



2025-2026 ANNUAL REPORT

October 1, 2025 - September 30, 2026

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 policymakers and the American public, and preserving skills and expertise for the next generation of development and humanitarian professionals.”

In a year defined by disruption, UAA demonstrated resilience, relevance, and renewal. The Association not only responded to a crisis but also laid the foundation for its next chapter, ensuring that the legacy, knowledge, and spirit of the USAID community will continue to inform and strengthen development and humanitarian assistance efforts for years to come.



SPECIAL ACKNOWLEDGEMENT

Caring for one another is an enduring USAID legacy—one reflected in this past year's achievements and in the support our community has offered colleagues through a difficult transition. We extend heartfelt thanks to the Board, Executive Committee, UAA members, other supporters, and allied organizations whose generosity and commitment made these achievements and support possible.

To our USAID colleagues involuntarily separated in 2025:

We recognize the hardships you have faced as USAID was dismantled. As you navigate your next steps, please know that you are always welcome here and remain a valued part of our community. Supporting you through this transition remains a UAA priority.

To the broader UAA community who offered thousands of hours and heart in support:

The Board and Executive Committee are deeply grateful to the many UAA members, including those working with allied organizations, who devoted thousands of hours to helping our colleagues through a difficult homecoming and life transition and continue to do so. Their focused, invaluable support embodies the enduring spirit of USAID: colleagues caring for colleagues.



Annual Compliance Statement

In accordance with the reporting responsibilities of the USAID Alumni Association (UAA) as a 501(c)(3) organization, UAA reports annually to its membership on the Association's activities, achievements, governance, and organizational performance.

This 2025-2026 Annual Report summarizes UAA's work during a consequential transition year. It reports accomplishments under the four strategic objectives of the 2022-2027 UAA Strategic and Operating Framework: (1) building an inclusive community of former USAID staff; (2) supporting professional development and institutional capacity; (3) increasing understanding of and support for international development; and (4) organizing and sustaining UAA's structure and operations.

The report also introduces the 2026-2029 UAA Strategic Framework, which reflects UAA's changing role following the dissolution of USAID and is organized around three pillars: Organization and Membership Expansion; Knowledge Rescue, Preservation, Activation, and Foreign and Humanitarian Assistance 2.0; and Member Support.



Message from UAA Leadership

UAA Board Co-Chairs: Tony Chan and Chris Milligan

The 2025-2026 period was one of the most consequential years in UAA's history. One year after the dissolution of USAID, the Association continued to respond to the immediate needs of displaced colleagues while also confronting a longer-term question: how should UAA preserve the Agency's legacy, support a rapidly expanding membership, and help shape the future of development and humanitarian assistance?

Since USAID's dismantling began in February 2025, UAA has evolved from a primarily retiree-focused organization into an alumni association that also serves USAID officers involuntarily separated from the agency in 2025. Following a strategic review, UAA has prioritized inclusive, professional outreach to all former USAID personnel, including all its hiring mechanisms, in the US and abroad. In 2026, UAA expanded its Board to increase representation of the 2025 involuntarily separated cohort. In 2026-2027, UAA will continue to strengthen pathways for engagement by all alumni through membership-informed outreach and initiatives.

UAA's response combined practical support, institutional preservation, public engagement, and strategic renewal. The Association helped mobilize more than \$508,000 for the USAID Staff Financial Support Fund and provided 243 grants of \$2,000 to eligible applicants. UAA strengthened outreach to former Foreign Service Nationals, tracked legislative and judicial developments, expanded coordination with allied organizations, supported regional and international alumni networks, and advanced a major effort to rescue and preserve USAID knowledge.

Membership reached 1,052 paid members by September 30, 2026. More than one-third of contributing members in 2026 were colleagues whose employment ended with the 2025 shutdown. This growth brought new energy and perspectives, while also requiring UAA to reassess its mission, membership model, communications, regional presence, and organizational capacity.

A membership survey, facilitated Board retreats, and follow-up planning sessions led to a revised vision and mission and a new three-pillar strategic framework. The framework positions UAA as a more inclusive community of development and humanitarian assistance professionals, committed to organizational growth, knowledge preservation and activation, and meaningful member support.

The work described in this report reflects extraordinary volunteer leadership and the continuing commitment of USAID alumni in the United States and overseas. UAA enters the next period larger, more connected, and more strategically focused, with a responsibility to support its members, preserve collective expertise, and ensure that hard-won development lessons remain available to future generations.

UAA Board members 2025-2026: Chris Milligan, Tony Chan (Co-Chairs), Christine Sheckler (Secretary), Alicia Dinerstein, Jeanne Briggs, Tony Pryor, Steve Haykin; Carol Dabbs/Jim Redder (Treasurer)

2025-2026 at a glance

1,052 paid members | More than \$508,000 raised for emergency support | 243 grants provided | 145,393 knowledge resources collected | 469 strategic-planning survey respondents



Executive Summary

Introduction

The 2025-2026 reporting period was one of the most consequential years in the history of the USAID Alumni Association (UAA). One year after the dissolution of USAID, UAA found itself responding simultaneously to an immediate crisis affecting thousands of former colleagues while also redefining its own role, purpose, and future. The closure of USAID fundamentally altered the environment in which UAA operates. The Association experienced unprecedented membership growth as former USAID employees (including USPSC, PASA, RSSA, FSL, etc.), Foreign Service Nationals (FSNs), Institutional Service Contractors, and other development professionals sought community, support, and a continued connection to the values and mission that had united them throughout their careers. Membership more than doubled compared to pre-dissolution levels, bringing new opportunities as well as new responsibilities.

