

**MINUTES**  
of the  
**UAA EXECUTIVE COMMITTEE MEETING<sup>[1]</sup>**  
Thursday, April 17, 2025  
10:15 am – 12:15 pm

The Executive Committee ("ExCom") of the USAID Alumni Association ("UAA") met via Zoom on Thursday, April 17, 2025, at 10:15 a.m. The following UAA Board members, committee co-chairs, Senior Advisors, staff members, and guests participated in the meeting:

BOARD MEMBERS

Present

Tony Chan  
Roberta Mahoney  
Tony Pryor

Denise Rollins  
Ken Yamashita

Oren Whyche-  
Shaw

Absent

Chris Milligan

OFFICERS/COMMITTEE CO-CHAIRS

Present

Carol Dabbs  
(Treasurer)  
Margot Ellis  
Steve Haykin  
Beth Hogan

David McCloud  
Joy Riggs-Perla  
Sharon Pauling  
Carol Peasley  
Christine Sheckler

Alex Shakow  
Rob Sonenthal  
(Asst. Sec.)  
Gail Spence  
Steve Wingert

Absent

Terry Brown  
Karen Freeman

SENIOR ADVISORS

Present

Nancy Tumavick  
(Communications)

Absent

Miles Toder  
(Regional Outreach)

Jim Bever  
(Public Outreach)

WEBMASTER

Present

Stu Callison

Absent

SYSTEMS MANAGER

Absent

GUEST

Sharon Epstein

MEETING CHAIR

Ken Yamashita

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<sup>[1]</sup> These minutes are based on decision notes from the April 17 meeting prepared by Beth Hogan of the Public Outreach Committee, and comments on early drafts from Alex Shakow and Carol Dabbs. The assistance of these ExCom members is gratefully acknowledged. [RBS]

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Ken Yamashita called the meeting to order at 10:15 a.m. He noted that (i) a quorum of the Board was present; (ii) Beth Hogan, on behalf of the Public Outreach Committee, would be recording the decisions reached during the meeting; and (iii) at the May 15 ExCom meeting, the Membership Committee would be responsible for recording decisions.

1. MINUTES.

Approval of the minutes of the March 20 ExCom meeting was deferred pending additional edits still in process.

2. FINANCIAL/BUDGET AND MEMBERSHIP REPORTS.

A. Financial and Budget Reports.

Carol Dabbs, UAA Treasurer, called attention to three reports she had previously circulated to the ExCom: the Financial Report for March 2025 (Attachment A), and the 2025 Budget Report through March 31, 2025 (Attachment B). Carol noted, in particular, that—

- UAA revenues for March were approximately \$4,400. The total includes 2025 dues from 37 members. 35 through Click & Pledge, and 2 others by check.
- The end of March balance in UAA's accounts at LFCU was \$148,600, all but unchanged since the end of February.
- Disbursements during March from the Operations Account included the System Manager's compensation, and payments for Winterfest and Constant Contact.
- LFCU will henceforth be crediting interest to our accounts each month.
- The 2024 Budget, which remained open through March 31 to record expenses that, although paid in 2025, are properly chargeable to the 2024 Budget, is now closed. All 2024 expenses presented after March 31 are being charged to the 2025 Budget.

B. Newsletter.

Nancy Tumavick reported that the next newsletter is scheduled for publication on Monday, May 5. Materials for the newsletter must therefore be received by close-of-business on Monday, April 28. Nancy will send an email reminder.

Nancy noted that the alumni contacted by Barbara Bennett are still uncomfortable about having their profiles published in the newsletter. We are therefore extending the hiatus on alumni profiles. However, Nancy suggested that we consider using the moving story of an FSN in Liberia, received recently by email, in place of an alumni profile — with all identifying information deleted.

Ken Yamashita suggested that we communicate the newsletter to the field, perhaps via Signal, highlighting UAA's efforts to support field staff, but that we refrain from actively recruiting them as members until the terms of their separation from USAID are clarified.

