alignment with EDI. As we continued to build on those successes and forward progression, it simply made sense to start with a fresh name that better captures our office's mission and vision.

How can employees engage with your office?

Well, it's important to remember the DOI lands are open to all, so they belong to the American people. As a result, "EDI is everybody's business." To this end, and to become more acquainted with EDI, there are many tools and resources that will be available on [ODICR's Sharepoint site](#) and you may reach out for additional support from the ODICR Embrace staff. Most significantly, the best way to engage is to have a willingness to learn and change. In this way, by embracing EDI, EDI becomes the culture of DOI.

Phenomenal Woman by Maya Angelou

Pretty women wonder where my secret
lies.
I'm not cute or built to suit a fashion
model's size
But when I start to tell them,
They think I'm telling lies.
I say,
It's in the reach of my arms,
The span of my hips,
The stride of my step,
The curl of my lips.
I'm a woman
Phenomenally.
Phenomenal woman,
That's me.
I walk into a room
Just as cool as you please,
And to a man,
The fellows stand or
Fall down on their knees.
Then they swarm around me,

A hive of honey bees.
I say,
It's the fire in my eyes,
And the flash of my teeth,
The swing in my waist,
And the joy in my feet.
I'm a woman
Phenomenally.
Phenomenal woman,
That's me.
Men themselves have wondered
What they see in me.
They try so much
But they can't touch
My inner mystery.
When I try to show them,
They say they still can't see.
I say,
It's in the arch of my back,
The sun of my smile,
The ride of my breasts,

The grace of my style.
I'm a woman
Phenomenally.
Phenomenal woman,
That's me.
Now you understand
Just why my head's not bowed.
I don't shout or jump about
Or have to talk real loud.
When you see me passing,
It ought to make you proud.
I say,
It's in the click of my heels,
The bend of my hair,
the palm of my hand,
The need for my care.
'Cause I'm a woman
Phenomenally.
Phenomenal woman,
That's me.





Women Protecting South Florida's National Parks

By Gary Bremen, Ranger, Biscayne National Park

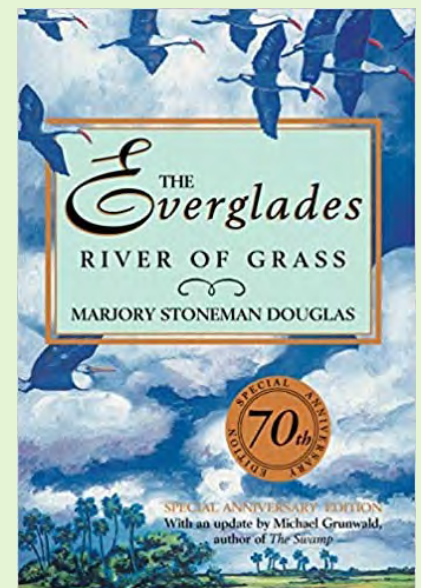
John Muir, Teddy Roosevelt, John D. Rockefeller—lots of men get credited for their work in establishing national parks. In South Florida, men often get the credit as well, but women played vital roles.

May Mann Jennings was the wife of Florida's governor. As Florida's First Lady, she made the rounds to the state's women's clubs, encouraging them to take on projects. In South Florida, she spoke of the need for Florida to have a state park, with initial focus on establishing [Royal Palm State Park](#), a wild and inaccessible area near Homestead. Jennings encouraged women to use "whatever means necessary" to convince their husbands to donate the land and materials necessary to build the park. It worked, and Royal Palm State Park was established in 1916. Thirty-one years later, the state park became the nucleus for [Everglades](#), the third-largest national park in the lower 48 states. Photo NPS.

Marjory Stoneman Douglas supported many causes: women's suffrage, native American rights, indoor plumbing in Miami's poorer

neighborhoods. But above all, she was a writer. Her newspaper columns and short stories got her noticed by the publishers of a series of books called "Rivers of America," and she was asked to write a book on the Miami River. "Why would I do that?" she quipped. "Its only an inch long!" Instead, she convinced them that she should write about a river that was 50 miles wide and only inches deep, a "river of grass."

Stoneman's book played a major role in convincing people of the need to protect the Everglades, and Douglas continued to fight that battle until her death at the age of 108. Photos NPS.



