

MINUTES
of the
UAA EXECUTIVE COMMITTEE MEETING^[1]
Thursday, November 20, 2025
10:15 am–12:15 pm

The Executive Committee ("ExCom") of the USAID Alumni Association ("UAA") met via Zoom on Thursday, November 20, 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

Jeanne Briggs Steve Haykin
Alicia Dinerstein Tony Pryor

Absent

Tony Chan Christine Sheckler
(Co-Chair) (Secretary)
Chris Milligan
(Co-Chair)

OFFICERS/COMMITTEE CO-CHAIRS

Present

Carol Dabbs Denise Rollins
(Treasurer) Sharon Pauling
Margot Ellis Carol Peasley
Karen Freeman Alex Shakow
Beth Hogan Gail Spence
Joy Riggs-Perla

Absent

Terry Brown

Rob Sonenthal
(Asst. Sec.)
Steve Wingert
Oren Whyche-
Shaw

SENIOR ADVISORS

Present

Nancy Tumavick
(Communications)

Absent

Miles Toder
(Regional Outreach)

WEBMASTER

Stu Callison

SYSTEMS MANAGER

Absent

GUESTS

Jim Bever Barbara Turner
David McCloud

^[1] These minutes benefited greatly from the detailed decision notes prepared by Joy Riggs-Perla and Steve Wingert of the AGM Committee, and from comments on early drafts by Denise Rollins and Carol Dabbs. The contributions of these ExCom members are gratefully acknowledged. [RBS]

MEETING CHAIR

Tony Pryor

* * * * *

Tony Pryor, acting as Chair of the meeting, called the meeting to order at 10:15 a.m. He noted that (a) with the arrival of Steve Haykin, a quorum of the Board was present; (b) Joy Riggs Perla of the AGM Committee would be recording the decisions reached at the meeting; and (c) the Public Outreach Committee would be responsible for recording the decisions at the December 18 ExCom meeting.

1. PRELIMINARIES.

On behalf of the Board, Tony Pryor thanked all UAA Board and ExCom Members whose efforts contributed to the success of the 2025 AGM.

Tony then recognized the four Directors whose election to the Board was announced at the AGM: Alicia Dinerstein, Christine Sheckler, Steve Haykin, and Jeanne Briggs. Christine and Steve are ExCom veterans, as is Alicia, who served for a time as co-chair of the Mentoring Committee. Jeanne was an FSO at USAID, most recently in Kinshasa, but was forced into early retirement, so this is her first official position at UAA.

2. MINUTES.

Approval of the minutes for the ExCom meeting of October 16, 2025, was deferred to allow ExCom members time to submit additional clarifications, corrections, and comments

3. NOVEMBER BOARD MEETING.

Tony Pryor reviewed the actions taken by the Board at its regular meeting of November 6, 2025:

- The Board discussed, and will continue to explore, making UAA membership available to the employees of USAID Institutional Support Contractors ("ISCs") — a possible example being ISC employees who, for a significant period of time, worked within a USAID office, either in Washington or overseas, and/or had a usaid.org email address. The Board will consider the issue again at its December 11 meeting and, if the decision is to proceed, will define clear eligibility criteria. Carol Dabbs cautioned (and Rob Sonenthal confirmed) that such a change would require amendment of UAA's organizing documents — in particular, the first paragraph of Article III, section 1, of the Bylaws.^[2]
- We have not yet finished cataloguing the USAID materials rescued from the RRB and the Quantico warehouse, now stored in commercial storage space in Virginia, and on Roberta Mahoney's and David

^[2] The current version of Article III, section 1, first paragraph, reads as follows:

"Membership in the USAID Alumni Association (UAA) is open to all individuals who were formerly employed by the United States Agency for International Development or its predecessor agencies (e.g., the International Cooperation Administration) for not less than eighteen months and who left their Agency positions in good standing — including Civil Service employees, Foreign Service employees (including Foreign Service Nationals), Presidential appointees, and individuals who served under interagency service agreements (PASAs, RASAs), fellowship programs (e.g., Population Fellows), or personal services contracts; provided, however, that the Board may waive the eighteen-month requirement for any individual whose employment by the Agency was terminated after January 20, 2025."

