



USAID Alumni Association

Update on New UAA Strategic Framework

Since the dismantling of USAID in 2025, UAA has undertaken a strategic planning process, informed by member input, to redefine its role going forward.

The new framework focuses on three priorities: building a stronger UAA through membership growth, organizational capacity, communications, partnerships, and sustainable resources; preserving and applying the knowledge and experience of development and humanitarian professionals to help shape the future of U.S. foreign assistance; and strengthening member value and support through professional and social connections, career assistance, information, and advocacy.

The strategy represents an evolution in UAA's role—from primarily supporting its members to also preserving the legacy of U.S. development and humanitarian assistance and helping shape its future. See below for more details on the new vision, mission, and strategic pillars—and how you can help UAA meet this moment and build for the future.

New UAA Strategic Framework

Since the dismantling of USAID in 2025, the USAID Alumni Association (UAA) has faced a fundamentally changed environment. With input received from members in the recent survey, the Board and Executive Committee undertook an intensive strategic planning process in June and July—including two retreats, committee work, and follow-up sessions—to chart UAA's path forward.

The process produced a new **Vision, Mission, and three Strategic Pillars** which are the following:

New Vision: *UAA is an inclusive community with vibrant regional networks that gives support, voice and connection to the development legacy, skills and experience of development and humanitarian assistance professionals.*

New Mission: *Advance leadership in development and humanitarian assistance by engaging and supporting members, informing policy makers and the American public, and preserving skills and expertise for the next generation of development and humanitarian professionals.*

Three Strategic Pillars:

Pillar One: Building a Stronger UAA — Organizational Capacity and Membership Growth: Pillar One strengthens UAA's organizational foundation while growing and diversifying its membership and ensuring long-term sustainability. Priorities include clearer membership benefits, stronger regional and international connections, improved member engagement, effective governance and staffing, enhanced communications, sustainable funding, and stronger partnerships. Areas of emphasis include:

Membership Growth and Engagement. UAA will grow and diversify its membership by engaging current and recently separated USAID professionals, FSNs, and ISCs, in the U.S. and abroad. This will require clarifying membership categories and benefits, strengthening regional and country-based connections, and making it easier for members to join, participate, and engage.

Organizational Capacity and Governance. UAA will align its governance, committees, leadership, and financial resources with its strategic priorities — strengthening succession planning, assessing staffing needs, and considering professional support for key functions like communications and executive leadership.

Communications, Resources, and Partnerships. UAA will develop a comprehensive communications and outreach strategy, diversify funding beyond membership dues, and deepen collaboration with aligned organizations across the sector.

Pillar Two: Knowledge Rescue, Preservation, and Use & Foreign Assistance 2.0: Pillar Two positions UAA to preserve the knowledge and experience of the development and humanitarian assistance community and apply it to the design of Foreign Assistance 2.0. Over the next two years, UAA will work with allied organizations such as the Aid Transition Alliance (ATA), and other partners to rescue knowledge lost or blocked since 2025, ensuring practitioners' experience informs future U.S. foreign assistance systems.

UAA will establish a Pillar 2 core team and coordination group, expand the role of the Development Issues and History Committees, and create opportunities for practitioners — including former FSNs, FSOs, GS staff, and contractors — to document lessons-learned through papers, interviews, and analysis.

UAA will also deepen engagement with those shaping Foreign Assistance 2.0, using the Development Issues Committee, Speakers Bureau, and partner collaboration to bring practitioners' knowledge to policymakers, think tanks, and foundations.

A key objective is establishing a sustainable knowledge-management system that provides systematic access to members' expertise and preserves institutional knowledge, with a long-term home and transition plan developed over the next two years.

Pillar Three: Member Value and Support: Pillar Three ensures UAA provides meaningful, practical support to members, recognizing their needs vary by career stage, location, and circumstance. The goal is to strengthen membership value through relevant services, professional and social connections, career transition support, timely information, and advocacy — working closely with other alumni organizations to maximize collective impact.

In response to the disruption many former USAID staff have faced since 2025, UAA will assess members' evolving needs and expand accessible programs. Priorities include career and wellness support, improved communications on sector developments, potential financial assistance, and an advocacy agenda for former USAID staff. The Annual General Meeting, communications with members, social events and Development Issues forums will be continued and strengthened under Pillar Three.

Success will be measured by UAA's ability to respond to members' diverse needs and deliver tangible benefits that strengthen engagement and demonstrate the value of membership.

Cross-Cutting Themes: Several priorities connect all three pillars: **member engagement and value, communications and outreach, partnerships and collaboration, organizational capacity and sustainable resources, and regional and international networks.** Together, these provide the connective tissue that will enable UAA to serve its members, apply its collective expertise, and expand its impact.

Looking Ahead: This framework represents an important evolution in UAA's role—from primarily supporting its members to also helping preserve the legacy of U.S. development and humanitarian assistance and shape its future. Given the scale of this transition, implementation will initially focus on the next six months, with goals and measures refined as the work progresses and results become clearer. Achieving the goals of this ambitious strategy will require additional fund raising efforts.

We hope you are as excited about UAA's future direction as we are. **As the future of foreign assistance evolves, we need your**

experience, ideas, and engagement to help UAA meet this moment and build for the future.

If you would like to get involved, please contact us at office@usaidalumni.org. Let us know which pillar or issue interests you and how you would like to contribute. Whether you can lead an initiative, share your expertise, participate in a working group, or simply lend a hand, we welcome your involvement.

We look forward to hearing your thoughts on this new strategic framework at our Annual General Meeting in late October.

Make Your 2026 UAA Membership Contribution
USAID Alumni Association