Women Protecting South Florida's National Parks



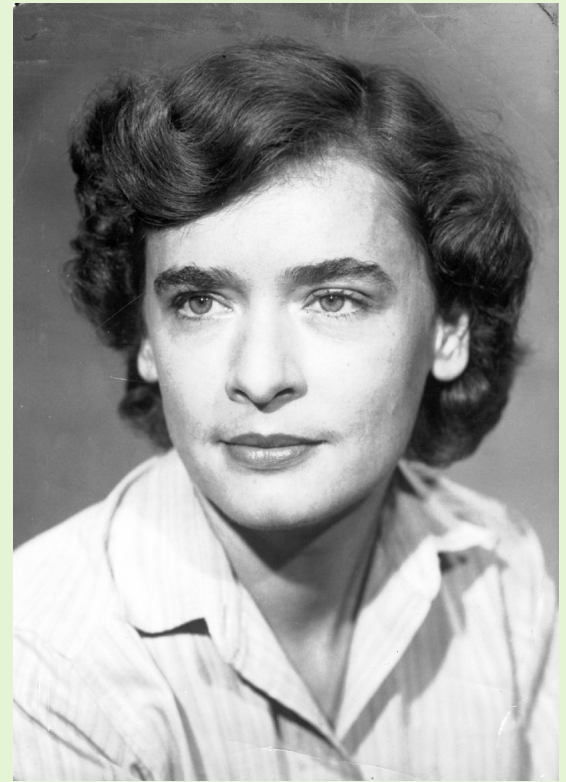
Juanita Greene was one of the first women to write for the Miami Herald. Walking into the newsroom, she said she felt like “a foreign ingredient in an all-male stew.” Her beat was local politics, but she had a heart for the environment, and began writing on how ordinary folks were being blocked from shoreline access because only the wealthy could buy land on the water. A frequent target of her writing was the proposed city of Islandia, which would have inhabited the 50 or so last remaining undeveloped islands of the Florida Keys. In an age before social media linked like-minded people at the touch of a button, Greene connected those wanting to create a new kind of national park near Miami. Her writings influenced many, including Polly Redford.

In the early 1960s, **Polly Redford** embraced her new home of Miami wholeheartedly, getting into birdwatching, fishing, boating and diving. Unlike Chicago, South Florida had vibrant natural resources that had not yet been subjugated by humanity. She used her wry wit and biting sense of humor to introduce a national audience to the development push that Juanita Green had written about in The Herald by publishing an article in [Harper's Magazine](#). In 1968, Biscayne National Monument (later [Biscayne National Park](#)) became the largest marine park in the National Park System. Though she died at the young age of 46, her words inspire this author still: “Conservation work is only for the very strong and very dedicated. It requires, above all, an ability to pick yourself up off the floor and begin again and again and again.”

These four women are just a few of those who made South Florida's National Parks a reality. There are others, both known and lost to history, and the influence of women over the past 75 years has steadily increased.

All four of South Florida's National Parks have had female superintendents several times. South Florida native **Shannon Estenoz** [pictured, below] served as Interior's Director of Everglades Restoration Initiatives and is the new Principal Deputy Director for Fish, Wildlife and Parks.

In the field, women monitor coral reefs, research endangered species, control fires, remove exotic species and welcome park visitors. They do this important work to ensure that America's most special places are here for all of us to enjoy.



Resource: The [Florida National Parks Association](#) is an official private, non-profit partner of the National Park Service that supports educational, interpretive, historical, and scientific research activities in South Florida's National Parks.

All photos: NPS

Learning Plans, Reading Lists and More for Women’s History Month

By Matt Davis, [Edutopia](#) (The George Lucas Educational Foundation)

For educators, students and parents, Women’s History Month provides a wonderful opportunity to explore and dig deeper into women’s contributions, struggles, and triumphs throughout history.

A great place to start is the [National Women’s History project](#), where students can explore this year’s theme, “Nevertheless, She Persisted: Honoring Women Who Fight All Forms of Discrimination Against Women.” Teachers will find some great resources for incorporating women’s history into lessons this month and beyond, as well as for exploring gender roles and stereotypes with students.

[TeachingHistory.org’s Women’s History Resources](#):

This is a one-stop shop for diving deep into Women’s History Month. Educators will find learning resources, lesson plans, and a long list of quizzes and printables for the classroom.