During this period, UAA focused on three overarching objectives:

1. **Supporting members affected by USAID's dissolution**
2. **Preserving USAID's institutional knowledge and development legacy**
3. **Positioning UAA to serve a broader development and humanitarian assistance community in the future**

The Association responded through volunteer-driven emergency assistance efforts, expanded advocacy and outreach, strengthened support for Foreign Service Nationals, preserved development knowledge and institutional memory, and undertook a comprehensive strategic planning process that resulted in a new strategic framework to guide UAA through 2029. *By September 30, 2026, UAA had become a larger, more geographically diverse, and more broadly representative organization than at any point in its history.*

I. Responding to an Unprecedented Transition

Following the dissolution of USAID, UAA quickly established four major Lines of Effort to organize its response:

- Communications and Outreach
- Legislative and Judicial Monitoring
- Support for Displaced Staff
- Coordination with Allied Organizations

Hundreds of UAA members and supporters contributed their time and expertise to these efforts. Volunteers updated members on developments affecting former USAID personnel, tracked litigation and congressional activities, expanded communication channels, coordinated assistance efforts, and developed partnerships with organizations throughout the development and foreign affairs community. UAA members also actively engaged with Congress on issues affecting foreign assistance, institutional reform, and support for former USAID personnel. Members tracked legislative developments, including the Foreign Service Modernization Act, while offering expertise and recommendations on future foreign assistance structures and management models. The Association additionally advocated on behalf of former Foreign Service Nationals and worked to ensure that Congress and the Administration remained

aware of issues affecting FSNs worldwide. *Together, these efforts reinforced UAA's role as both a support network and a source of professional expertise during a period of extraordinary disruption.*

II. Supporting Colleagues in Crisis

a. USAID Staff Financial Support Fund

Perhaps the most visible achievement of the year was the creation and implementation of this fund. Established in July 2025, the Fund provided emergency support to USAID personnel who unexpectedly lost employment, income, and benefits following the Agency's dissolution. Working in partnership with the Greater Washington Community Foundation and supported by approximately 30 UAA volunteers, the Fund successfully mobilized financial support from former colleagues, friends, and supporters throughout the development community.

The results were remarkable:

- More than **\$508,000** was raised
- **348 donations** were received
- **243 grants** of \$2,000 each were distributed
- Hundreds of former USAID staff and family members received critical assistance

Equally noteworthy was the Fund's efficiency. Administrative costs accounted for only approximately one percent of total resources, allowing virtually all donations to be directed toward assistance. Beyond financial aid, UAA members provided relocation assistance, mentoring, networking opportunities, career support, social connections, and emotional support to former colleagues facing unprecedented professional uncertainty. *These efforts reflected the enduring commitment of the USAID community to support one another during times of need.*

b. Expanding Support for Foreign Service Nationals

The reporting period also saw significant growth in UAA's engagement with former Foreign Service Nationals. The FSN Working Group emerged as one of the Association's most active and impactful initiatives. The group brought together U.S.-based alumni and former FSNs serving around the world to strengthen connections and address issues of shared concern. Among its accomplishments, the Working Group:

- Advocated for expanded Special Immigrant Visa eligibility
- Conducted outreach to Members of Congress and congressional staff
- Prepared briefing materials and policy recommendations
- Coordinated with organizations supporting FSNs affected by USAID's closure
- Facilitated dialogue among former FSNs and other development professionals
- Compiled and distributed healthcare resource information for affected former staff

A survey conducted at the request of congressional staff identified at least 161 formerly eligible FSNs from 36 countries who were affected by SIV eligibility limitations. The Working Group also expanded opportunities for dialogue among FSNs and U.S.-based alumni, helping strengthen a genuinely global alumni community. *These activities reinforced UAA's commitment to becoming a more inclusive organization that recognizes the contributions of all members of the USAID workforce.*

III. Preserving USAID's Legacy

As immediate response efforts matured, UAA increasingly focused on what many members viewed as a second challenge: ensuring that six decades of development knowledge, institutional memory, and

professional expertise would not be lost. This concern led to the creation of the “*Keeper of the Flame Initiative*,” which became a central feature of UAA's work during the year. The initiative includes three major components:

a. Knowledge Rescue, Preservation and Use

Working closely with the Aid Transition Alliance and other partners, UAA members supported an ambitious knowledge preservation effort focused on locating, organizing, and protecting development resources created over USAID's history. By the end of the reporting period:

- 145,393 resources were posted, out of the 275,00 that have been saved
- 140 interview requests were received from former USAID staff
- Significant progress has been made toward creating a searchable repository of development knowledge

b. Oral Histories and Institutional Memory

UAA expanded partnerships with organizations such as the *Association for Diplomatic Studies and Training* (ADST) and *American University Archives* (AUA) to preserve firsthand experiences and institutional lessons from former USAID personnel. These efforts help ensure that future generations can benefit from the accumulated experience of development practitioners worldwide.

c. Foreign Assistance 2.0

Recognizing that development and humanitarian assistance will continue to be important tools of U.S. engagement, UAA initiated discussions on the future of foreign assistance. Drawing upon the expertise of its membership, UAA began exploring lessons learned, potential reforms, and opportunities to strengthen future development institutions and programs. Together, these efforts position UAA not only as a keeper of history but as a contributor to future policy discussions. UAA also actively participated in policy discussions led by other entities.

IV. Strategic Planning and Organizational Transformation

The most significant long-term accomplishment of 2025-2026 was completion of a comprehensive strategic planning process. Recognizing that the closure of USAID had fundamentally altered both UAA's membership and operating environment, the Board and Executive Committee launched an intensive review process that included:

- Membership surveys
- Listening sessions
- Committee consultations
- Strategic planning retreats
- Follow-on implementation workshops

A survey of 469 members revealed three especially important priorities:

- 1. Preserving USAID institutional knowledge**
- 2. Strengthening professional networks and peer support**
- 3. Increasing engagement in the future of development and humanitarian assistance**

The survey also underscored the growing diversity of the membership. More than half of respondents lived outside the Washington, D.C., area and 17 percent resided overseas, reinforcing the need for a more geographically inclusive organization.

