



USAID Alumni Association Annual General Meeting

REPORT ON THE USAID ALUMNI ASSOCIATION 2023 ANNUAL GENERAL MEETING

The USAID Alumni Association Annual General Meeting (AGM) was held on October 27, 2023, with both in-person attendance and via Zoom Webinar. As always, the members who were able to attend in-person appreciated the opportunity to see friends and colleagues from the UAA. Those not able to do so appreciated the virtual connection that enabled UAA members across the United States and in other countries to participate. The meeting was attended in-person by 74 UAA members and 19 guests and speakers, and virtually by 78 members and 2 guests and speakers. This report summarizes the presentations and discussions conducted during the meeting. A video of the entire AGM can be viewed by [clicking here](#).

The following were the meeting's principal agenda items:

- Interview with USAID Deputy Administrator Isobel Coleman, followed by questions from the audience.
- Results of the UAA Board elections and the Annual Implementation Report by UAA Co-chair Joy Riggs-Perla and UAA Board Member Miles Toder.
- Panel discussion on Objectives of USAID Policy Framework: Progress Beyond Programs.
- Panel discussion on Adapting to Implement Progress Beyond Programs.
- UAA Alumni of the Year awards for international and domestic service.

As has now become tradition, the AGM was held at the Center for Global Development (CGD) in Washington, DC. The UAA's members were welcomed by Nancy Lee, CGD's Director, Sustainable Development Finance and Senior Policy Fellow. She praised UAA as a partner with CGD in the pursuit of global development, and thanked UAA for its continued collaboration with the Center. She noted that major challenges confronting global development are proliferating and becoming more urgent, including human migration, health and education due to the impact of the pandemic, and sustainable green infrastructure to deal with climate change. She also noted that the fiscal capacity of developing countries to finance development is critically limited due to debt burden and rising interest rates. In the past, development efforts focused on helping countries deal with local issues, but now external shocks are driving development challenges.

Ms. Lee welcomed UAA to CGD and indicated that she looks forward to future collaboration.

The following will summarize what transpired during the meeting.

Interview with USAID Deputy Administrator Isobel Coleman, followed by questions from the audience



Deputy Administrator Coleman and UAA Jim Michel

The theme of the 2023 UAA Annual General Meeting was the new USAID Policy Framework, “Driving Progress Beyond Programs.” The introductory session was a conversation between USAID Deputy Administrator Isobel Coleman and UAA’s Jim Michel to explore the background and elements of the framework.

Ms. Coleman began by stating that the USAID Alumni Association is a terrific group with so much institutional knowledge, and it is the “heart and soul” of USAID’s institutional memory. She praised the members’ contributions past and present.

Responding to questions from Jim Michel, Ms. Coleman described the framework as “reflecting a heavy moment” filled with war, including Ukraine, Ethiopia/Sudan and the Middle East, and with the pandemic that claimed so many lives throughout the world. Describing USAID as the “ground game” in meeting so many of these challenges, she indicated that it is seen as such within the U.S. Government, which she sees constantly in NSC meetings and in meetings on the hill. Examples of USAID’s critical role include shoring up the electrical system in Ukraine and getting assistance into Gaza.

Ms. Coleman acknowledged that, while USAID’s work is central, its \$30 billion budget is not a sufficient measure of USAID’s role. To be effective, the Agency must also leverage participation from local organizations, other donors, the private sector, and others. Alluding to “progress beyond programs”, she noted that our programs will always be just a part of what we do.

She stressed that the Agency needed to leverage resources more effectively by:

1. Being “smarter” in development diplomacy. This will involve greater and more effective interaction with a broad range of development partners, including multilateral institutions, other U.S. government agencies, and the private sector.
2. Deepening relationships with private companies and organizations. One example she cited was USAID’s collaboration with the Norwegian Fertilizer company YARA in assisting that company to supply fertilizer to Africa during a period of supply shortage.
3. Increasing emphasis on “localization” by relying more on and accelerating our cooperation with local partners.

