

MINUTES
of the
UAA EXECUTIVE COMMITTEE MEETING^[1]
Thursday, January 15, 2026
10:15 am–12:15 pm

The Executive Committee ("ExCom") of the USAID Alumni Association ("UAA") met via Zoom on Thursday, January 15, 2026, 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	Christine Sheckler
Tony Chan	Chris Milligan	(Secretary)
(Co-Chair)	(Co-Chair)	
Alicia Dinerstein	Tony Pryor	

Absent

OFFICERS/COMMITTEE CO-CHAIRS

Present

Carol Dabbs	Denise Rollins	Rob Sonenthal
(Treasurer)	Sharon Pauling ^[2]	(Asst. Sec.)
Margot Ellis	Alex Shakow	Steve Wingert
Karen Freeman	Gail Spence	Oren Whyche-
Joy Riggs-Perla	Jim Redder (Asst	Shaw ^[2]
	Treasurer)	

Absent

Terry Brown
Beth Hogan
Carol Peasley

SENIOR ADVISORS

Present

Nancy Tumavick
(Communications)

Absent

Miles Toder
(Regional Outreach)

WEBMASTER

Stu Callison

SYSTEMS MANAGER

Absent

GUESTS

Jim Bever ^[2]	Dottie Rayburn ^[2]
David McCloud	

MEETING CHAIR

Chris Milligan

^[1] These minutes benefited greatly from the detailed decision notes prepared by Christine Sheckler of the Public Outreach Committee, and from comments on early drafts by Carol Dabbs. The contributions of these ExCom members are gratefully acknowledged. [RBS]

^[2] Joined in progress.

Chris Milligan called the meeting to order at 10:15 a.m. He noted that (a) a quorum of the Board was present; (b) Tony Price of the Membership Committee would be recording the decisions reached at the meeting; and (c) the Development Issues Committee would be responsible for recording the decisions at the February 19 ExCom meeting.

1. MINUTES.

Approval of the minutes for the ExCom meeting of December 11, 2025, was deferred. In addition, Rob Sonenthal reported that (i) minutes for the September and November ExCom meetings have been circulated to the ExCom, but have not yet received final Board approval; and (ii) the decision notes for the October and December ExCom meetings need to be developed into minutes.

2. JANUARY BOARD MEETING.

Chris Milligan reported on the actions taken by the Board since the last ExCom meeting:

A. Memorabilia.

- With respect to distribution of the USAID memorabilia rescued from the RRB and USAID'S Quantico warehouse, and still held in the storage space rented by UAA in Virginia and/or stored in private homes:
 - First task is to identify and dispose of unusable items, and identify items with the USAID logo.
 - Of the items suitable for distribution, priority would be given to UAA regional chapters, then to like-minded development organizations.
 - As it appears that more time will be needed to dispose of the memorabilia, the Board authorized an extension of the current storage contract through February 19.
- The Board also discussed the need for a centralized storage space for memorabilia and for social event supplies, which are now stored in member basements and garages.

ACTION ITEMS:

- Jim Redder will investigate cheaper storage options in Virginia for use until the memorabilia are either distributed or discarded.
- Tony Chan will provide Jim with the dimensions of the existing storage space, and an estimate of how many boxes of memorabilia, etc., still remain.

Alex Shakow suggested that we keep in mind the UAA-sponsored program for USAID memorabilia at the American University Archive as a recipient. The program includes a number of separate collections. Additional information on the program can be accessed via a link on the UAA website.

B. Membership.

- The Board approved in principle making UAA membership available to the employees of USAID Institutional Support Contractors ("ISCs") who (i) worked within a USAID office, either in Washington or overseas, and (i) were given a usaid.gov email address and authorized Tony Pryor, supported by legal counsel Rob Sonenthal, to prepare an appropriate amendment to Article III ("Membership") of the UAA Bylaws.^[3]

^[3] The current version of Article III, section 1, first paragraph, reads as follows:

- The Board also discussed—
 - Efforts to strengthening UAA committees, including their leadership, membership and mandates, coordination among committees with similar mandates, and outreach strategies aimed at recruiting new co-chairs and members.
 - Exploring how to Make ExCom meetings more effective.
- The Board will continue discussing these issues at its February meeting.