C. Membership Statistics.

Up-to-date statistics on membership through March 31 are not yet available.

3. ISSUE: THE CRISIS AT USAID.

**A. Communications and Media.** Tony Pryor reported that there has been widespread positive media coverage of USAID's critical role in U.S. foreign policy, in which Chris Milligan, among others, has played an active part, giving UAA a certain visibility.

**B. Assistance to Returning Staff.**

i. Grants and Loan Guarantees.

David McCloud reported that the working group to organize UAA financial, professional, and logistical support to USAID staff terminated as a result of the deconstruction of USAID, met with the Board on April 16 to review on the state of play. The working group—

- is preparing a proposal, to be presented to LFCU, under which UAA would guarantee a portion of the emergency loans made by LFCU to terminated USAID staff;
- is considering using the good offices of the Greater Washington Community Foundation (GWCF) to collect and manage the funds donated to UAA for staff support, including disbursement of grant funds on UAA's;
- is refining the eligibility criteria for both grant and loan guarantee assistance;
- will incorporate those eligibility criteria in an application form, and
- plans to communicate the criteria to field staff via Signal, the UAA newsletter, and the UAA website.

In response to a question, David confirmed that all contributions to the Grant and Loan Guarantee programs would be eligible for tax deductions.

David noted that a survey was distributed to FS and GS staff at the Missions to collect information on their likely needs upon their departure from USAID. So far, we've received 535 responses. The comments, which David incorporated into a 17-page document, expressed a deep appreciation of UAA's efforts; some respondents even asked to join UAA.

In response to a question from Ken Yamashita, David indicated that the 17-page document was screened for identifying information. Ken also suggested that we consider using the comments, with permission, to publicize the program.

Rob Sonenthal cautioned that the grant and loan guarantee programs as currently planned will probably require an amendment to the UAA Articles of Association and Bylaws. He has drafted the necessary amendments and will circulate the draft to the ExCom in advance of the May ExCom meeting.

ii. Foreign Service Nationals.

Roberta Mahoney reported that the working group on FSN support has been meeting with the FSN committee, and another meeting is scheduled for next week. During a conference call with FSNs in

El Salvador, the group has learned that they have been assured that, with respect to severance payments and other benefits, the Mission will abide by local law -- perhaps the FSNs have first-rate local legal representation. There appears to be little if any prospect of re-employment at Embassies for USAID FSN staff.

iii. Communications with the Field.

Ken Yamashita reported that we have been communicating with Mission Directors and DMDs to determine the needs of returning FSOs and when they expect to return to the U.S., so that we can, if possible, organize a welcome. UAA in the capital area can be responsible for the DMV; outside the DMV, a welcome could be offered by UAA regional chapters and other local alumni (for example, in Florida, California, North Carolina, Maine, New Hampshire, and Pennsylvania). Some returnees may need more sustained assistance, for which they can seek support from organizations like the Foreign Service Eligible Family Members at the State Department or the American Association of Foreign Service Women.

The need to provide support for returning colleagues outside the DMV will be a test for UAA's regional chapters and friends.

4. COMMITTEE REPORTS.

A. Public Outreach.

Christine Sheckler reported that she is working, with assistance from Miles Toder, to organize support in California among alumni. Almost 100 California alumni (and soon to be alumni) have indicated an interest in UAA; she expects even more interest as the word is passed. Christine also thanked Jim Kunder for agreeing to meet with local USAID alumni while he is in California. Thirty alumni have already registered for the meeting, which Christine plans to broadcast via Zoom to other interested California alumni.

B. Membership.

Tony Pryor recommended that ExCom members read Roberta Mahoney's note on membership and membership dues. The questions posed are important and should be addressed — particularly the need to appeal to new retirees, especially outside the DMV. With that in mind Terry Brown and Tony Pryor plan to rewrite the UAA brochure and other related documents to shift the emphasis from social activity to solidarity.