McCloud's porch. Under the circumstance, the Board authorized a three-month extension of the commercial lease and asked Roberta and David to persevere. Karen Freeman raised the issue of taking stock of what we have there—volunteers to help included Karen, Gail Spence, Carol Peasley, Carol Dabbs, David McCloud, and Tony Chan.

- The Board appointed Jim Redder to serve as Assistant Treasurer. He is a former USAID controller, and has been active on the Staff Financial Support Fund committee. He could not join us today due to a prior commitment.

4. ANNUAL GENERAL MEETING.

Steve Wingert shared on the computer screen a list the key decisions made by the AGM Committee in the run-up to the 2026 AGM :

- The demise of USAID made planning the AGM a major challenge.
- By June the AGM Committee had decided to focus on honoring USAID staff and to highlight the injustice of their treatment by the Administration, but then to begin planning a future for international development cooperation. The first panel was designed to address this goal.
- The committee's best decision by far was its choice of Jim Kunder as keynote speaker.
- The two Development Issues Discussions organized by Steve Haykin, and the "listening sessions" organized by Chris Milligan and Tony Pryor, helped lay the conceptual groundwork for the panel discussion.
- The number of in-person attendees was a disappointing 101 — far below the 142 who registered to attend.
- The session on the future of the UAA, led by Tony Chan, was particularly useful, and generated questions, comments, and proposals from the Members in-person and virtual.

Tony Pryor added a list of "takeaways" from the 2025 AGM, challenges facing UAA over the next six months:

- preserving the identity and coherence of the community of international development professionals, in which UAA social events can play a critical role;
- maintaining a policy voice (e.g., in Congress and the media) on what comes next after USAID;
- supporting the newly dismissed/retired USAID staff;
- capturing lessons learned from 60 years of USAID experience; and
- organizing sustained and effective outreach, to Congress and to the public at large, on the value of international development cooperation.

A discussion followed focusing on the importance of cooperation between UAA and other international development organizations. For example, Christine Sheckler and Jim Bever are attending the WACA National Conference in Washington D.C. Christine has been actively courting WACA's leadership in Washington and Southern California; Jim met with Michele Sumilas, now with USGLC, to discuss possible joint efforts in anticipation of the 2026 mid-term elections (e.g., developing agreed-upon talking points).

With these initial efforts in mind, Steve Haykin proposed that, beginning in the first quarter of 2026, UAA use its "convening power" to bring the various affinity organizations together, as urged by Jim Kunder in his keynote address at the AGM. Steve agreed to lead that effort, and to put his draft a note outlining possible next steps.

5. FINANCIAL/BUDGET, NEWSLETTER, AND MEMBERSHIP REPORTS.

A. Financial and Budget Reports.

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

- The total end-of-October balance in UAA's accounts at LFCU was \$143,033 — including just under \$90,000 in the Operations Account and roughly \$53,000 in the History of USAID Account.
- Seventy-four members joined (or rejoined) UAA in October. Thirty-three of the new members took advantage of the \$1.00 dues rate for 2025 made available to recently terminated USAID staff. The remaining new members paid dues for 2025 of between \$25 and \$100.
- All told, our revenue for October, including dues and interest, was roughly \$2,600.
- Our October expenditures (\$3,562) exceeded our revenues by about \$1,000 and included compensation for the System Manager; final expenses for the Summer Picnic; and fees for the Zoom subscription, the UAA website, Click & Pledge, and Constant Contact.
- Steve Haykin will replace Denise Rollins as the second signatory on UAA's LFCU checking accounts.

Carol reminded the committee co-chairs that the 2026 Budget process was about to begin, leading to preliminary approval of a 2026 Budget at the Board meeting scheduled for December 11, and its presentation to the ExCom at the ExCom meeting scheduled for December 18 for consultation with the Board prior to approval at that meeting of a budget for 2026.

By tomorrow (November 21), Carol plans to provide the committee co-chairs with guidance on how to organize and present their 2026 Budget requests. The requests must be delivered to Carol by Saturday, November 29, so that Carol can merge them into a proposed Budget for 2026 and submit that proposed Budget to the Board by December 4.