[Jim Bever, Sharon Pauling, and Oren Whyche-Shaw joined the meeting.]

3. **COMMITTEES.**

To prepare for today's meeting, Co-Chair Chris Milligan asked the committee co-chairs (1) to prepare updated versions of their committee's description on the UAA website, since accurate and complete descriptions are essential if we are to attract new committee members; and (ii) to identify their committee's top priorities for the upcoming months.

Tony Chan noted that he had circulated a draft Terms of Reference for organization-wide activities, with notional timelines, which was currently before the Board for review. He will recirculate the draft for ExCom members who missed the original.

A. AGM.

Joy Riggs-Perla reported that the existing write-up is OK.

In the upcoming months, the Committee will turn its attention to the 2026 AGM, paying particular attention to the feedback received from members who attended the 2025 AGM. They will keep up with the development of the new UAA Strategic Plan in order to guide the content and structure of the AGM. Tony Chan mentioned that the Terms of Reference for UAA 2.0 include a timeframe for this process.

B. Development Issues.

Steve Haykin reported that there are just a couple of changes needed in the Committee's website description. After discussion, all committee co-chairs were asked to send their approved write-up to all Board members, so that they can review and make a coherent whole of them.

In the upcoming months, the DIC will be—

- Identifying a new co-chair,
- actively reviewing its priorities for 2026, and
- developing discussion topics for DDD and DI seminars for 2026. Please let the Committee know if you have a suggestion for a meeting-worthy topic.

"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."

C. Finance and Administration.

Carol Dabbs indicated that the Committee's agenda for 2026 includes, among other things:

- keeping the Association's operations moving in a timely manner--"keeping the trains running on time"; and
- familiarizing Jim Redder with the office of Treasurer so that he can take over after the 2026 AGM.

D. Membership.

Tony Pryor noted that the website description will be reviewed and any recommended changes sent to the Board.

The following are 2026 priorities for the MemCom:

- Recruitment of new Committee members and an additional Committee co-chair. (Joy reminded the Committee that Irene Koek is interested in serving on the Membership Committee.)
- Extension of membership eligibility to ISC employees who had a close connection to USAID.
- Expansion of membership recruitment efforts, especially among FSNs.
- Continued establishment and organization of regional chapters, including sharper definition of "What exactly is a 'chapter'", recruitment of chapter members. Stu Callison indicated that some information on this subject had recently been posted, but that information seems inconsistent with other information.
- Review and adjustment of membership dues structure and amount, especially considering that roughly 30-50% of UAA members are expected to be outside the DMV. Margot Ellis expressed interest in joining this discussion.
- Consideration of whether it still makes sense to have "registrants" who do not pay dues but who receive our emails. Tony Pryor plans to draft an options paper for the Board on this question.
- Greater coordination of efforts/division of labor with other UAA committees — e.g., Social Events and Public Outreach.

ACTION ITEM: Tony will convene a meeting of interested ExCom members devoted exclusively to these membership issues. [Tony Pryor, Christine Sheckler]

Each year, usually by the middle of January, the MemCom sends an email to the prior year's members reminding them that (i) membership contributions for the current year are due, and (ii) any member who fails to make a current-year contribution by March 31 will no longer be eligible to receive members' benefits. Tony Pryor will send the email, using the text of last year's email with only minor changes. He also plans to send an email to registrants encouraging them to become dues-paying members.

E. Mentoring.

Denise Rollins reported on the committee's plans for the future. The website description needs to be updated, even though the Committee's future work remains to be defined. Given that it's likely changing the most, this is especially urgent for this group.