In the ensuing discussion, there was general agreement that UAA's purpose and goals need to be reassessed in light of the destruction of USAID and the wholesale termination of USAID staff. In particular, the benefits of UAA membership, particularly for alumni living outside the DMV, need to be clarified, if possible expanded, and more widely publicized. In Nancy Tumavick opinion, the fact that currently the main benefit to members vs. non-members is the right to vote for directors and attend the AGM, is not much of an incentive to join.

Beth Hogan and Carol Dabbs mentioned that going forward, we may also want to update our Strategic Framework and its four Objectives.

C. Development Issues.

Steve Haykin reported that, at present, the DIC has no meetings scheduled. But, once the theme of the 2025 AGM is settled, the committee's focus will be on organizing sessions that feed into that theme.

Alex Shakow reminded the ExCom members that, on Wednesday, May 21,<sup>[2]</sup> a UAA/DACOR Development Dialogue is scheduled, featuring George Ingram, a long-time friend of UAA, who is about to retire from the Brookings Institution. He encouraged everyone to attend, in person, if possible.

D. Mentoring Program.

Denise Rollins reported that in light of the demise of USAID, the committee is concerned about the future of the Mentoring Program's successful mentor/mentee model, and whether it can continue to work going forward.

E. Awards.

Roberta Mahoney alerted the meeting that the awards program continues to be the responsibility of the Membership Committee. We hope that Terry Brown, co-chair of the MemCom, will soon be able to identify a leader for the program.

F. USAID History/ADST.

Tony Pryor reported that committee members had talked with ADST about the future of the oral history program. Although ADST would be able to provide unpaid interns to help keep the program alive, the prospect of additional funding is uncertain at best, and ADST wonders whether it can survive the loss of its federal funding.

Carol Peasley, who has been volunteering a considerable amount of time to the ADST program, said that, even without federal funding, she and other ADST volunteers will continue to conduct interviews with USAID veterans, edit the transcripts, prepare indices, and post the transcripts to the web. ADST has agreed to put a USAID index on the ADST website. According to Carol, there is at least one other group still working on government oral histories.

Ken Yamashita noted that there is interest circulating about producing documentaries about USAID, which might benefit from UAA support. Christine Sheckler indicated that PBS is working on a four-part series on USAID with a focus on Global Health. Tony Pryor added that a Georgetown communications group, supported by the Rockefeller Foundation, is preparing to do a series of short videos on specific USAID programs. This is an example of a potential Keeping the Flame activity.

G. Social Events.

Margot Ellis reported on behalf of the Social Events Committee that the Spring Reception is planned for UAA members and their guests on Thursday, May 29, at DACOR Bacon House. The theme of the program at the reception will be "The Road Ahead: Paths Forward for Global Health and

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<sup>2</sup> **NOTE:** The date of the UAA/DACOR Development Dialogue with George Ingram was later changed to **MONDAY, MAY 19.**

Humanitarian Assistance." The panelists will include Jim Kunder and Raj Kumar, moderated by Susan Reichle. Invitations to the event were sent out this morning, although we still need email addresses for some of the VIP invitees.

#### H. Annual General Meeting.

Steve Wingert reported for the AGM Committee.

- The AGM working group — including Steve Haykin, Alex Shakow, Gail Spence, Joy Riggs-Perla and Steve himself, with the assistance of Ken Yamashita — has all but settled on a theme for the 2025 AGM: *What Comes After USAID: Implications for the Department of State.*"
- In contrast to last year's AGM, the committee will recommend a longer session for the UAA Co-Chairs to address the demise of USAID, to report the results of the Board elections, and to address the future of UAA.
- A keynote speaker must still be identified.
- A panel will address the legacy of USAID and the future of international development assistance. (Alex Shakow has drafted a paper on the subject and has distributed it to the other members of the AGM working group for comment.)

