

STRATEGIC GOALS AND IMPLEMENTATION PLAN FOR 2018-2020

The USAID Alumni Association (UAA) is an unincorporated nonprofit organization established for the purposes of harnessing the experience and expertise of the USAID alumni community in support of effective U.S. foreign assistance and sustainable development; serving as an independent voice to support USAID's development mission; fostering a network of former USAID employees who wish to utilize their public service skills to promote international development; and providing opportunities for social interaction among the members.

The UAA Board exercises responsibility for establishing the Association's goals and approving planned activities in furtherance of those goals. In exercising this responsibility, the Board relies upon the Association's committees. There is a lead committee for implementing each UAA goal. The lead committee collaborates with other committees, Board members, individual USAID alumni, and others in planning and carrying out activities. The views of UAA members inform and guide the Board in the formulation, periodic revision, and implementation of this plan.

The UAA goals and projected implementing actions for 2018-2020 build on the goals articulated for the previous planning period as reported in the 2018 Progress Report.

Goal 1. Ascertain alumni interests on a continuing basis; expand UAA membership, including by adding new contributing members who reside outside as well as in the Washington area; increase opportunities for social events and interaction among alumni.

Lead: Membership Committee.

In furtherance of this goal, in 2018-2020 UAA proposes to take the following actions:

- Annually, conduct, analyze, and report on an Evaluation of the Annual General Meeting (AGM) and a Survey of Members to the Executive Committee, in the Newsletter and on the website. Share information specific to each UAA Committee with them.
- Recruit additional registrants and contributing members, and Friends of UAA who contribute at a level of \$100 or more. These efforts include:
 - Recruiting new and incipient USAID retirees, including through participation in Foreign Service Institute Job Search Course for FS and GS employees and through accepting interested parties to join the UAA Linked In group;
 - Implementing a standard methodology for identifying potential new registrants and contributors among those who attend UAA events;
 - Sending tailored emails to those who attended events, who are newly registered without contributing, or who had previously contributed to UAA, but who have not yet contributed in the current year;
 - Initiating recruitment of Foreign Service Nationals (FSNs) by helping overseas FSN Committees at USAID Missions to form UAA-affiliated FSN Alumni Associations in pilot countries;
 - Attracting new volunteer talent to the Membership Committee;
 - Exploring how we might reach out to subject matter and geographic groups of alumni; and

- Maintaining a LinkedIn website for the UAA, promoting communication among alumni who wish to use their public service experience to advance global development.
- Schedule programs and social events each year intended to respond to interests of members and potential members, including events outside the Washington area. Activities planned include:
 - Social Events: Winterfest in February; Spring Reception in May; Summer Picnic in September; and Annual General Meeting in October; and
 - Publicize post-USAID options for employment, volunteerism, and other activities on the UAA website.
- Circulate a monthly newsletter to all registered alumni, including a calendar of upcoming events, articles and updates of interest. Archive each issue promptly on the UAA website.
- Present annual alumni awards at the AGM to alumni-nominated members for their outstanding post-retirement contributions to their communities at home and abroad.

Goal 2. Maintain and enhance a continuing relationship with USAID that will make alumni available to support the training, mentoring, and coaching of USAID staff on a systematic basis. Lead: Strengthening USAID Committee.

In furtherance of this goal, in 2018-2020 UAA proposes to take the following actions:

- UAA will apply recommendations from the 2016 evaluation of the Mentoring Program that should result in substantial improvements in the quality and impact of relationships to be established in the future (Cohort 8). This will include strengthened mentor training and monitoring, as well as stronger involvement by Bureau Coordinators in program management and mentee relationships.
- UAA will begin recruitment for the 2018 program (Cohort 8) in September 2018 with the goal of program kick-off in November. The next cohort is expected to be on the order of 20 to 30 matched pairs. We intend to accomplish higher quality selection, vetting, and monitoring of candidates on both sides of the equation.
- 2019 and 2020 programs are expected to follow a similar course, although recruitment will begin a month earlier, i.e., in August 2019 and August 2020.
- In addition to its mentoring program, the UAA Board will maintain contacts with senior USAID officials – both political appointees and career staff – to ensure that UAA remains current on USAID policies and programs, especially for mentors, and provides support to the Agency as requested.

Goal 3. Facilitate contributions by alumni and sharing of information with respect to USAID policies and developments and trends in development cooperation. Lead: Development Issues Committee.

In furtherance of this goal in 2018-2020 UAA proposes to take the following actions:

- UAA will organize discussion programs focused on current development issues of interest to alumni. This will include each year at least four meetings of the Development Issues Committee with an invited guest to lead a discussion of a development topic of interest to the membership and at least eight “Development Dialogue” events jointly sponsored with DACOR. To the extent possible, the “Development Dialogue” programs will be recorded and made available for listening on the UAA website.
- UAA will establish a direct communications link with USAID’s Bureau of Policy, Planning and Learning (PPL), or its successor, through which the UAA will keep PPL informed of UAA activities of potential interest to USAID and through which PPL will advise the UAA of policy issues in which the experience of UAA members could be helpful to USAID policy makers and through which PPL will advise the UAA of events in which the UAA may wish to participate, such as USAID Partnership Meetings and meetings of the Advisory Committee on Voluntary Foreign Aid (ACVFA)
-
- UAA will continue to sponsor discussions of development-related books led by volunteer alumni members.
- UAA will seek to identify at least one opportunity each year for a discussion program outside the Washington, DC area.
- UAA will elicit and publish as “Perspectives” on its website brief papers from alumni on major development themes, along with comments on such papers, to promote the exchange of ideas and dissemination of knowledge within the alumni community.
- UAA will include links to books, published research papers, and Perspectives by USAID alumni on its website and encourage commentary on the issues addressed.