4. Investing in USAID, improving its effectiveness to deal with these challenges by building up its direct-hire workforce with new recruitment, converting Personal Service Contractors to the career service, and recruiting and giving more responsibility to Foreign Service Nationals. Similarly, Ms. Coleman emphasized the need to modernize Agency communications. She also noted that the Agency has re-established the Office of the Chief Economist and improved its capacity for data collection and expertise. This was needed so that decision-making is based on solid evidence.
5. Reducing the non-essential work burden to free up staff to meet changing requirements.

In answering questions from the audience, Deputy Administrator Coleman made the following points:

1. Responding to a question about how USAID was integrating new partners (local organizations), with old partners (INGOs, etc.), Ms. Coleman stated that some of our traditional partners are moving in the right direction. But as always, USAID must change in order to ensure that our partnerships are doing what we need. New partners may be smaller in size, and more resources must go to local organizations given their key role in development.
2. In response to a question regarding a perceived focus on shorter-term requirements because of current crises vs. a traditional concern for sustainability. Ms. Coleman emphasized that sustainability remains a priority for USAID in the new policy framework.
3. One attendee congratulated Ms. Coleman on the creation of the new Democracy, Human Rights, and Governance (DRG) Bureau.

Results of the UAA Board elections and the Annual Implementation Report

Joy Riggs-Perla opened the UAA Co-Chair's report session by acknowledging the presence of several special guests:

1. Peter McPherson, former USAID Administrator
2. Kathryn Stevens, USAID Senior Deputy Assistant Administrator for Human Capital & Talent Management
3. Susan Johnson, ADST President
4. Randy Chester, Recently Elected AFSA Vice President for USAID
5. Emily Tavino, US Global Leadership Coalition--Outreach Coordinator for the Northeast the South
6. John Aloszka, World Affairs Councils of America--Director for Communications
7. Tom Brennan, DACOR



Joy Riggs-Perla

Ms. Riggs-Perla thanked all who voted in the election for board members. UAA's two new Board members are: Oren Whyche-Shaw and Ken Yamashita. Denise Rollins and Roberta Mahoney were elected for second terms as Board members. Miles Toder, Chris Milligan, and Joy Riggs-Perla will continue with the second year of their terms on the Board. Outgoing Board members, Carol Dabbs and Margaret Neuse were acknowledged for their contributions.

Ms. Riggs-Perla then turned to the Annual Implementation Report. She noted that UAA's Strategic Plan and Implementation Report are organized and reported by strategic objective and emphasis is placed on concrete accomplishments. It is the UAA Committees that carry out this work, and in some cases their activities contribute to multiple strategic objectives. Likewise, the Memorandum of Agreement between UAA and USAID addresses several of the strategic objectives and those activities are included in the report this year as part of each strategic objective. Riggs-Perla highlighted UAA's mentoring program and, with an update from Denise Rollins, reported that the upcoming cohort 13 has approximately 80 mentors and mentees, which is a significant increase from prior years.



Miles Toder

Subsequently, Miles Toder, standing in for Co-Chair Roberta Mahoney, briefly highlighted UAA's annual accomplishments by objective.

Objective 1: Building an Inclusive Community of Former USAID Staff

The Membership Committee announced a 13% increase in Membership compared to 2022 and a 2% increase in Registrants. The UAA recognizes publicly the diversity of its membership through its monthly Alumni Profiles and annual Awards Program.

The newly created and geographically diverse Social Committee planned and managed several well received and attended events, including Winterfest, Spring Reception and Summer Picnic. The Social Committee also arranged two new events to bookend the AGM in October including another DC museum visit (rescheduled) and a winery outing.

The Public Outreach Committee's focus is to increase UAA presence outside the DC Metropolitan area. This year, the Committee used the Charter on Regional Activities approved by the Board in March 2022 to continue targeting activities with pilot Regional Chapters in Florida and California and initiating discussions with alumni in New Mexico. Notably, the San Diego UAA team is co-leading the initiative to formalize a mutually beneficial partnership between UAA and the World Affairs Councils of America (WACA).