As a result of this process, UAA adopted a new Vision, Mission, and Strategic Framework for 2026-2029.

Strategic Pillar 1: Organization and Membership Expansion

Focused on strengthening membership growth, governance, communications, partnerships, and regional engagement.

Strategic Pillar 2: Knowledge Rescue, Preservation, Activation, and Foreign and Humanitarian Assistance 2.0

Focused on preserving institutional memory and applying accumulated development knowledge to future challenges.

Strategic Pillar 3: Member Support

Focused on delivering meaningful value to members through networking, mentoring, career support, advocacy, communications, and other services.

Together, these pillars represent an important evolution of UAA from an alumni association centered primarily on former USAID employees toward a broader development and humanitarian assistance community.

V. Building a Stronger and More Inclusive Community

UAA membership growth was among the year's most significant achievements. By September 30, 2026:

- Paid membership reached **1,052 members**
- More than one-third of members had joined following the 2025 dissolution
- Membership eligibility expanded to include all personnel who worked directly for USAID, regardless of hiring mechanism
- ISCs were designated as an accepted USAID hiring mechanism for inclusion in UAA membership
- Temporary annual dues of \$1 were enacted and extended to help those who were involuntarily separated from USAID in 2025; this decision substantially increased membership.
- New regional and international networks continued to emerge

Active networks now exist across the United States and overseas, including growing communities in California, Florida, Washington State, Colorado, Illinois, New England, North Carolina, Africa, Asia, Latin America, and Europe. At the same time, UAA continued to invest in social and professional engagement. Popular events including Friendsgiving, Winterfest, the Spring Reception, and the Annual Picnic drew strong participation and helped strengthen personal and professional connections across the community.

Attendance at this year's Annual General Meeting also increased dramatically, demonstrating members' continued commitment to the Association despite unprecedented challenges.

VI. Financial and Organizational Health

Despite the extraordinary circumstances surrounding USAID's closure, UAA remained financially stable throughout the reporting period. The Association maintained sound financial oversight through:

- Board-approved budgets
- Regular financial reporting

- Dual authorization procedures for expenditures
- Ongoing compliance with IRS requirements

The Board also continued strengthening governance structures, expanding membership eligibility, increasing Board representation, and reviewing organizational systems needed to support a significantly larger membership. These actions provide a solid foundation for future growth and implementation of the new strategic framework.

VII. Looking Ahead

The events of 2025 and 2026 transformed both UAA and the broader development community. While the dissolution of USAID created uncertainty and hardship, it also revealed the resilience, expertise, commitment, and generosity of development professionals throughout the world.

Looking ahead, UAA will focus on four priorities:

- **Expanding and engaging a growing and increasingly diverse membership**
- **Preserving and activating USAID's knowledge legacy**
- **Supporting members through career transitions and professional challenges**
- **Contributing to conversations, research, and initiatives about the future of development and humanitarian assistance**

The Association enters 2027 with a larger membership, stronger regional and international networks, expanded partnerships, and a clear strategic direction.

Most importantly, *UAA remains committed to its core purpose: bringing together a community of development and humanitarian assistance professionals whose collective experience, values, and commitment continue to matter.*

PART I**UAA IN A CHANGED ENVIRONMENT****1. One Year After the Dissolution of USAID****Strategic Pivot**

The dissolution of USAID in February 2025 had significant and far-reaching implications for UAA and its community. UAA responded first to immediate disruption and then to the longer-term need to reshape its structures, priorities, and programs. Throughout 2025-2026, the Association used in-person and online assessments, surveys, listening sessions, and retreats to understand members' needs and chart a future direction.

The arrival of the 2025 cohort of involuntarily separated staff more than doubled the Association's membership from September 2024 levels. This expansion broadened UAA's community and accelerated the need to serve people at different career stages, across varied hiring mechanisms, and in locations throughout the United States and overseas.

Work on Capitol Hill

UAA remained abreast of congressional activity related to foreign assistance, including congressional interest in whether appropriated funds were being used consistently with legislative intent. Individual UAA members, acting in their personal capacities and drawing on sector and issue-area expertise, supported efforts to strengthen oversight and accountability for international assistance resources.

Members also tracked major foreign affairs legislation, including the Foreign Service Modernization Act, described as the first comprehensive update of the Foreign Service Act of 1980 in more than 40 years. UAA members engaged congressional interlocutors on ideas for the future management and administration of foreign assistance resources.

UAA also elevated issues affecting former USAID Foreign Service Nationals, particularly the need for the Department of State and U.S. embassies to implement Secretary Rubio's memorandum permitting Special Immigrant Visas for eligible former FSNs with at least 15 but fewer than 20 years of service.

The Congress convening in January 2027 will bring changes in leadership and membership on key foreign affairs oversight committees, creating new opportunities to inform Members and staff about foreign assistance. UAA intends to remain engaged in those discussions.

PART II**RESPONDING TO THE DISSOLUTION OF USAID****2. Immediate Response Framework**

Following USAID's dissolution, UAA established four Lines of Effort to organize and rationalize its response. Members and allies from across the country volunteered to lead and contribute to these activities.

2.1 Communications and Outreach

UAA supported internal and external communications through broadcast interviews, letters to editors and public officials, speeches, correspondence with the Secretary of State, website updates, direct communications with registrants and members, telephone outreach, and social media engagement.

2.2 Legislative and Judicial Tracking

Volunteers developed and maintained legislative and lawsuit trackers and supported congressional outreach. A UAA member also established a legal defense fund.

2.3 Support for Displaced Staff

UAA developed resource materials, assisted with relocation, welcomed returning staff, provided landing support, established a financial support fund, expanded FSN support, broadened membership outreach, and helped establish or support local, regional, and overseas networks. The Association expanded social activities and launched listening and mentoring sessions for new members and terminated employees. Volunteers distributed secured branded materials, books, and awards rescued from destruction during USAID's departure from the Ronald Reagan Building to libraries and local USAID alumni groups. UAA also co-sponsored, along with AidTA and Georgetown University, the two global USAID appreciation events held on June 30, 2025.