Goal 4. Compile and publish a readable independent history of USAID’s 55 years of development experience to increase understanding of lessons learned that can guide current and future programs. In further support of this goal, increase the number of USAID oral histories and build a bibliography of books by USAID authors.

Lead: History Project Committee

In furtherance of this goal, in 2018-2020 UAA will take the following actions:

- With regard to the USAID History Project, the UAA Advisory Committee will:

- Meet with the USAID History Project author, John Norris, at two month intervals to review draft chapters and to provide advice in order to facilitate the completion of the writing and editing of the history;
 - Execute fiduciary responsibility over the project funds collected for the Project including approval of payments to the author and eliciting additional funds as needed to successfully complete the project.
 - Arrange for the history's publication and related launch events to publicize it with a broad audience;
 - Develop related formats (e.g., on-line and via social media) to distribute the historical material more broadly; and
 - Establish a relationship with a university or some other institution for future collaboration on updates and dissemination of the history on a continuing basis.
- UAA will continue to collaborate with the Association of Diplomatic Studies and Training (ADST) to further expand the number of USAID oral histories in the ADST collection. While the grant is scheduled to end on Sept. 30, 2018, ADST has requested an extension in order to complete videos and to ensure that final reports for the grant cover all interviews. ADST will also be requesting a new grant in order to further expand the number of interviews by former USAID officers. As new oral histories have been completed they have been shared with the author of the upcoming USAID History.
 - As an ex officio member of the ADST board of directors, UAA will also work to expand USAID-related materials on ADST's U.S. Diplomacy website.
 - The UAA's *Bibliography of USAID Authors*, available on the website of the USAID Alumni Association (www.usaidalumni.org/bibliography-of-usaid-authors) has grown to 240 titles. UAA will continue to add to the bibliography of USAID authors published on the UAA website.

Goal 5. Maintain, expand, and enhance beneficial relationships with other organizations and facilitate opportunities for USAID alumni to inform audiences and communities about development and the role of the United States and USAID. Lead: Public Outreach Committee.

In furtherance of this goal, in 2018-2020 UAA proposes to take the following actions:

- UAA will continue to work with internationally-oriented groups such as the American Foreign Service Association, the Center for Global Development, Modernizing Foreign Assistance Network, also U.S. Global Leadership Coalition, the Brookings Institution, and the Washington Chapter of the Society for International Development. This may involve shared member activities, coordinated public messages and/or joint public presentations, among others.
- UAA will strengthen its collaboration with USAID's Hometown Diplomats and Development Directors in Residence. UAA will link alumni living near these groups and provide, where needed, training materials for mentoring and/or public speaking on development themes.

- UAA will reach out to international affairs organizations such as Rotary International, World Affairs Councils, Great Courses Groups, and universities/community colleges to link UAA retirees with them for the purpose of educating US citizens about USAID, international development and humanitarian service. UAA will help connect members with these opportunities and provide background materials/training, as needed.
- UAA will continue to match UAA retirees with USAID's Payne Fellows Program to serve as mentors of the Payne Fellows in preparation for their careers in USAID.
- As an ex officio member of the ADST board of directors, UAA will also work to expand USAID-related materials on ADST's U.S. Diplomacy website.

Goal 6. Assure that internal UAA systems and procedures provide effective, efficient and transparent management of resources and services to USAID alumni.

Leads: Finance and Administration Committee and AGM Committee.

In furtherance of this goal, in 2018-2020 UAA proposes to take the following actions:

- The UAA Board will consider appropriate changes to the Bylaws and/or procedures based on deliberations of the Executive Committee June 2018 one-day retreat to consider questions of relevance, sustainability and succession planning. The retreat conclusions are being carried forward to the membership, and selected topics will be discussed at the 2018 Annual General Meeting (AGM).
- The AGM Committee will organize a substantive 2019 AGM planned for October, 2019.
- The Executive Committee will consider holding a special event in 2019 to celebrate the UAA's 10th Anniversary.
- UAA will focus on succession planning when considering nominations for the Board vacancies that will occur in the 2019 cycle.
- Under leadership of the UAA's part-time Administrative Assistant, membership and directory databases will continue to be updated and improved, thereby improving outreach and communication to the membership.
- Co-chairs of the Finance and Administration Committee will assure compliance with any special audit or IRS procedures required by the substantial increase in UAA revenue for the USAID History Project. The monthly financial report to the Board now includes the status of the History Project funds.
- UAA Website Curator will continue to refine the content of its website to increase its value to alumni and will consider new features as appropriate.