The Public Outreach Committee also made progress with its outreach beyond strengthening connections with alumni. The Committee worked with USAID to finalize the tool kit that members will be able to use as part of future outreach engagements across the country as speakers at schools, universities, businesses, and civic and charitable organizations to familiarize Americans with US foreign policy, foreign assistance, and global development.

The Annual General Meeting Committee worked to increase participation in the AGM, increase participant satisfaction, and increase diversity among presenters at the AGM.

The Development Issues Committee's Development Issues Discussions also reflected a diverse set of speakers including an African American and an Asian American.

Objective 2: Supporting USAID Professional Development and Institutional Capacity

The Mentoring Committee oversees the UAA-USAID signature Mentoring Program. Denise Rollins and Sharon Pauling are providing leadership for this initiative. The Mentoring Team launched Cohort 12 in September 2022 and recruited 38 UAA member mentors and is collaborating with three USAID Bureau Coordinators to enlist 44 FSO mentees based on the Agency's priorities of Senior Leadership Group, Global Health and Africa Bureau staff. Of these 44 mentees 12 were SLG, 14 were GH and 18 were AF Bureau. In late April, the Committee conducted a brief survey to gauge mentee-mentor interactions and the effectiveness of mentoring. Cohort 13 is in its preparatory phase.

The Development Issues Committee embarked on a new pilot Mission Coaching initiative in which it offered limited assistance to USAID Timor Leste and made a presentation to Program Officers in late July on a worldwide call. After getting necessary USG approvals to provide this form of UAA assistance, coordination with the PPL (now PLR) Bureau for support to Missions is underway with the objective of providing targeted, voluntary assistance to Missions and Operating Units.

Objective 3: Increasing Understanding of and Support for International Development

During 2023, the Development Issues Committee continues to sponsor both Development Discussions and, with DACOR, Development Dialogues.

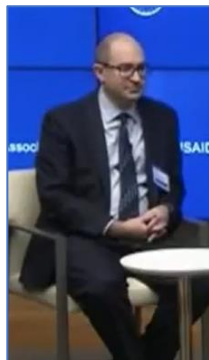
The History Committee continues to distribute, and encourage USAID staff to read, The Enduring Struggle, the UAA sponsored book written by John Norris. UAA has also engaged in a partnership agreement with the AU University Library Archives. UAA encourages USAID retirees to contribute their AID-related historical materials to the Archives. The History Committee continued its support for ADST Oral Histories of USAID Retirees.

Objective 4: Organizing and Sustaining UAA's Structure and Operations

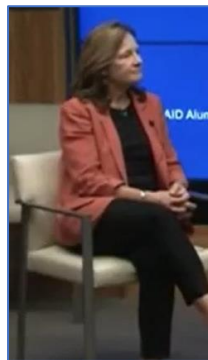
This objective is achieved through the hard work of just one committee, Finance and Administration, working in close collaboration with the Executive Committee and the Board of UAA. Ongoing activities conducted during this year supported UAAs structure and operations with the following results: 501(c) (3) status with the IRS maintained; annual budget for expenditures approved and adjusted regularly and expenditures by Treasurer monitored by second Board member; invoices for support to the UAA were paid within 30 days; current website functions were maintained; and 10 issues of UAA newsletter were distributed to about 1300 USAID alumni.

Several new activities were initiated this year which improved support for UAA’s structure and operations with the following results: application for exemption from DC sales tax initiated; Board nominations for vacant seats reflected heightened attention to diversity and equity; new Administrative Assistant for membership Committee was contracted; approval of two substantially updated Core processes (Contracting and What Needs Board Approval) and four new Core Processes (Board Elections and Schedule; Board oversight of the MOU with USAID; Annual reporting, Planning and Budgeting; and System manager’s Support). Current versions are posted in the Executive Committee portion of the UAA website. In addition, the bylaws [Article IV, Section 2, sub-section (b)] were amended to clarify that chairs or co-chairs of the committees of the Association are appointed by the Board; and a survey of UAA current year dues payers was implemented and reports provided to the Executive Committee.