#### 5. **OTHER BUSINESS.**

##### A. The Keeper of the Flame (aka Knowledge Management).

Tony Pryor emphasized the pressing need to preserve USAID records and other artefacts, and to collect and record USAID's "intellectual capital" — its knowledge and expertise — before the people who possess that intellectual capital scatter and can no longer be found. A group of former USAID Administrators interested in preserving records has urged Missions (via Signal) to save USAID material to the cloud. Some of the resources necessary to preserve records are coming from private sources (e.g., Coherent Digital has offered to help with document preservation for at least one year).

##### B. USAID 2.0.

Tony Chan noted that UAA, and the development community at large, is still dealing with the immediate impact of the destruction of USAID. However, when we manage to get past the immediate impact, as we must, and look toward the future, we'll have to acknowledge what amounts to a paradigm shift with respect to the country's role in the world. These challenges will be on the AGM agenda.

##### C. The schedule of upcoming meetings:

- Board: Thursday, May 1.
- ExCom: Thursday, May 15.
- Board: Thursday, June 5.
- ExCom: Thursday, June 19.

##### D. Other Upcoming Events (see website for details):

- Spring Reception – May 29, 2025, 3:00-5:30 at DACOR Bacon House

Please send the dates for your upcoming events to Stu Callison for posting to the UAA calendar on the website.

**6. ADJOURNMENT.**

A motion to adjourn, duly seconded, was approved by the Board by unanimous vote. The meeting was adjourned at 11:45 am.

Respectfully submitted,



Robert Sonenthal  
Assistant Secretary

Approved: May 15, 2025.

Attachments:

- A. UAA Financial Report as of March 31, 2025.
- B. UAA 2025 Operations and History Project Budget Report (through March 31, 2025).

**ATTACHMENT A**

**UAA FINANCIAL REPORT  
AS OF MARCH 31, 2025**

(U.S. Dollars)

	Balance 02/28/2025	Deposits	Disburse- ments	Balance 03/31/2025
UAA Operations Account				
Checking Account	11,537.41	5,190.56	5,742.42	10,985.55
Savings Accounts	85,588.11	264.52	0.00	85,852.63
Total Operations Member Acct	97,125.52	5,455.08	5,742.42	96,838.18
UAA History Project Account				
Checking Account	924.22	0.00	0.00	924.22
Savings* Accounts	50,638.35	154.72	0.00	50,793.07
Total History Project Member Acct	51,562.57	154.72	0.00	51,717.29
UAA Total Bank Accounts				
Checking Accounts	12,461.63	5,190.56	5,742.42	11,909.77
Savings* Accounts	136,226.46	419.24	0.00	136,645.70
Total LFCU Accts	148,688.09	5,609.80	5,742.42	148,555.47

\* Includes both Main Savings and Premier Savings Accounts

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**ATTACHMENT B**

**2025 OPERATING AND HISTORY BUDGET REPORT  
THROUGH MARCH 31, 2025**

	2025 Budget as approved by Board 12/19/24 (v4)	January	February	March	Thru latest month	Remaining approved 2025 budget	Comments for current report	
<b>UAA 2025 OPERATIONS BUDGET</b>								
<b>Estimated Revenue by Source**</b>								
Click and Pledge (from C&P Payout Report)	36,739	7,000	23,208	4,025	34,233	2,506	35 Contributions	35 total contributors in Feb
Checks (recorded when received)**	4,914	400	1,850	100	2,350	2,564	2 contributions	2 contributors in Feb
Savings Account Interest (recorded when deposited)**	243	400	190	265	854	-611		
<b>ESTIMATED REVENUE TOTAL**</b>	<b>41,896</b>	<b>7,800</b>	<b>25,248</b>	<b>4,390</b>	<b>37,437</b>	<b>4,459</b>		
<b>Expenditure Items and Categories</b>								
<b>Annual General Meeting (program)</b>								
Awardees & Speaker Travel	1,000				0	1,000		
Alumni Awards	300				0	300		
AGM Catering Services	6,500				0	6,500		
Support Costs	750				0	750		
<b>Sub-Total, AGM program</b>	<b>8,550</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,550</b>		
<b>Development Issues Committee</b>								
Arizona State University or Other	500				0	500		
Other	0				0	0		
<b>Sub-Total, Development Issues Committee</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>		
<b>Membership Committee</b>								
Alumni Awards	0				0	0		
Membership Brochure Printing	300				0	300		
Membership Committee Administrative Assistant	4,800				0	4,800		
<b>Sub-Total, Membership Committee</b>	<b>5,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,100</b>		
<b>Mentoring Committee</b>								
Mentoring Administrative Assistant	5,000				0	5,000		