Tony Pryor noted that this year's Budget requests are likely to require more thought and creativity than in the past, given the dramatic changes that have all but erased UAA's signature programs and activities (*e.g.*, the Mentoring Program, the Retirement Ceremony, Mission program support). Carol advised the committee co-chairs that if their 2026 activities are still uncertain, they should nevertheless estimate their budget needs as best they can. We normally review the budget again in June. This year, we plan to have completed our strategy update by then, making improved budget estimates possible.

B. Terms of Reference.

Steve Wingert reported that Tony Chan is preparing a Terms of Reference that will propose a series of planning activities designed to produce a new UAA Strategic Plan. Tony will circulate the ToR in draft for comment soon.

C. Expanding Committee Membership.

Tony Pryor discussed expanding the membership of our committees, and recommended that we begin recruiting committee members beyond our own friends. We discussed some of the available methods — *e.g.*, a survey of the non-member registrants. There is a consensus that we expect to continue to grow.

David McCloud mentioned that we are likely to need sub-committees to address specific issues — for example, the Public Outreach group. Sharon Pauling recommended that we recruit for committees going

forward, and Joy Riggs-Perla added there are some “orphaned” activities, such as the FSN support group, that don’t fit into the current committee structure.

D. Communications.

Nancy Tumavick called attention to the three ListServes newly created (and maintained) by Jeanne Briggs, and urged that ExCom members use the ListServes when communicating with the Board or with other members of the ExCom.

Nancy is continuing as interim manager of the monthly newsletter. She noted that next newsletter is scheduled for publication on January 5, 2026. Accordingly, all materials to be included in the newsletter should be delivered to Nancy at least one week in advance of the publication date — i.e., by Monday, December 29. As is customary, Nancy will send ExCom members an email reminder as the deadline approaches.

Nancy also alerted ExCom members that the annual one-hour briefing on UAA communications, covering both current practice and future needs, will be scheduled for early January, with the precise time and place to be determined. The briefing is designed for newly elected members of the Board, but Board and ExCom veterans are welcome. Nancy will send out an email once the arrangements are completed.

It would be helpful to expand use of social media to connect non-member USAID alumni.

- It appears that UAA has not one, but two all-but-moribund LinkedIn accounts. But for the past decade or so, no one has taken responsibility for managing them. At least one of the accounts could in theory be rehabilitated. Carol Peasley suggested that Anne Van Dusen might be able to help with that.
- It may be possible to use other social media assets to reach UAA's target audience. For example, Scott Radloff has a mailing list with over 300 names.

6. COMMITTEE REPORTS.

Tony Pryor discussed the challenges facing the UAA' committees. He recommended that each committee conduct a critical review of its plans for the coming year. What are the committee's 2 or 3 most important activities? Will there be sufficient resources, especially personnel, to undertake those activities? Which activities could benefit from (or require) collaboration with other committees? Are there activities that have up to now been conducted independently — such as the FSN Working Group — that should, in the future, be folded into the regular committee structure?

A. Mentoring.

Denise Rollins announced a 90-minute Zoom session with Scott Cameron on how to conduct AI-powered job searches scheduled for December 3 beginning at 5:00 pm. The Board agreed that UAA may expand its Zoom capacity to 500 attendees for 30 days and the session will be open to alumni on UAA's Constant Contact list, even those who are not contributing UAA members. To ensure the broadest audience, Denise will update the ExCom once she confirms the event. Further planning will take place off-line and be announced on the UAA website and in separate announcements.

B. Development Issues.

Steve Haykin reported that—

- A recording of the DIC meeting featuring Todd Preston, Executive Director of MFAN, to follow up on the AGM discussion of the future of development assistance, is now on-line. A transcript will soon be posted to the UAA website.
- The Committee will continue to develop policy positions relating to the future of development collaboration and related topics, based on UAA's unique expertise and experience. It will be the home of the International Development 2.0 work.
- The Committee will also be keeping close track of developments at the Federal agencies involved in international development that have thus far survived the Trump Administration's purge: the Millennium Challenge Corporation, the Development Finance Agency, and the offices at the State Department charged with foreign assistance.
- The Committee is looking for a new co-chair to work with co-chair Gail Spence.