Panel discussion on Objectives of USAID Policy Framework: Progress Beyond Programs



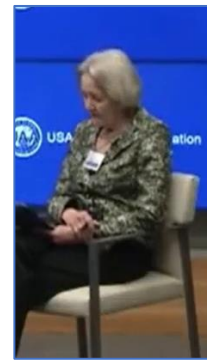
Joshua Kaufman



Susan Reichle



Anu Rajaraman



Joy Riggs-Perla moderated the session. Panelists were Joshua Kaufman, Senior Advisor for USAID’s Bureau for Planning, Learning, and Resource Management (PLR); Susan Reichle, President and CEO of the International Youth Foundation, and Anupama Rajaraman, USAID/Colombia Mission Director. The session focused on higher level strategic issues surrounding the new USAID Policy Framework, especially the role of development diplomacy in achieving USAID’s goal of “progress beyond programs.”

Ms. Riggs-Perla began by asking each of the participants to discuss what “development diplomacy” means. While acknowledging that development diplomacy has long been part of USAID’s mandate, Mr. Kaufman emphasized that USAID now wants to maximize its convening ability and to be more intentional in building a broad range of relations and bringing diverse voices to the table. Training modules are being put in place to strengthen staff capacity. Ms. Rajaraman focused on her own experience in Colombia, arriving three days after inauguration of a new left-leaning President in Colombia. Parts of the U.S. Government had concerns about the new government’s potential policy decisions. Ms. Rajaraman spoke about USAID quickly identifying areas of alignment between the new government’s priorities and USAID programs, such as inclusive economic growth and climate change. These alignments helped to strengthen

the USG relationship with the new government, including in areas where there were initially differences. She also noted the value of USAID's long-standing relationship through its programs with the newly elected Vice-President, an Afro-Colombian woman. The Ambassador looked to USAID to build on that relationship on behalf of the USG. She also emphasized that USAID's impact is far greater than its programs, in part through its seat at the table and its policy advocacy with government and the private sector. Ms. Reichle reached back to USAID's history and President Kennedy's original vision for the agency, most especially its influencing role. She added a more recent global issue that affects USAID's development diplomacy: the movement to decolonize development assistance. All USAID, INGO, and implementing partner staff need new skills in relationship building. Today's world requires very different approaches.

Ms. Riggs-Perla built on this theme of a rapidly changing world to ask the degree to which recent changes, including the new prominence of AI, affect the new strategy framework. Noting that all policies reflect their time, Mr. Kaufman reminded the audience that the earlier "Journey to Self-Reliance" policy paper spoke little about global issues, e.g., climate change, democratic backsliding, or global pandemics. Given changes in recent years, including declining life expectancy globally, the new framework emphasizes global challenges. USAID is trying to be intentional on these issues as it engages in the inter-agency process, as well as on newer issues like the expanding footprint of the PRC. Ms. Rajaraman also emphasized the fluid environment and the need to do more and better forecasting. For example, the Colombian government has already approached them for help on the AI front. The mission is also analyzing, sector by sector, what the PRC's "strategic association" with Colombia means for the U.S. Ms. Reichle highlighted that the new framework is insufficient. USAID needs a broader strategy document to help USAID determine steps it may need to take as the development context changes. In response, Mr. Kaufman noted that USAID has slowed down the issuance of new policies as part of its "burden reduction" effort. That said, they are doing a new digital strategy that will include major attention to AI.

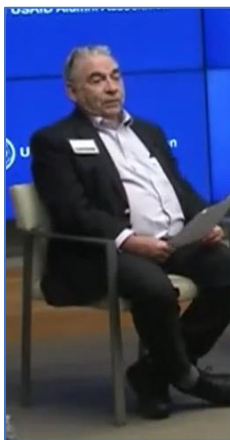
The panel then discussed how the framework works at the Country Team-level in the field. Ms. Rajaraman noted that her experience in Guatemala and Colombia was very positive. U.S. ambassadors in both countries understood that today's complex challenges require a whole-of-government approach. They are taking a hard look at the Colombian government's chronic underinvestment in certain parts of the country. Using these diagnoses, USAID is disrupting the status quo by convening government and private sector partners with the aim of unlocking significant new resources to redress the historic inequity. Ms. Rajaraman also emphasized that the guiding principles of the new framework focus on local actors, recognizing that change can only come from them. Staff are being asked to "walk in others' shoes" and to have more frank unscripted conversations, including with local actors outside of the capital.