The committee is considering what it can do to assist USAID staff terminated after January 20, 2025, who have yet to find onward employment. (According to some estimates, this group includes roughly 60% of terminated staff.) But the basic idea is to redirect the committee's focus from mentoring to career transition support. Other organizations are already working on this problem, so we need to determine whether and how UAA can provide value-added, given our limited funding. Chris Milligan suggested that (i) the successful Staff Support

group could contribute to the committee's effort; and (ii) the committee should consider including FSN support in its mandate, as the issues involved (e.g., employment, housing) are roughly the same.

Jim Bever noted that the committee has access to a uniquely valuable resource — the 350-400 alumni who served as Mentoring Program mentors; it could ask those mentors to reach out to their past mentees to see if they need assistance.

Oren Whyche-Shaw recommended that, if the committee does offer career transition support, it develop relationships with private companies which understand the competitive environment for personnel.

ACTION ITEMS:

- Schedule meeting on the future direction of Mentoring Committee, including possible FSN support. [Denise Rollins, Jeanne Briggs, Sharon Pauling, Gail Spence, Alicia Dinerstein]
- Denise and Jeanne Briggs will develop placeholder language for the Mentoring Committee's website description while the committee continues deliberating its future.

F. Public Outreach.

Christine Sheckler recommended that the website description for this committee be re-written.

She reported that the POC was in transition, but will be proceeding along two tracks: member-focused outreach, and efforts at collaboration with like-minded organizations.

The Committee's priorities in the upcoming months will include:

- Identifying potential members among the large population of non-member "registrants" who join UAA.
- Scouting interest in the establishment of regional chapters, recruiting chapter members, and organizing outreach in the regions.
- Mapping the universe of like-minded organizations, and identifying the individuals to contact regarding possible collaboration.

The Committee recognizes the need for coordination with the MemCom on recruitment, dues and other issues affecting membership.

Chris Milligan asked the Committee to look closely at its website description, in both the write-up of the Speakers Bureau and in the UAA PowerPoint presentation, to make sure it is still accurate.

David McCloud recommended that UAA gather information on the impact of the disappearance of USAID program funding, and make that information available to UAA members for use in their social media posts. He would be willing to help organize this effort. Tony Chan noted we need to be rigorous in choosing only data that is verified and credible, which will require significant time and effort. Chris Milligan recommended that the Board should discuss this, and asked David to submit his ideas in writing to the Board.

Nancy Tumavick suggested that overall management of UAA's involvement with social media be assigned to a specific committee. Christine Sheckler indicated that the POC is planning to take greater advantage of social media — for example, as a means of educating the general public on issues like the impact of USAID's destruction and the cancellation of its programs.

G. Social Events.

Karen Freeman reported that the Committee's website description needs only minor adjustments.

The SEC will be addressing the following issues, among others, in the coming months:

- Social events outside the DMV, for which some funds are available in the 2026 Budget, to be developed by strengthening its links to other UAA committees, and to regional chapters-in-formation, whose mandates overlap with the committee's. (Karen is planning to join the working group on regional chapters.)
- Establishing guidelines to distinguish members-only events from events open to registrants, others — especially in light of the dramatic increase in membership.
- Addressing the impact of the increase in membership on event budgets, venues, satellite activities, etc.

H. History of USAID/ADST.

Alex Shakow reported that the Committee's description on the website is fine for now.

He had reported on the status of the UAA-supported program at the AU Archive in a memorandum dated December 9, and at the December 11 ExCom meeting.

Priorities for this year's work:

Alex and Carol Peasley are working with Tony Pryor to coordinate the ADST oral history program with Tony's efforts on Knowledge Rescue funded by ATA and co-led by UAA, and with the AU archiving program. Talex, Tony, and Carol Peasley will draft something for consideration at the next ExCom meeting.

In addition, they would like to link those activities to the Development Issues Committee program for 2026.