Technical Assistance & Facilitator Travel for Virtual Training	0				0	0	
Other	0				0	0	
<b>Sub-Total, Mentoring Committee</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	
<b>Public Outreach Committee</b>							
Public Outreach Materials Production	2,000				0	2,000	
Travel to establish alumni branches	2,000				0	2,000	
Travel and attendance at WACA annual meeting	1,500				0	1,500	
DACOR	1,000				0	1,000	
CGD	1,000				0	1,000	
USGLC General Membership (pay October 15 or later)	1,000				0	1,000	
<b>Sub-Total, Public Outreach Committee</b>	<b>8,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,500</b>	
<b>Social Events Committee</b>							
Winterfest	2,500			1,806	1,806	694	
Retirement Ceremony	0				0	0	
Spring Reception	4,500				0	4,500	
Summer Picnic	600	425			425	175	
Other Social	1,250				0	1,250	
<b>Sub-Total, Social Committee</b>	<b>8,850</b>	<b>425</b>	<b>0</b>	<b>1,806</b>	<b>425</b>	<b>6,619</b>	
<b>Administrative Costs</b>							
Systems Manager	21,550	875		3,500	4,375	17,175	
Treasurer Assistant	0				0	0	
Website: Tech Support	1,200				0	1,200	
Domain Hosting	1,000	144			144	856	
Constant Contact	1,100	88	88	88	264	836	
Survey Monkey Subscription--1 year	0				0	0	
Zoom subscription	175				0	175	
Bank Charges: Click & Pledge, transfer fees	2,400	400	1,249		1,649	751	
Liability Insurance	500				0	500	
D & O Insurance	750				0	750	
Tax Preparation	650				0	650	
Office Supplies, mailing costs	300	4	1	16	20	280	
<b>Sub-Total Administrative Costs</b>	<b>29,625</b>	<b>1,511</b>	<b>1,338</b>	<b>3,604</b>	<b>6,452</b>	<b>23,173</b>	

Contingency	1,500	0	0	0	0	1,500		
<b>EXPENDITURES TOTAL</b>	<b>67,625</b>	<b>1,936</b>	<b>1,338</b>	<b>5,409</b>	<b>6,877</b>	<b>58,942</b>		
<b>REVENUE MINUS EXPENDITURES</b>	<b>-25,729</b>				<b>30,560</b>			
<b>UAA 2025 HISTORY PROJECT BUDGET</b>								
<b>Estimated Revenue*, **</b>								
Interest on savings accounts (recorded when paid)	1,459	549		155	704	755		
Royalties on <i>Enduring Struggle</i> (recorded when received)	256	0			0	256		
<b>Sub-total, History Project Revenue</b>	<b>1,715</b>	<b>549</b>	<b>0</b>	<b>155</b>	<b>704</b>	<b>1,011</b>		
<b>Expenditure Items</b>								
<b>History Committee</b>								
<i>Enduring Struggle</i>	0				0	0		
ADST support	0				0	0		
AU Archives Internship Program	5,000				0	5,000		
<b>Sub-total, History Project Expenditures</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>		
*History Project funded by specific donations in prior years; no expected revenue other than interest on those funds and royalties on <i>Enduring Struggle</i> .								
**Estimated Revenue is average of last 3 years.								

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