Coordination with Allied Organizations

UAA members increased coordination with organizations concerned with foreign affairs, development, diplomacy, labor, retirement, humanitarian assistance, and the USAID community. These included Center for Global Development (CGD), US Global Leadership Coalition (USGLC), Peace Corps, World Affairs Councils of America (WACA), Association for Diplomatic Studies and Training (ADST), Association of African Development Professionals (AAD), Devex, Diplomatic and Consular Officers, Retired (DACOR), American Foreign Service Association (AFSA), American Federation of Government Employees (AFGE), Society for International Development (SID), Foreign Service Retiree (Alumni) Association (FSRA), National Security Leaders for America (NSL4A), Modernizing Foreign Assistance Network (MFAN), National Active and Retired Federal Employees Association (NARFE), the National Council of Churches (NCC), InterAction, Aid on the Hill (AOTH), OneAid, Our USAID Community (OUC), and the Aid Transition Alliance (ATA, AidTA).

3. Major Response Initiatives

3.1 USAID Staff Financial Support Fund

The USAID Staff Financial Support Fund began operations in early July 2025 to assist staff who were unexpectedly terminated during USAID's dissolution and were left without employment, income, and, in many cases, health insurance. Approximately 30 UAA volunteers participated in the Fund's design and implementation. The Greater Washington Community Foundation managed financial transactions, including the collection and accounting of donations and the disbursement of grants.

Outreach to terminated staff used AFSA, AFGE, professional organizations, Signal groups, UAA contacts, social media, and word of mouth. The Fund established a standard grant of \$2,000 for eligible applicants while resources remained available. Although a prioritization system was prepared in case demand exceeded resources, all eligible applicants ultimately received grants.

Applications and donations declined substantially by early 2026, and the program formally ended in March 2026. The Fund raised just over \$508,000 through 348 donations and disbursed 243 grants of \$2,000. Considering recipients' families, the Fund assisted hundreds of additional people. The remaining balance of approximately \$22,000 was divided among the Solidarity Fund, organizations supporting USAID legacy efforts, and GWCF in recognition of its financial-management support.

Fund Profile

- Grantees by employment type: Foreign Service, 47%; Civil Service, 27%; U.S. Personal Services Contractors, 18%; other, 8%
- Donations: 56% were \$499 or less; 18% were \$500; 18% were between \$1,000 and \$2,000; and 8% were between \$2,001 and \$100,000
- Overall management costs were approximately 1% of the Fund's value, allowing about 99% of donations to support grants and related activities

3.2 Foreign Service National Outreach

The FSN Working Group was formed in spring 2025 to encourage continuing engagement between U.S.-based USAID alumni and former USAID FSNs overseas and to support issues of importance to the former FSN community. Participants include both U.S. alumni and former FSNs overseas.

Policy and Congressional Engagement

During 2025-2026, the Working Group continued outreach to Secretary Rubio and congressional Members and staff. It prepared UAA's letter urging exemptions for former FSNs from immigration-related freezes and bans imposed in late 2025, citing their prior commitment to the U.S. Government, extensive vetting, and the overseas consequences of the restrictions.

FSN and SIV issues were presented at a Capitol Hill roundtable for Members and staff, and additional written briefings were provided to congressional offices. The Working Group held four calls with key staff to encourage advocacy for SIV eligibility for FSNs with more than 15 but fewer than 20 years of service.

At the request of congressional staff, the Working Group surveyed the extent of the issue and identified at least 161 former FSNs from 36 countries. One respondent had been separated five days before reaching 20 years of service; others were separated with less than one month remaining.

Coordination, Protection, and Practical Support

The Working Group responded to a request from Our USAID Community to identify former FSN personal services contractors for a coordination group sharing information among litigation groups. It also shared basic public information about a proposed FSNPSC class action.

The Working Group received several reports of retaliation by host governments against former FSNs because of their USAID affiliation. Before any public action, the group consults local former FSNs to avoid unintentionally worsening the situation.

Although separate from UAA's support for Afghan FSNs arriving in the United States after the August 2021 withdrawal from Afghanistan, the Working Group continued to serve as a point of contact for intermittent Afghan-related issues. These included the threatened closure of Camp As Sayliyah in Qatar, where extended family members of two former USAID/Kabul FSNs had remained for two years. A post-period update indicated that camp operations were extended for nine months, approximately through June or summer 2027.

The Working Group also compiled and disseminated a list of free and low-cost health service providers in the Washington metropolitan area for former USAID staff who lost employment. The list is posted on the UAA website, and alumni groups elsewhere were encouraged to develop similar local resources.

Conversations Across the Global USAID Community

In partnership with the Membership Committee, the Working Group initiated a series of conversations intended to deepen engagement among U.S.-based alumni and former FSNs overseas. On October 2, 2026, two Zoom conversations on the future of U.S. foreign assistance featured Chris Milligan, Dottie Rayburn, Narine Sargsyan, and Ani Manukyan and drew 80 participants. Because this activity occurred after the close of the reporting period, it is included as a post-period update.

George Ingram subsequently facilitated four conversations from October 9-16 for former FSNs to provide perspectives on past and future U.S. foreign assistance. Approximately 100 people participated. The resulting report was intended for the Brookings Institution panel on the future of U.S. foreign assistance and wider dissemination.

3.3 Career Transition Support

Career transition support began as an immediate-response activity and is now incorporated into Pillar 3, Member Support. The strategic framework calls for career and wellness support, professional connections, timely information, possible financial assistance, and advocacy responsive to members' changing circumstances.

