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National Peace Corps Association (NPCA) is a mission-driven social impact organization that mobilizes over 225,000 individuals and more than 165 affiliate groups to create social change. Our mission is to champion lifelong commitment to Peace Corps ideals of sustainable human development, cross-cultural understanding, and peace. We advance this mission through three strategic goals: 1) Help the Peace Corps be the best that it can be; 2) Empower members and affiliate groups to thrive; and 3) Amplify the Peace Corps community's global development impact.
MESSAGE FROM PRESIDENT AND BOARD CHAIR

Dear Peace Corps friends and family,

Throughout 2016, NPCA continued to strengthen our new business model as a social impact organization, driven by the greater Peace Corps community itself.

The community’s priorities are clear: in 2016, community members contributed thousands of hours - through petitions, letters, emails, phone calls, and visits to legislators - to ensure that Peace Corps not only survives, but thrives. Record numbers became members of NPCA affiliate groups including 15 new ones – increasingly formed around causes like Peace Corps Community in Support of Refugees. And thanks to our nascent Community Fund, members contributed nearly $400,000 to 137 development projects led by PCVs and RPCVs.

NPCA’s mindset of a “profitable non-profit” continues to strengthen our financial vigor - 2016 ended as another consecutive year of net gains, with an $85,000 increase in unrestricted net assets. A solid and expanding base of earned income, a surge in corporate sponsorships, and a 32 percent increase in individual contributions enabled NPCA to further build organizational capacity - acquiring vital tools, modern technology, and essential professional staff.

Our vision is clear: a Peace Corps with 10,000 volunteers promoting peace, progress, and understanding; a community of 250,000 active members and 250 affiliate groups delivering a powerful domestic dividend; and a Community Fund mobilizing $5 million annually to exponentially increase impact in sustainable human development. As Peace Corps Connect special guest, Liberia President Ellen Johnson Sirleaf, reminded us: “The size of our dreams must always exceed our current capacity to achieve them.”

The generous investment of time, energy and resources by our Peace Corps community ensures that we are well on our way to achieving our greatest potential, at a time when it matters the most. At the center of that community, NPCA exists to serve you.

Glenn Blumhorst
NPCA President and CEO

Joby Taylor
NPCA Board Chair
Gabon 1991 - 1993
2016 Impact at a Glance

A Bigger, Better Peace Corps
- 13,870 Congress E-mails
- 450 Meetings
- 195 Commitments
New technology + double the meetings on Capitol Hill = record-breaking Congressional commitments for funding

A Thriving Community
- 20,000 new contacts
- 8,100 active members
- 16 new affiliate groups
Double the growth of community potential + new community builder platform = increased engagement

Amplified Development Impact
- $394,746 mobilized
- 137 projects funded
- 546,628 lives changed
New Community Fund + new strategic partners = increased capacity for global impact

Community Philanthropy
32%
Contributions increase from 2015 (from dues to donations)

Legacy Fund
50%
Quintuple increase over 2015 (halfway to near goal of 100K)

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@PCorpsConnect
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A BIGGER, BETTER PEACE CORPS

Goal: Increased funding for 10,000 Volunteers and the programs and policies to support them.

Current Need for More Volunteers

The number of Americans applying to the Peace Corps has been steadily climbing, with nearly 23,000 applicants in 2015 vying for just 3,500 open spots (half the number of two-year positions). Thousands of qualified individuals are denied the opportunity to serve their country due to lack of funding.

Advocacy Achievements and Aims

NPCA’s advocacy work has been instrumental in increasing Peace Corps’ budget to $410 million in 2016—a historic high. But we’re not stopping there. Our goal is $600 million in 2022, to expand the number of Volunteers to 10,000 and to build the programs and legislative reforms they need to thrive.

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Fig. 1: Surge in Peace Corps Applications

<table>
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<th>FY 2012</th>
<th>FY 2013</th>
<th>FY 2014</th>
<th>FY 2015</th>
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<tr>
<td>No. of Volunteer Positions</td>
<td>7315</td>
<td>6400</td>
<td>6010</td>
<td>6099</td>
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<tr>
<td>No. of Applicants</td>
<td>10000</td>
<td>10000</td>
<td>17336</td>
<td>23000</td>
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</tbody>
</table>

Fig. 2: Advocacy Success & Funding Goal

<table>
<thead>
<tr>
<th></th>
<th>FY 2009</th>
<th>FY 2016</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget (millions)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal (millions)</td>
<td></td>
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</tbody>
</table>
A BIGGER, BETTER PEACE CORPS

Goal: Increased funding for 10,000 Volunteers and the programs and policies to support them.

In 2016, NPCA built the Peace Corps community’s capacity for advocacy impact by launching an innovative email-campaign tool and multiplying face-to-face meetings with Members of Congress, resulting in record-breaking signatures on the annual Peace Corps Funding Letter as well as unprecedented healthcare legislation.