This led to a question about staff capacity to play this broader role. Most USAID training has historically focused on program management. While acknowledging the importance of the traditional contract and grant management training, Mr. Kaufman added that USAID has created multiple reference groups (e.g., with Mission Directors and FSNs) to identify new incentives and

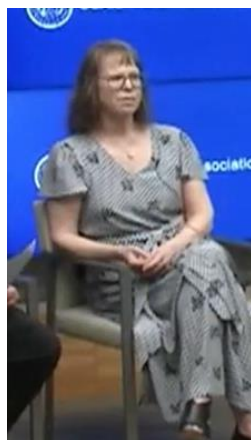
training needed to enable staff to play this broader role. Another essential part of the effort is to reduce current bureaucratic and process burdens to give staff more time.

During the Q&A period, Mr. Kaufman clarified that the new Office of Policy in the Administrator’s Office will focus on cross-cutting issues which don’t have a home elsewhere in the agency, such as sovereign debt. Most of the “bread and butter policy issues” remain in the new PLR Bureau. In response to a question about the degree to which Congress and the State Department understand “development diplomacy” the same way we do, panelists agreed that there are sometimes differences. But the new framework has enabled USAID to engage more proactively on issues such as migration, sovereign debt, and reform of the multilateral development banks. Given the number of newly emerging crises, can USAID provide enough leadership on the more traditional sustainable development issues such as drought and famine? Panelists agreed there are challenges, that crises do often distract attention from the longer-term issues. Ms. Reichle re-emphasized the need for a larger strategy paper that would help to define USAID’s longer-term role. Mr. Kaufman agreed that the pace of change is often faster than the government can act, noting that the source of funding provided by Congress often doesn’t best match the need, e.g., an over reliance on disaster funding and not enough ESF. Recognizing the roles of USAID FSNs as facilitators, connectors, and advisors, panelists were asked if USAID is doing enough to empower them. Mr. Kaufman noted that the framework paper does emphasize the role of FSNs. USAID has increased the number of FSN-13 positions overseas, including Senior FSN Advisors to many Mission Directors and deputy office directors. Equally important, these changes are having a positive effect on other agencies’ attitudes and growing respect for the roles of FSNs. On the training front, Mr. Kaufman advised of a new program on foreign assistance at FSI directed to State officers. This led to discussion about the potential value of more training programs that include representatives from multiple agencies.

Panel discussion on Adapting to Implement Progress Beyond Programs



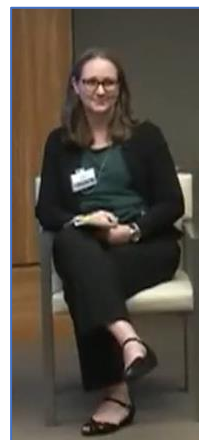
Terry Brown



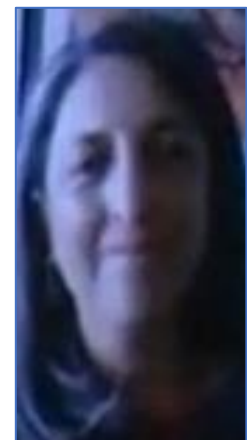
Sheryl Stumbras



Bambi Arellano



Anyia Glenn



Camila Gómez

UAA Annual General Meeting Co-chair Terry Brown led the panel on “Adapting to Implement Progress Beyond Programs.” He posed questions to the panelists on how the agency is

preparing staff to carry out development diplomacy; the tension between technical and diplomatic skill-building and roles, particularly among technical officers; the role of FSNs in development diplomacy, and the means of empowering FSNs within missions.