PART III**PRESERVING THE USAID LEGACY****4. Keeper of the Flame**

Beyond urgent member needs, UAA members and allies expressed concern about preserving nearly six decades of USAID knowledge, the experience and expertise of USAID personnel, and UAA's own future. The Keeper of the Flame initiative addresses those concerns through knowledge rescue, forward-looking policy dialogue, and retention of oral histories and collective expertise.

4.1 Knowledge Rescue and Preservation

UAA partnered with other organizations to prioritize preserving USAID's knowledge legacy, including research, data, photographs, human-interest stories, and collective expertise accumulated over six decades. UAA partnered with the Aid Transition Alliance to collect materials for a free, searchable database. At the time of reporting, the initiative collected 145,393 resources and received 140 individual interview requests from former staff.

4.2 Oral Histories and Collective Expertise

This workstream conducts structured interviews and captures personal narratives from former USAID staff to preserve institutional memory, professional lessons, and collective expertise accumulated over the course of their careers.

4.3 Foreign and Humanitarian Assistance 2.0

The Board agreed that UAA would convene member discussions on what a future model of foreign and humanitarian assistance could and should look like. The effort is intended to preserve lessons learned by a membership with extensive collective experience designing and implementing assistance and to ensure that this expertise remains available if foreign assistance reemerges in a new institutional form.

PART IV**STRATEGIC PLANNING AND UAA'S FUTURE****5. Charting UAA's Future**

Following the dismantling of USAID, UAA faced a fundamentally changed environment. A major influx of recently separated members coincided with unprecedented challenges across the development and humanitarian assistance community. UAA therefore launched a strategic planning process to reassess its mission, priorities, programs, and organizational structure.

5.1 Membership Survey

A membership survey conducted in March and April 2026 received 469 responses. Respondents were almost evenly divided between those who left USAID before January 2025 (51%) and those who separated afterward (49%). More than half lived outside the Washington, D.C., area, including 17% overseas. Among dues-paying respondents, 42% had joined UAA within the previous year.

1. Preserving and sharing USAID institutional knowledge was the highest priority, with 61% ranking it among their top three areas for UAA action.
2. Peer support and professional networking followed at 57%, with especially strong interest among recently separated staff: 66%, compared with 48% of earlier alumni.
3. Respondents also expressed interest in advocacy, public education, and collaboration with other organizations to influence the future of foreign assistance.

Bottom line

The findings underscored the need to respond to changing member expectations while maintaining UAA's commitment to community and professional connection. They also highlighted the importance of engaging members across generations, employment backgrounds, and geographic locations.

5.2 Facilitated Strategic Planning Retreat

Building on the survey and earlier consultations, the Board and Executive Committee undertook a facilitated process in June and July 2026. Two full-day retreats, follow-up committee work, and two additional half-day sessions were used to reassess UAA's vision and mission, identify strategic priorities, and develop implementation plans.

5.3 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.

5.4 New Mission

Advance leadership in development and humanitarian assistance by engaging and supporting members, informing policymakers and the American public, and preserving skills and expertise for the next generation of development and humanitarian professionals.

5.5 Three Strategic Pillars

- Pillar 1: Organization and Membership Expansion
- Pillar 2: Knowledge Rescue, Preservation, Activation, and Foreign and Humanitarian Assistance 2.0
- Pillar 3: Member Support

Together, the pillars reflect UAA's evolution from an association primarily serving former USAID employees into a more inclusive organization that supports a broader community of development and humanitarian assistance professionals, preserves and mobilizes their collective expertise, and contributes to shaping the future of assistance.

5.6 Cross-Cutting Themes

- Member engagement and value
- Communications and outreach
- Partnerships and collaboration
- Organizational capacity and sustainable resources
- Regional and international networks

PART V**IMPLEMENTING THE 2026-2029 STRATEGIC FRAMEWORK****6. Pillar 1: Organization and Membership Expansion**

Pillar 1 provides the organizational foundation for UAA's expanded mission. Its priorities include retaining and growing membership, strengthening regional and international participation, improving communications, aligning governance and resources with strategic priorities, and building effective partnerships.

6.1 Membership Growth and Engagement

UAA seeks to retain existing members while engaging a broader and more diverse community, including recently separated professionals, FSNs, Institutional Support Contractors, Foreign Service Limited personnel, and alumni outside the Washington metropolitan area. The framework calls for clearer membership categories, benefits, rights, responsibilities, and dues; easier joining and renewal; and more opportunities to participate in committees, programs, and volunteer activities.

The Membership Committee reconvened, recruited new active members, and formed a close working relationship with the FSN Working Group. Members developed plans for more proactive outreach and began examining ways to streamline registration and connect with alumni worldwide. In partnership with Pillar 3, the Committee is also exploring more responsive forms of member support.

As of September 30, 2026, UAA had 1,052 paid members. This represented growth over September 2025, which itself was more than double the September 2024 level. More than one-third of contributing members in 2026 were employees whose positions ended with USAID's 2025 shutdown. UAA expanded eligibility to include everyone who worked directly for USAID, regardless of hiring mechanism, and reduced fees for recently terminated employees in 2025 and 2026.

6.2 Regional and International Expansion

Because more than half of survey respondents live outside the Washington area, the new framework emphasizes a geographically inclusive association in which members throughout the United States and overseas can connect, participate, and contribute. It calls for regional and country-based activities or chapters with clearer relationships to the national organization, including governance, funding, representation, and support arrangements.

Alumni networks have grown across the United States and overseas, including active groups in Florida, California, Oregon, Washington, Colorado, Illinois, Minnesota, Pennsylvania, North Carolina, New England, and the Washington metropolitan area. Sizeable overseas groups include networks in Kenya, South Africa, India, Thailand, Indonesia, the Philippines, Peru, and Europe.

Most networks developed organically in response to local priorities. The UAA Florida Chapter remains the only official UAA chapter and partners with the Florida Foreign Service Alumni Association for speaker events. The long-running New England Development Wallas also provide a model of sustained regional connection. Follow-up priorities for 2026-2027 include establishing a robust U.S.-Global Regional and International Activities Committee and addressing governance, chapter development, outreach, and funding.