4. 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 December 2025 (Attachment A), and the 2025 Budget Report through December 31, 2025 (Attachment B). Carol noted, in particular, that—

- Revenue for the Operations Account in December, including dues and interest, was roughly \$2,750. Membership contributions accounted for \$2,350 of the total, including 4 contributions of \$1, 11 contributions of \$25-\$150, and 4 contributions by check totaling \$1,500.
- Disbursements from the Operations Account in December (\$9,129.70) were somewhat higher than usual because of a final payment to the AGM caterers, along with the System Manager's regular compensation, and fees for USAID memorabilia storage, Click & Pledge, and Constant Contact.
- In the History of USAID Account, \$4,000 was transferred from the savings to the checking for a periodic disbursement to the American University Archive to support the USAID archive program.

B. Membership Statistics

Carol Dabbs reported that—

- 20 membership contributions were received in December and, in accordance with UAA policy, the contributions were credited to the 2026 membership year. (In comparison, 25 member contributions were received in December 2024 and were credited to the 2025 membership year.)
- As of December 31, there were 2,600 registrants, compared to 1,028 as of December 31, 2024.

5. ISSUES FOR DISCUSSION.

Chris Milligan returned to the key issues discussed at the January 8 Board meeting: (i) revitalizing the UAA's committee structure, and (ii) improving the effectiveness of ExCom meetings, including size, function, and schedule.

To address these issues in depth, the Board proposes to hold a "policy retreat" for the Board, the ExCom, and a handful of interested alumni elders, to be held sometime in May. The retreat would be preceded by a series of small-group meetings, each considering a specific issue, and developing detailed recommendations to be presented at the retreat. Alicia Dinerstein has agreed draft terms of reference and otherwise serve as point person.

Denise described the one-day meeting held in October 2021, when the current Strategic Plan was developed, and suggested that an even longer meeting would be needed to develop a new Strategic Plan, given the dramatic changes that have occurred over the last year.

Christine mentioned that with committee re-structuring, we could also consider re-structuring the EC and the Board.

Jim Bever described the 2017 meeting to look back and look forward for UAA, and that whatever meeting we have this year needs to be in person. He suggested that, because important legislation affecting international development assistance is moving rapidly through Congress, we should consider moving the policy retreat from May to February/March.

6. OTHER BUSINESS.

A. Newsletter.

Nancy Tumavick offered thanks to all ExCom members who attended her annual one-hour briefing on UAA communications, covering both current practice and future needs. She created a list of the issues raised.

Nancy reminded the ExCom that the next monthly newsletter is scheduled for publication on February 2; 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, January 26. As is customary, Nancy will send ExCom members an email reminder as the deadline approaches. The February newsletter will include profiles of members who, newly terminated from their employment at USAID, took advantage of the \$1.00/year membership contribution to join UAA.

Nancy noted that the UAA Systems Manager would be out of the country between January 23 and February 8, but would still be available to provide assistance in an emergency. He has been able to work remotely on prior such trips.

B. USAID Staff Financial Support Fund.

David McCloud reported on the status of the USAID Staff Financial Support Fund.

- The closing date for receipt of applications for assistance was December 31.
- As of December 31, the Fund had received 245 applications from individuals determined to be eligible for assistance, of which 240 have been approved for funding, leaving five eligible applications not yet approved for funding.
- However, the Fund is still accepting contributions and, if it does receive additional funding, one or more of the eligible but unfunded applications will be funded.
- Representatives of the Fund will be meeting with the Greater Washington Community Foundation to review the Fund's accounts, and to review the procedures for liquidating any balances left over when operations are ready to be terminated.

C. Pending Legislation.

Chris Milligan gave a brief synopsis of the bipartisan appropriations legislation currently working its way through Congress. In general, the legislation—

- approves funding levels more than \$141 billion above the Administration's overall request;
- strengthens oversight and accountability, ensuring funds are obligated and expended as the legislation requires; and
- rejects the indiscriminate and draconian cuts in foreign assistance funding imposed by DOGE.

Chris has included these points in a brief legislative update that, with the approval of the Board and legal counsel, will be emailed to all UAA members.

D. Bylaw Review.

The Board has tasked Christine Sheckler and Alicia Dinerstein, with the assistance of Carol Dabbs and Rob Sonenthal, to undertake a thorough review and update of the UAA Bylaws and related policies and procedures, and, if appropriate, to recommend changes. Jeanne Briggs will also participate.