New Technology for Mass Mobilization

In the first full year of using our new click-to-send advocacy tool, nearly 4,300 community members sent 13,870 messages to Congress. In May alone, we surpassed our 10K E-mail Challenge by 500, proving our capacity for mass mobilization.

Double the Days of Action on Capitol Hill

2016 was one of our most active years yet in bringing NPCA advocates to Capitol Hill, with Days of Action in March and September: more than 350 advocates conducted nearly 450 Hill meetings, devoting well over 2,500 volunteer hours.

Record Signatures on Funding Letter

A primary objective of our advocacy is to lobby Members of Congress to sign an annual letter supporting Peace Corps funding. We broke our record again in 2016 with 165 Representatives and 30 Senators signing on.

13,870 E-mails + 450 Meetings = 195 Signatures
A BIGGER, BETTER PEACE CORPS

Goal: Increased funding for 10,000 Volunteers and the programs and policies to support them.

New Peace Corps Legislation

Our members also advocate for legislation that benefits current and returned Volunteers. In 2016, the Sam Farr Peace Corps Enhancement Act was introduced in the House, focusing on health and safety:

- Extends Peace Corps’ role in treatment of service-related health issues for six months upon service completion
- Increases from GS-7 to GS-11 the Workers Compensation pay to eligible RPCVs with illnesses or injuries
- Codifies key criteria in the hiring of in-country Peace Corps Medical Officers and adequate medical staffing at posts
- Reauthorizes through 2023 several key provisions of the Key Puzey Peace Corps Volunteer Protection Act
- Establishes surveys and reports on data related to Volunteer safety, security and satisfaction in the countries of service

The unprecedented legislation came about after years of collaborative effort driven by Peace Corps community members. By the end of the year, the legislation had a bipartisan list of 45 co-sponsors.

Advocate of the Year Award

The first annual Advocate of the Year Award honored Richard MacIntyre (South Korea 1967-69).

For over a decade, Richard has energetically built our advocacy presence in central Pennsylvania, Delaware, and – most notably – Maine, where he served as one of NPCA’s early advocacy coordinators. He has also worked to secure strong international affairs funding and affiliate group activities, displaying versatility and passion in ensuring the future of Peace Corps.

To honor retiring RPCV Congressman Sam Farr for his many years of public service and dedication to the Peace Corps, NPCA’s Congressional Leadership Award now bears his name.
Engaging the 225,000 members of the Peace Corps community is a non-stop process. NPCA’s 2016 Peace Corps Directory initiative brought in nearly 20,000 unaccounted-for individuals, **doubling our growth of previous years**. Active members also jumped from just over 5,500 in 2015 (before the new membership model) to 8,100 in 2016. This growth demonstrates the desire to be a part of a community of impact as well the potential for greater engagement to come.
A THRIVING COMMUNITY

Goal: A network of 250 affiliate groups engaging 225,000 individuals acting on their ideals.

Over the last 35 years, NPCA has helped build a robust network of more than 165 affiliate groups that provide a tangible sense of community for their members as well as a means to act on their commitment to Peace Corps ideals. These groups are increasingly cause oriented, focusing their efforts and expertise on society’s most pressing issues. NPCA serves as a vital catalyst for affiliate groups and an amplifier of their efforts.

Affiliate Group Growth & Diversity

In 2016, 16 new groups formed, expanding the size and diversity of our affiliate network. NPCA provides these nascent groups with mentoring in organizational development as well as technical support, while promoting and championing their causes.

Community Builder Platform

Affiliate groups seek greater impact, and for this they need improved member engagement and connectivity with other groups. Enter NPCA’s new website and community builder platform. Following the 2016 rollout, the demand to join the platform has been overwhelming, with dozens of affiliate groups already in the pipeline.

A THRIVING COMMUNITY

Goal: A network of 250 affiliate groups engaging 225,000 individuals acting on their ideals.

Peace Corps Connect – Washington, D.C.

Peace Corps Connect (PCC), the premier gathering of the Peace Corps community, saw its biggest turnout yet in 2016. In fact, the number of participants has more than doubled since the conference’s launch in 2013.

This conference examined the role of service programs to meet five key UN Sustainable Development Goals, as well as our members' involvement in each. As co-host, NPCA invited leaders in economic development, environmental sustainability, global health, and security to speak to an audience of development experts — RPCVs and Peace Corps staff. Over 30 action-oriented breakout sessions allowed participants to delve deeper into these topics.