6.3 Strengthening Communications

Effective communications emerged as a critical capacity supporting all three pillars. UAA's larger membership and broader mission require a coordinated approach to internal communication, member engagement, partner relations, and external visibility. The July plan called for an assessment of communications needs, a communications and outreach framework, a strengthened team, and expanded channels.

In October 2026, after the close of the reporting period, UAA contracted with a communications consultant to assess needs and recommend a communications strategy and organizational structure. This work is expected to provide a foundation for stronger outreach and engagement.

6.4 Organizational Capacity and Partnerships

Pillar 1 recognizes that expanded ambitions require appropriate governance, volunteer and professional capacity, and financial resources. The framework calls for review of Board and Executive Committee roles, committee structures, staffing needs, financial resources, and alignment with strategic priorities.

It also calls for stronger relationships with organizations serving the USAID community and advancing development and humanitarian assistance. By clarifying roles and identifying collaboration opportunities, UAA seeks to avoid duplication, identify gaps, leverage complementary strengths, and increase collective impact. Initial discussions were held, but a formal coordination framework and comprehensive funding strategy remained to be developed.

6.5 Pillar 1: Looking Ahead

Pillar 1 represents a commitment to a more inclusive, connected, and capable organization. Success will be measured not only by membership growth, but also by whether members across the United States and overseas can participate meaningfully, receive value, and contribute to UAA's future. Near-term priorities include member engagement, regional and international structures, communications, governance, staffing, partnerships, and sustainable financial resources.

7. Pillar 2: Knowledge Rescue, Preservation, Activation, and Assistance 2.0

Pillar 2 focuses on the impact of USAID's institutional legacy and the experience of its practitioners. It reflects the belief that international engagement on development and humanitarian challenges is important to U.S. national interests and that future approaches should draw on lessons accumulated over 61 years.

7.1 Generating and Applying Lessons

UAA plans to generate lessons through Development Issues presentations and calls for papers, panels, and member contributions, including from FSNs. ADST interviews and other historical materials will provide additional source material. UAA also plans to develop concise briefing papers for legislators and the public and to use regional sessions for public engagement.

7.2 Coordination and Public Education

In collaboration with the Communications Committee, UAA intends to develop a plan with like-minded organizations, including Aid on the Hill, so members can use briefing papers to educate legislators and

the public about future legislation, institutional design, and implementation practices for development and humanitarian assistance.

7.3 Knowledge and Historical Partnerships

Pillar 2 incorporates the Knowledge Rescue initiative, oral histories, the American University Archives Project, the ADST Oral Histories Project, and Development Issues programming. Together, these efforts preserve source materials, retain practitioner knowledge, and activate that expertise for future policy and practice.

8. Pillar 3: Member Support

Pillar 3, Member Value and Support, is intended to ensure that UAA provides meaningful and practical benefits to members whose needs vary by career stage, location, and circumstance. The goal is to strengthen membership value through relevant services, professional and social connection, career transition assistance, timely information, and advocacy, while coordinating with other alumni organizations to maximize impact.

In response to disruption since 2025, UAA will continue assessing members' needs and expanding accessible programs. Priorities include career and wellness support, improved information on sector developments, potential financial assistance, and an advocacy agenda for former staff. The Annual General Meeting, member communications, social events, mentoring, and Development Issues forums will continue and be strengthened under this pillar.

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

PART VI**ACCOMPLISHMENTS UNDER THE 2022-2027 FRAMEWORK**

The 2022-2027 Strategic and Operating Framework remained the basis for UAA's day-to-day committee work during the reporting period. The accomplishments below are presented under their four objectives while noting how activities are transitioning into the new three-pillar framework.

9. Objective 1: Building an Inclusive Community**9.1 Social Committee**

The Social Committee fostered connection, community, and professional engagement through social and networking events. It expanded opportunities for members to reconnect, support one another, and discuss the future of foreign assistance and UAA. Traditional programs included Winterfest, the Spring Reception, and the Annual Picnic; new activities included Friendsgiving and informal Washington-area meetups. Under the leadership of Christine Sheckler and Miles Toder, outreach expanded beyond Washington and across hiring categories.

Highlights of the Year

- Friendsgiving, December 13: 36 members, family members, and friends participated in UAA's inaugural gathering.
- Winterfest, March 21: 75 members gathered in Alexandria for fellowship, UAA updates, and a presentation by Lily Kak on the Global Rhythms project.
- Spring Reception, May 28: 101 people attended in person at DACOR Bacon House and 25 joined virtually. Enoch T. Ebong, president of the Global Development Department at the Center for Strategic and International Studies (CSIS), spoke on collaboration, innovation, partnerships, and effective storytelling.
- Annual Picnic: More than 300 former employees participated, representing Civil Service, Foreign Service, FSNs, contractors, and other hiring categories.

These events remain central to UAA's effort to sustain an engaged, inclusive, and geographically distributed community. The Committee plans to broaden regional engagement, increase member involvement in event planning, and encourage regional subcommittees.

9.2 Public Outreach and Regional Networks

Following USAID's dismantling, alumni networks expanded rapidly. The UAA Florida Regional Chapter and the USAID California, Washington State, and Illinois alumni networks each grew to more than 160 members, many affected by the 2025 reduction in force. Across the United States and overseas, alumni organized local gatherings, professional networking, and support for displaced staff. Most of these groups developed organically.

The USAID California Alumni Network remained particularly active as other larger networks have, supporting statewide collaboration, monthly meetings, and career networking. Feedback gathered during a 1,500-mile in-person California outreach road trip underscored the continued effects of the 2025 reductions. Many former employees remained unemployed; others reported underutilization or lower compensation. Members also described grief over the loss of USAID's mission and sense of

purpose, while expressing appreciation for local networks that offer professional connections, mutual support, and community.

