



# United States Department of the Interior

OFFICE OF THE SECRETARY  
Washington, DC 20240



JAN 27 2005

The Honorable Gale A. Norton  
Secretary of the Interior  
Washington, D C 20240

Dear Madame Secretary:

I am writing to inform you that I will resign as Assistant Secretary of Indian Affairs effective February 12, 2005.

One year ago I took the oath of office to become the ninth Assistant Secretary of Indian Affairs since Congress created this position in the 1970's. Working with President Bush, Bureau of Indian Affairs staff, the more than 560 federally recognized Indian tribes, your staff and you, we made this a year of remarkable progress in Indian Country. Our accomplishments include:

- An additional \$32.4 million in higher education funding provided for BIA-managed schools as a result of President Bush's No Child Left Behind Act.
- Key components of the No Child Left Behind Act implemented in a soon to be published final rule, following extensive consultation with Indian Country.
- A new Replacement School Construction List developed to establish priority funding for Indian Country schools that have critical health and safety concerns.
- Thousands of safety and security improvements made in Indian Country detention centers.
- A new American Indian Records Repository dedicated, in order to preserve and consolidate Indian records that are essential to carry out Interior's trust reform responsibilities.
- Ground broken on a new National Indian Programs Training Center as part of an effort to improve the delivery of federal services to Indian Country.

Perhaps more important are the countless opportunities I had to meet with Indian parents, teachers, and children to encourage them to reach their potential, to climb the academic ladder of achievement, and prepare them to become contributing members of their families and tribes.

I have concluded that I can have the greatest impact to improve the future of Indian Country, not by managing the day-to-day operations of BIA programs, but by focusing my time on developing private sector economic opportunities for Indian entrepreneurs.

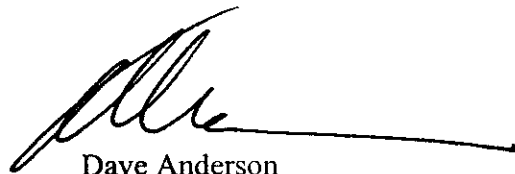
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As you know, before becoming Assistant Secretary of Indian Affairs, my focus was to serve tribes in the business and commercial development of their resources. I felt that my calling in life was that of an Indian businessman. Creating businesses is where I have been the most successful. I founded three publicly traded companies on Wall Street. I have created over 18,000 new jobs in America.

My experiences as Assistant Secretary-Indian Affairs have caused me to build upon my sense of purpose to use my business talents to promote the improved financial health of Indian Country. Upon my return to private life, it is my intention to tap the experiences of other successful Indian entrepreneurs along with academic resources like the Harvard University Nation's Building Program, to develop innovative concepts to promote economic development in Indian Country. Once the concepts are completed, I plan to share them with you. As I know that you are keenly interested in economic development in Indian Country as well, I am confident that you will find the information to be intriguing.

More than you can imagine, I am honored by the trust President Bush and you placed in me by asking me to serve as Assistant Secretary for Indian Affairs. To lead Indian Country for the past year has been a great honor and valuable experience. As I return to private life, my experiences this past year have better prepared me to encourage all those in Indian Country to achieve their God-given potential.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dave Anderson', with a long horizontal line extending to the right from the end of the signature.

Dave Anderson