C. Membership.

According to Tony Pryor, in 2026 the MemCom would like to begin addressing some basic structural questions that have until now been deferred — issues such as revising the requirements for membership; adjusting the dues structure; managing the division of activities and resources between the DMV and the Regions, and re-imagining the Awards Program, etc. The Regional Chapters in particular need more attention so that they meet the needs of UAA Members who live outside the DMV metropolitan area.

D. Public Outreach.

Reporting for the committee, Tony Pryor noted that public outreach is a multi-level subject, and may require the creation of sub-committees to "divide the terrain." Beth Hogan noted that this needs to be started from scratch. Also, the regional chapters need an organizational home, with its own structure, dues, and program.

E. History of USAID/ADST.

Alex Shakow reported on the status of the committee's book project, and on its grant to the American University Archive for the collection/organization of USAID historical materials.

Carol Peasley is helping to prepare funding proposals for the ADST oral history project. She also reported on a luncheon organized by Henrietta Fore and Aaron Williams, based on the general interest in Development Assistance 2.0. Some efforts have already begun, for example at CSIS. The process is likely to be frustrating at first, as it is being organized from scratch. Tony Pryor described the current conversation as a cacophony, and was concerned that UAA's voice might disappear in the noise. At least two UAA committees might play a role.

F. Social Events.

The Friendsgiving event is scheduled for December 13 at the venue we used for Winterfest. The venue's capacity is 75, but 100 folks have already signed up, which probably means about 75 will show up. Accordingly, we've had to suspend registration. Turkey and ham will be provided, with participants bringing a dish to share for the rest.

Friendsgiving is in addition to the 4 core social activities we organize each year: Winterfest, Spring Reception, Summer Picnic, and AGM. We've been "spatially challenged" this year, as the dramatic increase in UAA membership has led to very high attendance, even when the event is restricted to "members only." Margot Ellis added that the committee plans to increase its promotion of no- or low-cost events, although it was unable to organize such events around the AGM.

The committee is seeking new members.

7. USAID STAFF FINANCIAL SUPPORT FUND.

David McCloud circulated a report prior to this meeting to the EC. He reported that:

- The committee recommended accepting applications through December 8, and rejecting applications received thereafter. The flow of applications has already dropped off considerably; only 2 new applications have been received in the past week.
- The committee also recommended that donations be accepted into the new year, and that we issue one more solicitation, in hopes of being able to fund the outstanding eligible applications.
- 167 grants have been approved; 132 have been disbursed; leaving 35 approved applications awaiting disbursement. In addition, there are about 60 timely applications eligible but unfunded.
- \$350,000 has been raised to date, with another \$57,000 expected to come in.

A motion to approve the committee's proposal to set December 8 as the deadline for receipt of applications, and to continue raising funds into the new year, duly seconded, was approved by the Board by unanimous vote, all four members of the Board voting "aye."

The committee plans to publicize the deadlines by updating the notice on the website and notifying the full UAA email list in a stand-alone email. It was also suggested that we ask Scott Radloff to mention these updates in his "Reports from the Field."

Tony Pryor complemented the group that has worked on this program for their great work.

8. ADJOURNMENT.

A motion to adjourn, duly seconded, was approved by the Board by unanimous vote. The meeting was adjourned at 12:20 p.m.

Respectfully submitted,



Robert Sonenthal
Assistant Secretary

Approved: March 19, 2026.

Attachments:

- A. UAA Financial Report as of October 31, 2025.
- B. UAA 2025 Operations and History Project Budget Report through October 31, 2025.
- C. UAA Membership/Registrants/Friends Contributions, December 1, 2024 — October 31, 2025.