9.3 Annual General Meeting Committee

The 2025 Annual General Meeting was the first following USAID's dismantling. Jim Kunder's keynote reflected members' anger and concern while sustaining hope that a future vision of U.S. international development cooperation remains viable, even in a different form.

The AGM Committee tracks participation, participant satisfaction, and presenter diversity. Attendance increased to 309 in 2025 from 111 in 2024. Of 1,010 contributing members in 2025, 305 attended, or 30%, compared with 111 of 425 contributing members in 2024, or 26%. Both meetings offered in-person and virtual participation.

Sixty-eight attendees completed the 2025 feedback survey, compared with 47 in 2024. On a five-point scale, the average rating was 4.27. The 2025 meeting had eight presenters, compared with 24 in 2024. Presenters who were people of color declined from 26% to 16%; FSN presenters declined from six to zero; and women presenters declined from 40% to 25%. The smaller presenter group reflected an agenda focused more narrowly on USAID's closure, implications for UAA, and reduced global development funding.

10. Objective 2: Professional Development and Institutional Capacity

Objective 2 activities now transition primarily to Pillar 3, Member Support. The former UAA-USAID Mentoring Program transitioned to career transition support, professional networking, and peer-support activities. Future reporting should consolidate these initiatives under Pillar 3 and identify common measures of member reach, satisfaction, and practical value.

11. Objective 3: Understanding and Support for International Development

Objective 3 activities transition primarily to Pillar 2, which combines public education, historical preservation, policy learning, and activation of member expertise.

11.1 Development Issues Committee

Development Issues events in 2026 centered on the future of foreign assistance. Nine speaking events were held, including three with DACOR and one with Aid on the Hill. Speakers included former USAID Administrator Brian Atwood, Representative James Walkinshaw, and Alex Carnes, Democratic Clerk and Staff Director for the Senate Appropriations Subcommittee on the Department of State and Foreign Operations.

11.2 UAA History Committee

American University Library USAID Archives Project

UAA and the American University Archives continued their long-standing USAID Archives Project, which provides alumni with a repository for materials that can be cataloged and made available to students and scholars. UAA has provided an annual \$5,000 contribution to support an intern working under Archives staff supervision.

Approximately 20 collections of varying sizes had been donated, with another six in stages of receipt. Fifteen finding aids had been prepared and posted online. As the Archives' newer platform expands, finding aids will migrate there. UAA continues encouraging alumni donations and greater use by faculty and researchers.

Association for Diplomatic Studies and Training Oral Histories

Although the USAID grant to ADST ended in 2025, ADST continued oral-history interviews, including with former USAID staff. Eight new interview transcripts of former USAID officers were posted during the year, and UAA volunteers continued to support interviews at a reduced scale.

One UAA member worked with ADST on Election and Democracy Subject Readers based on oral histories. Another prepared the development section of *Representing America: Firsthand Accounts from a Century of U.S. Diplomacy (1924-2024)*, including 40 excerpts from the Marshall Plan through recent post-conflict work in Afghanistan. ADST also collaborated with the Knowledge Rescue team on a proposal to expand capture of former USAID development experts' experiences.

12. Objective 4: Organizing and Sustaining UAA

12.1 Finance and Administration Committee

UAA's administrative and financial management activities are summarized in Part VII and detailed in Annex A. Under the new framework, these functions become part of Pillar 1's organizational-capacity portfolio.

12.2 Governance and Operations

The Board approved and updated the annual budget, received regular financial reports, maintained dual authorization for expenditures, amended bylaws, conducted board nominations, managed contractor payments, maintained communications systems, and monitored legal and ethics requirements. Detailed targets and results are included in Annex A.

**PART VII****ORGANIZATIONAL PERFORMANCE****13. Financial Overview**

UAA's finances remained in good condition. Total assets as of September 30 changed by approximately minus 5% year over year. This excludes funds held by the Greater Washington Community Foundation for the USAID Staff Financial Support Fund, which closed March 31, 2026. More than \$500,000 was raised during 2025 and 2026, and \$2,000 grants were made to all qualified applicants.

13.1 Oversight and Controls

Board and Executive Committee oversight was supported through approval of an annual budget and regular reporting of revenue and expenditures against that budget. Expenditures required authorization by both the Treasurer and a designated Board member before payment, and authorization records were retained with payment documentation.

13.2 Tax and Administrative Matters

UAA continued considering the cost and benefit of registering with the District of Columbia and applying for exemption from D.C. sales tax. Other administrative actions were routine. Detailed finance and administration results appear in Annex A.

14. Governance and Administration**14.1 Board Nominations**

The Board announced a three-member Nominating Committee at its April 16 Executive Committee meeting. On July 12, 2026, the Committee sought nominations for two new Board seats, specifically encouraging candidates whose perspectives were underrepresented. The process produced a slate of nine candidates.

14.2 Bylaws

The bylaws were amended twice during the reporting year. In February 2026, Institutional Support Contractors (ISCs) became eligible for UAA membership. In September 2026, the Board expanded Board members from seven to nine and extended certain expiring terms by one year (in response to the disruption caused in 2025 by USAID's dismantling).

14.3 Paid Support and Processes

All contractor payments were made within 30 days after receipt of complete invoice documentation. Committees did not request recruitment for new administrative assistant positions. Documenting additional or substantially revised administrative processes was not a priority during the year; the Board and Executive Committee were reminded of existing processes as needed.

14.4 Information Systems and Communications

The public website, password-protected Executive Committee calendar, meeting minutes, and website notices continued to support operations. Minutes were posted for six of nine regular Executive

Committee meetings; no regular meetings were held from June through August 2026. Ten newsletter issues were published and distributed during the year.

14.5 Ethics and Conflict of Interest

At year-end, 21 of 29 Executive Committee members, or 73%, submitted conflict-of-interest acknowledgements to UAA's pro bono attorney. Achieving full compliance remains an outstanding action.