[Online Exhibits From the National Women’s History Museum](#):

Let students explore women’s history with these hands-on digital exhibits and [accompanying lesson plans](#). Plus, the NWHM has produced a number of other valuable resources, including biographies, videos, and interactives.

[EDSITEment Women’s History Resources](#): Produced by the National Endowment for the Humanities, these resources include lesson plans and teaching resources that cover women in politics, the arts, and military and civilian service. The comprehensive plans highlight the time required and subjects covered, and they include worksheets and links to required reading and resources.

[Women’s History Resources for Teachers](#): These resources from the Library of Congress encourage teachers and students “to put primary resources to work in the classroom.” Featuring packaged lesson plans, this is a great resource. There are also wonderful audio and video resources, thorough primary source collections, and a number of photo projects. You may also want to check out the library’s [official Women’s History Month page](#).

[Science NetLinks Women’s History Collection](#): This collection provides some interesting lesson plans that look at women in STEM fields. The page features science lesson plans and teaching

resources for all students of all ages. Plus, teachers can filter results by grade level, and there is also a great list of science-specific outside links to lesson plans.

[ReadWriteThink’s Women’s History](#): Educators will find thoughtful lesson plans, a list of links to online women’s history resources, and after-school ideas for teaching women’s history for parents. There are teacher-written lesson plans available for grades 3–12.

DISCUSSING GENDER ROLES AND STEREOTYPES IN CLASS

In [The Trouble With Women’s History Month](#) from Teaching Tolerance, Maureen Costello raises a point about the need to add context. Although it’s easy to highlight influential women, she writes, Women’s History Month is also the perfect time for students to confront gender stereotypes and societal norms. We’ve compiled some age-appropriate resources and lessons that will help educators approach these topics in ways that are developmentally appropriate. Here are a few for students in elementary school, middle school, and high school:

[Think Outside the Box: Brainstorming About Gender Stereotypes](#), Teaching Tolerance (Grades K–5)

[Women’s History Month Resources](#), Anti-Defamation League (Grades K–12)

[The Hunger Games Gender Empowerment Lesson Plan](#), Center for Healthy Teen Relationships (Grades 6–12)

[Gender Expression Lessons](#), Teaching Tolerance (Grades K–5)

[He Said/She Said: Analyzing Gender Roles through Dialogue](#), ReadWriteThink (Grades 6–8)

READING LISTS AND ADDITIONAL COLLECTIONS FOR STUDENTS

There are many great women’s history reads and resources online. These reading lists and additional resource collections may help spark curiosity in your classrooms.

[Women’s History Teaching Resources](#), Smithsonian Education
[Women’s History Resources](#), Zinn Education Project
[A Collection of Teaching Resources for WHM](#), Scholastic Teachers

[The Origins of Women’s History Month](#), History Channel

[Women’s History Lesson Plans](#), Share My Lesson

[The Best History Websites for WHM](#), EdTechTeacher

[Women’s History Month Reading List](#), Reading Rockets



Opportunity: Free Tutoring for Children of Federal Employees



Are you a federal employee with a child in grades K-12 who needs some extra academic support right now? If so, you are not alone. The [Federal Employee Education & Assistance Fund \(FEEA\)](#) knows the added stress of the pandemic and disruptions to the traditional school experience are affecting many families. That's why FEEA has developed a new, free, online tutoring program for children (grades K-12) of federal,

civilian employees who make less than \$100,000 per year. Since launched in November 2020, there are now over 8,000 children of federal employees enrolled. [Here's the application](#) and here's [answers to frequently asked questions](#).

FEEA is the only independent, non-profit 501c3 organization devoted solely to providing emergency financial assistance and scholarships to civilian federal and postal public servants and their families. Founded in 1986, FEEA has provided assistance to over 55,000 federal families, including merit scholarships, disaster relief, and emergency hardship loans. This tutoring program is part of a portfolio of support they are providing federal families during the pandemic.

You can learn more about their work at feea.org.

Many thanks to Daniel Calloway, Cayahoga Valley National Park, NPS, for sharing this resource!

Shout-Out



Trudy Roth

The [George Washington Memorial Parkway \(GWMP\)](#) would like to recognize Park Ranger and Volunteer Coordinator Trudy Roth.