Keynote speakers Sarah Chayes (RPCV Morocco) and Sebastian Junger reflected on their decades of experience with war, peace, and community. Childhood friends Junger and Chayes, authors of *Tribe* and *Thieves of State: Why Corruption Threatens Global Security*, respectively, traveled to Morocco together at age 18. While there, they met a couple serving as Peace Corps Volunteers who would influence the future paths of each.
A THRIVING COMMUNITY

Goal: A network of 250 affiliate groups engaging 225,000 individuals acting on their ideals.

Peace Corps Community Awards

Loret Miller Ruppe Award for Outstanding Community Service

Together, Friends of Liberia, Friends of Sierra Leone, and Friends of Guinea tackled the Ebola virus with 30 grants to 26 communities, impacting an estimated 300,000 individuals.

Sargent Shriver Award for Distinguished Humanitarian Service

In recognition of their work for those living with HIV/AIDS, NPCA honored the founders of Health through Hope, Kevin Fiori and Jenny Schechter.

Deborah Harding Women of Leadership Award

The Women of Peace Corps Legacy’s inaugural award went to Sara Goodkind, who began the Girls Leading Our World (GLOW) program in Romania to empower young women and address their unique needs. GLOW camps now exist in 60 countries.

Harris Wofford Global Citizen Award

The embodiment of Peace Corps ideals, director and founder of Delta Survie, Ibrahima Sankare is committed to fighting for health and education for marginalized populations in Mali.
AMPLIFIED DEVELOPMENT IMPACT

Goal: Increased access to development opportunities and resources.

The Community Fund

In 2016, NPCA launched the Community Fund—a bold new resource-mobilizing, cause-oriented investment vehicle that catalyzes the Peace Corps community as a movement for peace and prosperity. The Community Fund focuses resources for PCV and RPCV development initiatives in three impact areas: water and sanitation, girls’ empowerment and education, and microenterprise. To ensure the most effective use of these funds, NPCA partners with organizations led by our own community members with proven development models. Our current strategic partners within the Community Fund include Water Charity, TCP Global, and of course, Peace Corps. All told, the Community Fund’s inaugural year resulted in significant impact:

$394,746 Dollars Mobilized

137 Projects Funded

546,628 Lives Changed
AMPLIFIED DEVELOPMENT IMPACT

Goal: Increased access to development opportunities and resources.

Community Fund Grant Spotlight

The children in Camillia Freeland-Taylor’s (Zambia 2013-15) village walked nine miles and crossed two rivers to attend school. Many families wouldn’t allow their girls to attend because it was too dangerous. So Camillia built a local primary school to protect their access to education. As a PCV, Camillia laid the school’s foundation—and with a grant from NPCA’s Community Fund, Camillia returned after her service to complete the project. The impact stretches beyond these children to the larger community. More education means better health, lower infant mortality rates, and reduced poverty far into the future.

Capacity Building: Tech and Cultural Agility

NPCA is a proud partner of Northeastern University’s Cultural Agility Leadership Lab (CALL). The program engages RPCV cultural coaches to guide corporate volunteers in building the capacity of local organizations, many of which host PCVs.

In June 2016, 12 corporate volunteers from Cigna (our private sector partner) provided pro bono IT support to three NGOs in Bangkok, Thailand. In return, the volunteers received hands-on training in cultural agility led by three RPCVs and Northeastern’s Dr. Paula Caliguiri.
AMPLIFIED DEVELOPMENT IMPACT

Goal: Increased access to development opportunities and resources.

Legacy Campaign:
Roland Johnson Memorial Fund for Kenya

Roland Johnson served as a PCV in Kenya from 1964 to 1966. He later served as NPCA Board Director from 1995 to 1999, as Board Chair from 1999 to 2004, and, until his death in 2016, as a member of the NPCA Advisory Council and Sargent Shriver Leadership Circle. The Peace Corps community is deeply grateful to Roland for his leadership and service.

This legacy campaign raised $4,864.60 for a water tank project in Kiritiri, Eastern Province, Kenya, which was implemented by RPCV Jennifer Mueller (Kenya 1997-99) through NPCA's partnership with Water Charity. The project was designed not only to provide water but also to generate income and improve housing opportunities for the community. It directly benefited over 500 individuals and indirectly several thousand in Kiritiri.
FINANCIAL HEALTH

New Model Results in Revenue Growth

In 2015, NPCA adopted a new revenue model that made membership free and open to all, while providing choices for financial contributions. It is clear from Figure 5 that this change was a good one—Peace Corps community members seek opportunities to invest in the causes they care about. Just last year, overall contributions surged up nearly a third while revenue from dues phased out.