ATTACHMENT A
FINANCIAL REPORT
(through October 31, 2025)

	Balance 09/30/2025	Deposits	Disburse- ments	Balance 10/31/2025
UAA Operations Account				
Checking Account	9,652.73	2,602.90	5,135.52	7,120.11
Savings* Accounts	82,391.10	237.00	0.00	82,628.10
Total Operations Member Account	92,043.83	2,839.90	5,135.52	89,748.21
UAA History Project Account				
Checking Account	1,421.44	0.00	0.00	1,421.44
Savings* Accounts	51,716.42	147.14	0.00	51,863.56
Total History Project Member Acct	53,137.86	147.14	0.00	53,285.00
UAA Total Bank Accounts				
Checking Accounts	11,074.17	2,602.90	5,135.52	8,541.55
Savings* Accounts	134,107.52	384.14	0.00	134,491.66
Total LFCU Accts	145,181.69	2,987.04	5,135.52	143,033.21

* Includes both Share Savings and Premier Savings Accounts

11/19/2025

ATTACHMENT B

OPERATIONS AND HISTORY PROJECT BUDGET REPORT
THROUGH OCTOBER 31, 2025

	2025 Budget as approved by Board 07/03/25 (v8)***	January	February	March	April	May	June	July	August	Sept	October	Thru latest month	Remaining approved 2025 budget	Comments for current report
UAA 2025 OPERATIONS BUDGET														
Estimated Revenue by Source**														
Click and Pledge (from C&P Payout Report)	42,000	7,000	23,208	4,025	2,150	1,579	4,902	3,538	864	4,428	2,338	54,031	-12,031	32 paid \$1; 1 paid \$1; 41 paid \$25-\$100
Checks (recorded when received)**	3,000	400	1,850	100	0	100	0	27	0	0	TBD	2,477	523	October Checks TBD
Savings Acct Interest (recorded when deposited)**	3,150	400	190	265	257	266	258	259	253	246	237	2,630	520	
Other Contributions	0	0	0	0	0	0	0	500	0	0	0	500	-500	
ESTIMATED REVENUE TOTAL**	48,150	7,800	25,248	4,390	2,407	1,945	5,160	3,824	1,117	4,673	2,575	59,138	-10,988	
Expenditure Items and Categories														
Annual General Meeting (program)														
Awardees & Speaker Travel	1,000											0	1,000	
Alumni Awards	300											0	300	
AGM Catering Services	9,500											0	9,500	
Support Costs	750											0	750	
Sub-Total, AGM program	11,550	0	0	0	0	0	0	0	0	0	0	0	11,550	
Development Issues Committee													0	
Arizona State University or Other	500											0	500	
Other	0											0	0	
Sub-Total, Development Issues Committee	500	0	0	0	0	0	0	0	0	0	0	0	500	

Membership Committee															
Alumni Awards	0											0	0		
Membership Brochure Printing	300											0	300		
Membership Committee Administrative Assistant	2,400											0	2,400		
Sub-Total, Membership Committee	2,700	0	0	0	0	0	0	0	0	0	0	0	2,700		
Mentoring Committee															
Mentoring Administrative Assistant	5,000											0	5,000		
Technical Assistance & Facilitator Travel for Virtual Training	0											0	0		
Other	0											0	0		
Sub-Total, Mentoring Committee	5,000	0	0	0	0	0	0	0	0	0	0	0	5,000		
Public Outreach Committee															
Public Outreach Materials Production	2,000								540			540	1,460	Use some for USAID branded materials distribution	
Travel to establish alumni branches	2,000											0	2,000		
Travel and attendance at WACA annual meeting	1,500											0	1,500	Travel & registration, no per diem.	
DACOR	1,000											0	1,000		
CGD	1,000									1,000		1,000	0		
USGLC General Membership (pay October 15 or later)	1,000											0	1,000		
Sub-Total, Public Outreach Committee	8,500	0	0	0	0	0	0	0	540	1,000	0	1,540	6,960		
Social Events Committee															
Winterfest	1,806			1,806								1,806	0		
Retirement Ceremony	0											0	0		
Spring Reception	5,717							5,717				5,717	0	\$283 moved to Picnic	
Summer Picnic	1,701	425									1,276	1,701	0	Moved \$283 from reception & \$393 from other social.	
AGM Wraparound	2,000											0	2,000		