E. Allied Organizations.

Steve Haykin will develop a spreadsheet of allied organization contacts, along with structured questions to guide UAA outreach to those organizations. An initial concept for a meeting with allied organizations is on hold. Carol Dabbs recommended that he check with Roberta Mahoney, who worked on this issue a couple of years ago, creating a list of organizations and usual UAA contact for each.

F. FSN Working Group.

This ad hoc group meets weekly, convened by Mary Alice Kleinjan. Steve mentioned that there's lots of discussion of SIVs. Joy recommended that this group needs to be pulled into the UAA Committee structure—more discussion is needed about how to do so. Alicia asked who can represent FSNs in our discussions of the future of UAA, and Jim Bever asked if we mean former FSNs still in home countries, or in the US? In this context, Karen Freeman asked if UAA is doing anything about the recent revocation of visas for 75 countries. Jim Bever recommended that Mary Alice Kleinjan brief the ExCom on these developments. It was agreed that Karen will ask Mary Alice to draft a statement for UAA on this issue.

7. **ADJOURNMENT.**

A motion to adjourn, duly seconded, was approved by the Board by unanimous vote. The meeting was adjourned at 12:15 p.m.

Respectfully submitted,



Robert Sonenthal
Assistant Secretary

Approved: March 19, 2026.

Attachments:

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

ATTACHMENT A

**UAA FINANCIAL REPORT
as of December 31, 2025**

(U.S. Dollars)

	Balance 11/30/2025	Deposits	Disburse- ments	Balance 12/31/2025
UAA Operations Account				
Checking Account	15,450.89	807.22	9,129.70	7,128.41
Savings Accounts	72,838.90	199.74	0.00	73,038.64
Total Operations Member Acct	88,289.79	1,006.96	9,129.70	80,167.05
UAA History Project Account				
Checking Account	1,421.44	4,000.00	0.00	5,421.44
Savings* Accounts	51,999.99	39.11	4,000.00	48,039.10
Total History Project Member Acct	53,421.43	4,039.11	4,000.00	53,460.54
UAA Total Bank Accounts				
Checking Accounts	16,872.33	4,807.22	9,129.70	12,549.85
Savings* Accounts	124,838.89	238.85	4,000.00	121,077.74
Total LFCU Accts	141,711.22	5,046.07	13,129.70	133,627.59

* Includes both Main Savings and Premier Savings Accounts

01/14/2026

ATTACHMENT B

**UAA 2025 OPERATIONS AND HISTORY PROJECT BUDGET REPORT
through December 31, 2025**

UAA 2025 Operating and History Budget Report thru December 2025	2025 Budget as approved by Board 07/03/25 (v8)***	January	February	March	April	May	June	July	August	Sept	October	November	December	Thru latest month	Remaining approved 2025 budget	Comments for current report
UAA 2025 OPERATIONS BUDGET																
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	4,451	2,509	1,590	854	56,670	-14,670	4 contributions of \$1; 11 contributions of \$25-\$150
Checks (recorded when received)**	3,000	400	1,850	100	0	100	0	27	0	0	0	0	1,500	3,977	-977	4 dues contributions
Savings Acct Interest (recorded when deposited)**	3,150	400	190	265	257	266	258	259	253	246	237	211	200	3,040	110	
Other Contributions	0	0	0	0	0	0	0	500	0	0	0	0	200	700	-700	Non-dues contribution at member's direction
ESTIMATED REVENUE TOTAL**	48,150	7,800	25,248	4,390	2,407	1,945	5,160	4,324	1,117	4,697	2,746	1,801	2,754	64,387	-16,237	
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											6,610		6,610	2,890	
Support Costs	750											533		533	217	
Sub-Total, AGM program	11,550	0	0	0	0	0	0	0	0	0	0	7,143	0	7,143	4,407	
Development Issues Committee																
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	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	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	0	0	5,000	
Public Outreach Committee																
Public Outreach Materials Production	2,000								540					540	1,460	
Travel to establish alumni branches	2,000													0	2,000	
Travel and attendance at WACA annual meeting	1,500											850		850	651	
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	850	0	2,389	6,111	
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	
Summer Picnic	1,731	425								30	1,276			1,731	0	
AGM Wraparound	2,000													0	2,000	
Winter/Fall Social Event	2,000													0	2,000	
Other Social	827													0	827	
Sub-Total, Social Committee	14,081	425	0	1,806	0	0	0	5,717	0	30	1,276	0	0	9,254	4,827	