Sheryl Stumbras, SDAA of the USAID Inclusive Growth, Partnerships, and Innovation Bureau, interprets policy dialogue as interaction with counterparts at the country level, while development diplomacy involves influencing USG policy goals and the interventions to achieve them. She pointed out that relationships and trust are fundamental requirements for mission directors and staff to conduct development diplomacy. Some country teams report on country strategy goals, and mission management must be at the table to contribute in a manner that resonates with other agencies. FSI is now training USAID officers to act as DCMs, since in the absence of an ambassador, mission directors are often the next most senior Foreign Service Officer at post. There is a continual need to explain to country team members what USAID brings to the table and contributes to their objectives.

In relation to involvement of FSNs in development diplomacy, Stumbras cautioned that it is important to take care that FSNs do not get overexposed politically, as in the example of USAID/Cairo FSNs at the time of the Arab Spring. Regarding FSN empowerment, she noted that this administration has taken on the issue of FSN compensation; that State now has an FSN advisory council, following the lead of USAID; that the Administrator prioritizes meeting with FSNs at posts she visits; and that there is a movement to create deputy office positions for FSNs and co-director positions at the office level. In answer to a question on how the agency is preparing officers for private sector engagement, she replied that the agency is training all staff on how to effectively engage the private sector, and it has a new system to track private sector engagement by company. To deal with the space constraint at embassies, which limits posting of foreign service officers and hiring of FSNs, the Agency is working to allow more FSNs to telework so that two FSNs can occupy one space in the Embassy. Regarding security clearances for FSNs, Stumbras pointed out the need to increase awareness that many meetings do not need to be classified or take place in controlled office space. She noted that building FSO/FSN relationships is important, as well as demonstrating that FSN expertise is needed within the country team.

Bambi Arellano, UAA member and former mission director and counselor to the USAID Administrator, pointed out that sectoral policy and overall policy issues cannot be separated, and that all staff need to be prepared to carry out both technical and policy functions, sometimes needing to “do battle” with other agencies. She also emphasized that it is critically important for technical officers to be skilled in juggling both solid technical skills and broader analytical skills.

Anya Glenn, HCTM Director of Workforce Planning, Policy, and Systems Management, explained that to enhance staff capacity in development dialogue, they began with a comprehensive review of training programs. The assessment found that the UAA mentoring program was the most popular type of career development, and that staff appreciate working with an outside

person. HCTM is also piloting a new program with deputy directors: analyzing what skills are needed in the job and then providing coaching and on-the-job training. She pointed out that preparing new officers for development diplomacy is complicated by the fact that new officers enter with very different levels of experience, and that the new entry officers are hired for very different types of jobs, e.g., program officers and contract officers. She noted that the agency is looking at training civil service staff as well as foreign service, and its exploring ways to select and train technical officers in both technical areas and development diplomacy. Ms. Glenn noted the very real problem of lack of OE funding to continue to increase FS staffing and said that agency continues to try to work with Congress to address this issue. She also pointed out that the level of SES positions in USAID is controlled by OPM.

Camila Gómez Salgado, Chief Mission Advisor, USAID Columbia, shared experiences with FSN empowerment in the USAID Colombia mission, stating that this has been an ongoing process for some 20 years. The Mission is working to increase the roles of FSNs by creating co-directors at the office level, creating career ladders in technical offices, and increasing the role in policy discourse at higher FSN levels. She stated that there is still a need to empower lower level FSNs. She acknowledged that development diplomacy is an odd concept for FSNs, given that they are working for their country but on behalf of the US government. It is therefore a delicate path, and staff need to be careful not to be seen as aligned with one side or the other. She emphasized that the support of the mission director and agency leadership is critical in allowing FSNs to speak and be heard. USAID clearly is the leader in the Embassy in empowering FSN staff.