Trudy's consistent hard work over the past several years with volunteers has greatly benefited the park resources and efforts to engage local communities. Her engagement in working with diverse groups of volunteers from organized youth groups (YCC and SCA), Summer Youth Groups and smaller groups of individual weekend warriors, is consistently organized, polite and firm. Trudy Roth is a positive representative of the NPS and employs the volunteer force within its capabilities, provides consistent guidance which always includes safety protocols. Whatever the task from cleaning moats at Teddy Roosevelt Island, repairing a bridge on Mount Vernon trail or leading massive trash cleanups along the Potomac River, Trudy has her coworker's utmost admiration

The NPS needs more dedicated professionals, like Trudy Roth, working with youth programs and delivering results, she is a credit to the her park, the National Park Service and the Department of the Interior.

Respectfully submitted, **Jim Doolittle, GWMP**

HONOR ★ VALOR ★ SERVICE



Meet Denise Aguiar

Denise Aguiar currently serves as State Data Administrator for BLM Wyoming. Born in Cape Verdean Islands and raised in Portugal, her family and she immigrated to the United States and consider Maryland their home state. Denise served and retired from the US Air Force after 20 years of exemplary service. She had the privilege of spending 16 years at overseas assignments, working in an array of diverse cultural environments. She has a Masters Degree in Information Management from Grantham University.

[2020 DOI Veterans Virtual Wall of Honor](#)

For more information
regarding the DOI Veterans
Employee Resource Group:

DOI_VETS@ios.doi.gov

Spotlight on Art



Women throughout DOI have amazing talents they pursue when not at work. We're pleased to introduce you to the fine photography of **Susan Beauchamp** (pictured, right) with these stunning images: Death Valley National Park, CA and NV (2016) and Shenandoah National Park, Luray, VA (2017).

As a Review Appraiser with the Federal Lands Division of the Appraisal and Valuation Services Office, Susan is no stranger to public lands. In fact, when she's off duty, chances are pretty good Susan is recreating on public lands with camera in hand. "I'm passionate about making photographs of the beautiful places I visit," says Susan, "from vast desert landscapes, grand mountain vistas, flowing rivers and streams, to thick forests teeming with life. My happiest days are spent outdoors making pictures, exploring new places, climbing mountains or camping under the stars. When I'm not working or adventuring, I enjoy tending to my desert garden, yoga and volunteering to help preserve the many natural wonders of our public lands. I live in Henderson, Nevada with my husband and our sassy cat Izzy."



About the Special Emphasis Program

Special Emphasis Programs (SEPs) are implemented and observed throughout the Department of the Interior primarily to ensure that all are provided an equal opportunity in all aspects of employment. These programs help DOI improve its employee engagement efforts and fosters an environment where all employees are respected, valued, accepted, appreciated and feel included.



The Administrative Services Special Emphasis Program Team, in collaboration with the DOI Office of Diversity, Inclusion and Civil Rights, publishes **Connections** magazine to coincide with each monthly commemoration. We would be delighted to have you help us with our our efforts by:

- Shaping subject matter for each magazine
- Creating and submitting content
- Participating in and hosting virtual observances and informal discussions
- Celebrating diversity with family, friends and co-workers

Team members spend approximately two hours per pay period on SEP initiatives, are able to take time away when work schedules require it, and can focus on those subject areas that are most meaningful to them.

To get started, [please send an email here](#) and a team member will contact you.

Thank you sincerely for your interest!

Connections Magazine for April: Earth Day

The Special Emphasis Program Magazine is a publication of the Office of the Deputy Assistant Secretary, Administrative Services, in collaboration with the Director, Office of Diversity, Inclusion and Civil Rights. Your input is essential to making this a valuable resource for all employees.

Please feel free to share your ideas, suggestions and articles/pictures with editor Stephen Carlisle by emailing Stephen_Carlisle@ibc.doi.gov. Thanks!

The views and conclusions contained in this work are those of the authors and should not be interpreted as representing the opinions or policies of the U.S. Government. Mention of trade names or commercial products does not constitute their endorsement by the U.S. Government.



Bandolier National Monument, New Mexico. Photo by Daniel J. Boits, Jr.