PART VIII**LOOKING AHEAD****15. Priorities for 2026-2027****Pillar 1 Priorities**

- Strengthen recruitment, retention, engagement, and the clarity of membership benefits.
- Establish effective regional and international structures and relationships.
- Implement a comprehensive communications strategy and strengthen communications capacity.
- Align governance, staffing, partnerships, and financial resources with strategic ambitions.

Pillar 2 Priorities

- Continue Knowledge Rescue and expand access to preserved USAID materials.
- Strengthen oral-history and archival partnerships.
- Develop member-generated lessons, briefing papers, and public education on Foreign and Humanitarian Assistance 2.0.
- Coordinate with partner organizations to inform policymakers and the public.

Pillar 3 Priorities

- Expand practical career, wellness, peer, and professional support.
- Strengthen mentoring, networking, social connection, and timely member information.
- Assess possible financial assistance and a responsive advocacy agenda for former staff.
- Use member feedback and participation data to demonstrate and improve membership value.

Final Perspective

USAID's dissolution fundamentally altered the environment in which UAA operates, but it also demonstrated the strength, expertise, and commitment of the development community. During 2025-2026, UAA evolved from an alumni association responding to crisis into a broader professional community that supports affected colleagues, preserves development knowledge, connects practitioners across regions and countries, and contributes to the future of foreign and humanitarian assistance. The work ahead is substantial, but UAA enters 2027 larger, more connected, and more strategically focused.

ANNEXES

PERFORMANCE, MEMBERSHIP, AND REFERENCE INFORMATION

Annex A. Objective 4 Annual Targets and Results

Area	Annual Target	Performance Measure	Result Achieved
Finances	Meet IRS filing requirements	Form 990 submitted by deadline or extension; required 1099-NEC filings completed.	990-N submitted May 13, 2026. 1099-NEC sent to payee January 28 and mailed to IRS January 27 with Form 1096.
Finances	Provide guidance on 501(c)(3) advocacy and lobbying limits	Prepare comparative guidance.	Table in preparation comparing 501(c)(3), 501(h), and 501(c)(4) treatment of lobbying.
Finances	Obtain D.C. tax exemption for 2027 purchases	File required D.C. forms.	Further cost-benefit consideration needed regarding D.C. registration and sales-tax exemption.
Budget	Develop and track annual budget	Board approval no later than January EC meeting.	2026 budget approved December 11, 2025; updates approved May 7, June 10, June 17, July 13, and August 6, 2026.
Financial reporting	Monitor financial accounts	Reports for each EC meeting.	All 12 reports provided before the next EC meeting; two April budget reports were delayed to May because of the Treasurer's surgery.
Payments	Dual authorization of expenditures	Authorizations retained with records.	Authorization email retained with each contract signed by someone other than a UAA Co-Chair.
Volunteers	Board nominations reflect skills and diversity	Appoint Nominating Committee and present report.	Three-member committee announced April 16; July 12 outreach sought underrepresented

Area	Annual Target	Performance Measure	Result Achieved
			perspectives; nine candidates identified.
Paid support	Pay invoices according to contract	Payment within 30 days after full documentation.	All contractor payments completed within 30 days.
Paid support	Recruit for administrative assistant positions when requested	New contract executed and retained.	No requests from committees during the year.
Processes	Document three to four revised processes	Board approval and protected posting.	Not prioritized; existing processes reinforced as needed.
Bylaws	Maintain bylaws reflecting legal requirements and practice	Board considers proposed amendments.	Amended in February 2026 for ISC eligibility and in September 2026 to expand the Board and extend selected terms.
Software	Maintain useful website and EC systems	Current calendar, timely minutes, prompt postings.	Minutes posted for six of nine regular EC meetings; no regular meetings June-August.
Communications	Publish 10 newsletters	Distribute 10 issues annually.	Ten issues published during the year.
Ethics	Achieve 100% conflict-of-interest compliance	Distribute and follow up on acknowledgements.	21 of 29 EC members, or 73%, submitted acknowledgements by year-end.

Annex B. Membership Snapshot

- Paid membership as of September 30, 2026: 1,052.
- Membership at September 2025 exceeded September 2024 by more than twofold; membership increased again by September 2026.
- More than one-third of contributing members in 2026 were people whose jobs ended with USAID's 2025 shutdown.
- Strategic-planning survey respondents: 469; 51% left before January 2025 and 49% separated afterward.
- More than half of survey respondents lived outside the Washington area; 17% lived overseas.
- Among dues-paying survey respondents, 42% joined within the previous year.

Annex C. Acronyms and Organizations

Acronym	Meaning
AAD	Association of African Development Professionals
ADST	Association for Diplomatic Studies and Training
AFGE	American Federation of Government Employees
AFSA	American Foreign Service Association
AGM	Annual General Meeting
ATA	Aid Transition Alliance
AU	American University
CGD	Center for Global Development
DACOR	Diplomatic and Consular Officers, Retired
DHA	Development and Humanitarian Assistance
DMV	District of Columbia, Maryland, and Virginia region
EC	Executive Committee
FSAA	Florida Foreign Service Alumni Association
FSL	Foreign Service Limited
FSN	Foreign Service National
FSNPSC	Foreign Service National Personal Services Contractor
FSNWG	Foreign Service National Working Group
GWCF	Greater Washington Community Foundation
ISC	Institutional Support Contractor
MFAN	Modernizing Foreign Assistance Network
NARFE	National Active and Retired Federal Employees Association
RIF	Reduction in Force
RRB	Ronald Reagan Building
SID	Society for International Development
SIV	Special Immigrant Visa



Acronym	Meaning
UAA	USAID Alumni Association
USGLC	U.S. Global Leadership Coalition
USPSC	U.S. Personal Services Contractor
WACA	World Affairs Councils of America