Winter/Fall Social Event	2,000											0	2,000	
Other Social	857											0	857	\$383 moved to picnic
Sub-Total, Social Committee	14,081	425	0	1,806	0	0	0	5,717	0	0	1,276	9,224	4,857	
Administrative Costs														
Systems Manager	21,650	875		3,500		3,500	1,750		3,700	2,306	1,850	17,481	4,169	
Treasurer Assistant	0											0	0	
Website: Tech Support	1,200											0	1,200	
Domain Hosting	1,000	144					573				84	801	199	
Constant Contact	1,100	88	88	88	88	88	99	99	131	131	131	1,031	69	
Survey Monkey Subscription--1 year	500						496					496	4	
Zoom subscription	278						53			5	220	278	0	Moved \$78 from Contingency; amount paid includes renewal contract + 30-day upgrade to 500/meeting
Bank Charges: Click & Pledge, transfer fees	3,300	400	1,249	234	164	114	312	251	82			2,806	494	
Transport and Storage of USAID branded and library materials***	3,800						2,648	646		465		3,759	41	
Liability Insurance	500									500		500	0	
D & O Insurance	1,000											0	1,000	
Tax Preparation	0											0	0	
Office Supplies, mailing costs, parking, checks	100	4	1	16	0			2		16	1	41	60	Parking to get mail
Sub-Total Administrative Costs	34,428	1,511	1,338	3,838	253	6,351	3,928	352	4,378	2,958	2,287	27,192	7,236	
Contingency	1,422	0	0	0	0	0	0	0	0	0	0	0	1,422	\$78 moved to Zoom
EXPENDITURES TOTAL	78,181	1,936	1,338	5,644	253	6,351	3,928	6,069	4,918	3,958	3,562	37,956	40,225	
REVENUE MINUS EXPENDITURES	-30,031											21,182		

UAA 2025 HISTORY PROJECT BUDGET													
Estimated Revenue*, **													
Interest on savings accounts (recorded when paid)	2,200	549	139	155	150	156	151	157	157	398		2,012	188
Royalties on <i>Enduring Struggle</i> (recorded when received)	500	0						512			147	659	-159
Sub-total, History Project Revenue	2,700	549	139	155	150	156	151	669	157	398	147	2,672	28
Expenditure Items													
History Committee													
<i>Enduring Struggle</i>	0											0	0
ADST support	0											0	0
AU Archives Internship Program	5,000											0	5,000
Sub-total, History Project Expenditures	5,000	0	0	0	0	0	0	0	0	0	0	0	5,000
*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.													
*** Board approved Storage Costs for USAID branded items and library on 5/15/25 at EC meeting. Added to Admin Budget here.													

ATTACHMENT C

MEMBERS/REGISTRANTS/"FRIENDS" CONTRIBUTIONS

December 1, 2024 — October 31, 2025
(with comparative data from December 1, 2023 - December 31, 2024)

REGISTRANTS

A. New registrants: Oct 2025	91
B. New associate registrants: Oct 2025	0
C. Registrants & Associates removed: Oct 2025	13
D. (A+B+C) All registrants as of: Oct 2025	104
E. Total 2025 registrants: Dec.1, 2024 - Oct 31, 2025	2575
F. Total 2024 registrants: Dec.1, 2023 - Oct 31, 2024	1351
G. (E-F) 2024 Registrant growth/reduction	1224

MEMBERS

H. New contributing members: October 2025	33
I. Renewing contributing members: October 2025	31
J. (H+I) Total contributing members: October 2025	64
K. Total 2025 contributors as of: October 31, 2025	1010
L. Total 2024 contributors as of: October 31, 2024	435
M. 2025 "Friends" minimum \$100 as of: October 31, 2025	317
N. 2024 "Friends" minimum \$100 as of: October 31, 2024	187
O. (K+-L). 2025 contributor growth/reduction	575
P. % of contributor growth/reduction	232%

17 renewing contributing members paid repeat contributions in October. The total contributions received in October are 81. We received 33 new member contributions of \$1 each in October, and 287 contributions of \$1 between May and October.