UAA Alumni of the Year Awards

Bette Cook, chair of the UAA Awards Committee, as in past years managed and hosted the annual Alumni of the Year Awards. This has been an annual UAA event since its inception in 2014. It recognizes and celebrates USAID Alumni who choose new paths to provide services to their communities and make lasting contributions to others, both at home and abroad, after they retire from their careers with USAID. Bette thanked the Awards Committee members who devoted time to the task of selecting the awardees. She also thanked those who submitted nominations of accomplished UAA members for these awards and encouraged all UAA members to consider submitting nominations for their UAA alumni, former colleagues and friends, for their special or exceptional contributions, for the 2024 Alumni of the Year Awards. She confirmed that recognizing our fellow alumni for their exemplary work after retirement is a great pleasure for the USAID Alumni Association. Bette announced the 2023 Alumni of the Year awardees and presented each a personally engraved Howard Miller World Time Arch Mantel Clock trophy as a symbol of UAA appreciation.

This year's awardees are Emmy Simmons for International Service and Alan Van Egmond for Domestic Service.

EMMY B. SIMMONS' work following almost 30 years of service with USAID and 18 years after retirement in 2005 exemplifies USAID's mission and merits her recognition by the USAID Alumni Association as Alumni of the Year 2023 for International Service.

Joining USAID in 1975, Emmy Simmons achieved a long and illustrious career within the Agency, culminating in a Senate-confirmed, Presidential appointment as the Assistant Administrator for Economic Growth, Agriculture and Trade in 2002. Her valued experience and expertise were recognized both within the Agency and by universities and international groups, setting her on the post-USAID retirement path of continuing to contribute to the issues of food security through service on international boards, advisory committees, and panels.

In 2006, Emmy was appointed to the Board of the International Livestock Research Institute and worked with the Partnership to Cut Hunger and Poverty in Africa. These Board appointments and Partnership work set the pace for Emmy's retirement. She joined other boards, advisory committees, and panels over the years, contributing significantly to their many accomplishments and staying immersed in issues of economic growth, agriculture, trade, and nutrition.

Emmy shifted her focus from "food security" to the broader and more operational challenge of global food systems transformation in response to changes in the global context. She grew to believe that it is essential to look beyond the issues of hunger to the considerably broader issues of malnutrition in all its forms and the impact that nutritionally inadequate diets have on health. She also stresses that food systems will need to adapt to climate change, and changes in their operations - and food demand – will be essential to mitigating emissions of the greenhouse gases that are driving it. Her final note to all: Our children will be holding our generation responsible!

ALAN VAN EGMOND is recognized for his years of work in retirement to promote, within the United States, education, careers, and leadership in international affairs. Many of you know him from his pre-retirement multi-faceted career, beginning in Africa with Church World Service and extending more than three decades to include work on the Hill as a subcommittee staff director, decades with USAID, and tours with the Departments of State and Defense in senior advisor and management positions.

Since retiring in 2017, Alan has been a leader across Florida on international affairs and development education, focusing particularly on supporting students at the high school and university level – basically our future. He is on the Boards of the Naples Council on World Affairs, the Foreign Service Retirees Association of Florida with whom UAA partners, and the Naples-based Center for Critical Thinking. Through his extensive voluntary service, he has worked to inspire interest in international affairs and prepare students for active and productive careers engaged in global issues.

Alan is using the experience and training of a highly successful professional career in international development to prepare a new generation for leadership and strengthen his

community's interest and understanding of critical global issues. By his personal leadership and active participation in serving on boards, speaking to local groups, teaching and mentoring students, hosting foreign visitors, organizing and moderating discussions on critical local and global issues, Alan continues to make a substantial contribution to his world and ours. His work provides inspiration to his fellow retirees and is worthy of our thanks and recognition.

In accepting their awards, both Emmy and Alan thanked the UAA members and shared inspiring remarks covering their current activities. These are a reflection of their work and experiences with USAID and the ideas and principles that many UAA alumni held during their USAID careers, and they continue to hold today in retirement.

Alan's family and friends – wife Julie, daughter Bridget, friends Bob and Ruth Van Voorhees -- who attended the meeting, were recognized by Bette.

More information about Emmy's and Alan's outstanding service will be available in their profiles in the UAA November newsletter and on the UAA website next month.

MEETING WRAP-UP

The two co-chairs of the UAA Annual General Meeting Committee, Terry Brown and Steve Wingert, concluded this year's in-person and virtual Annual General Meeting by thanking the participants for their valuable contributions, and the UAA members for their support.