Administrative Costs																	
Systems Manager	21,650	875		3,500		3,500	1,750		3,700	2,306	1,850	1,850	1,850	21,181	469		
Treasurer Assistant	0													0	0		
Website: Tech Support	1,200													0	1,200		
Domain Hosting	1,001	144					573				84	200	40	1,042	-41	\$41 moved from contingency	
Constant Contact	1,293	88	88	88	88	88	99	99	131	131	131	131	131	1,293	0		
Survey Monkey Subscription--1 year	500						496							496	4		
Zoom subscription	278						53			5	220			278	0		
Bank Charges: Click & Pledge, transfer fees	3,377	400	1,249	234	164	114	312	251	82	287	171	112	72	3,449	-72		
Transport and Storage of USAID branded and library materials***	4,625					2,648	646		465			433	433	4,625	0		
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		
Sub-Total Administrative Costs	35,524	1,511	1,338	3,838	253	6,351	3,928	352	4,378	3,245	2,458	2,726	2,526	32,903	2,621		
Contingency	285	0	0	0	0	0	0	0	0	0	0	0	0	0	285	\$41 to domain hosting	
EXPENDITURES TOTAL	78,140	1,936	1,338	5,644	253	6,351	3,928	6,069	4,918	4,275	3,734	10,719	2,526	51,690	26,450		
REVENUE MINUS EXPENDITURES	-29,990														12,697		
UAA 2025 HISTORY PROJECT BUDGET																	
Revenue by Source*, **																	
Interest on savings accounts (recorded when paid)	2,200	549	139	155	150	156	151	157	157	398	147	136	46	2,342	-142		
Royalties on <i>Enduring Struggle</i> (recorded when received)	500	0						512						512	-12		
Sub-total, History Project Revenue	2,700	549	139	155	150	156	151	669	157	398	147	136	46	2,854	-154		
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	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 for budgeted amount is average of last 3 years.																	
*** Board approved Storage Costs for USAID branded items and libra meeting. Added to Admin Budget here.																	
																1/14/2026	

ATTACHMENT C

**UAA MEMBERS/REGISTRANTS/FRIENDS OF UAA
DECEMBER 1, 2025—DECEMBER 31, 2025**

(includes comparative data for December 1, 2024—December 31, 2024)

REGISTRANTS

A. New registrants: December 2025	4
B. New associate registrants: December 2025	0
C. Registrants and associates removed: December 2025	0
D. (A+B+C) All registrants as of: December 2025	4
E. Total 2025 registrants: December 1, 2024 – December 31, 2025	2610
F. Total 2025 registrants: December 1, 2023 – December 31, 2024	1353
G. (E-F) 2025-26 registrant growth/reduction	1257

MEMBERS

H. New contributing members: December 2025	2
I. Renewing contributing members: December 2025	18
J. (H+I) Total contributing members: December 2025	20
K. Total 2026 contributors as of: December 2025	20
L. Total 2025 contributors as of: December 2024	25
M. 2026 "Friends" minimum \$100 as of: December 2025	11
N. 2025 "Friends" minimum \$100 as of: December 2024	11
O. (K+L). 2025-26 contributing member growth/reduction	-5
P. % of contributing member growth/reduction	80%

The total contributions received in December 2025 are 20. We received 2 new member contributions of \$1 each in December, and 298 contributions of \$1 between May 1, 2025, and December 31, 2025.