32% Contribution Increase

Value of Unrestricted Endowment

In the last year, NPCA’s primary investment fund, the Legacy of Peace Endowment, has grown from $10,000 to $50,000. By quintupling the fund, we are now halfway to our near goal of $100,000. Our long-term goal of $10 million will produce $500,000 annually for NPCA. Gifts to the Legacy of Peace fuel this growth.
FINANCIAL HEALTH

Expenses: $1,475,508

- Education 35%
- Publications 23%
- Membership 16%
- Fundraising 18%
- Services Donated 7%
- Admin. 1%

Revenues: $1,622,652

- Grants & Contribution 55%
- Earned Income 22%
- Advertising 14%
- Membership Dues 3%
- Services Donated 6%
- Membership Dues 3%
NPCA’s new impact-oriented business model has attracted investment from a growing number of generous philanthropists. The Sargent Shriver Leaders Circle has swelled to nearly 200, reflecting a firm commitment to the causes at the heart of our mission. Listed here are individuals who made total contributions of $1,000 or more in 2016.

**Founder’s Level ($25,000 and above)**
- Cully & Bridget Davis
- Janet W. & Wylie Greig
- Elena B. Russell

**Platinum Level ($10,000 to $24,999)**
- Tony Barclay
- Judith A. Greenspon
- Karen Joan Keefer
- F. Chapman & Grace Taylor

**Gold Level ($5,000 to $9,999)**
- David W. Douglas
- Meg Garlinghouse
- Jan M. Guifarro
- Peter Laugharn
- Haskell Sears Ward & Leah Ward Sears

**Silver Level ($2,500 to $4,999)**
- Tom Appel
- Glenn & Catherine Blumhorst
- Jonathan "Jeb" & Edith Eddy
- Charles L. & Diane Frankel
- Brad Garlinghouse
- Priscilla Goldfarb

**Leadership Level ($1,000 to $2,499)**
- Suzanne Hanses
- Carrie Hessler-Radelet
- Juliane M. Heyman
- Franklin R. Innes
- Andrea L. Johnson
- Sam Lawson & Laurel Mayer
- Kenneth A. & Lucy Lehman
- Gloria B. Levin
- Gwyn S. & Wilson K. Mason
- Mary C. Pendleton
- Robert C. & Judith Whitney Terry

- Margaret “Bay” & William “Nick” Bancroft
- Andreliz M. Bautista
- Richard L. Bayles
- Rowland F. Bennett
- Lawrence Blaskopf
- Jayne Booker
- Ron Boring
- Steven Bosiljevac
- William P. Brandon
- Nick Braun
- Sandra Bunch
- Amanda Burr
- Erica Burman
- Florentine “Tino” Calabia
- Stephen D. Cashin
- Ligia Corredor
- William R. Davis
- Peter Deekle
- Alana DeJoseph
- Allison Diamant
- Katherine Dick
- Kay & Kevin T. Dixon
- Janis Droegkamp
- Dale Scott Duckett
- Gregory Dudley
- John E. & Analia Earhart
SARGENT SHRIVER LEADERS’ CIRCLE MEMBERS

Brian Forde  
Brian M. Foster  
Dane Frendenburg  
Carol J. Freeman  
Bryan Garcia  
Doug Garnes  
Anthony Gasbarro  
Arlene Goldberg  
Bonnie S. Gottlieb  
Robert Graulich & Scotland King  
William Dennis Grubb  
Sherwood & Carol Guernsey  
Natalie & Michael Hall  
James Hershey  
Frances Hopkins & Will A. Irwin  
Elizabeth Jenkins-Joffe  
John W. Jensen  
S. Hope Johnson  
Patricia Joslyn Johnson  
Peter Johnson & Susan Neyer  
Carolyn Kari  
Elizabeth F. Karplus  
Nancy Kelly  
Virginia & Charles Kirkwood  
Diana Koala  
Roger K. Lewis  
Diana MacArthur  
Janet & Stanley Maleski  
Charles McConnell  
Judith Severs & Raymond McGuire  
Richard Meredith  
Bernadette & David A. Miron  
Ann & Michael Moore  
Russell E. Morgan, Jr.  
Judith Munzig  
Maureen Orth  
Jonathan Pearson  
Murty Polavarapu  
Michael J. Peter  
Philip Quinnett  
Gordon L. Radley  
Mark Rampolla  
Timothy M. Resch  
Eleanor & William Revelle  
David Roberson  
Warren Roberts  
John D. Rockefeller IV & Sharon Rockefeller  
William Romenius  
Paul Sack  
Elizabeth Salett  
Betty Scalice  
Michael Schaffer  
George Scharffenberger  
Joseph Schoder  
Betty & Jack Schafer  
Helen Shaw  
Douglas Shifflet  
Maricarmen Smith-Martinez  
Maurice Sterns  
Rosemary George Straley  
Averill J. Strasser & Beverly Rouse  
Cecilia Stratford  
Tai Sunnanon  
Joby Taylor  
Stephen B. Thayer  
Sanna Thomas  
Bert Vanderburg  
Terry Vogt  
Enda Vanderburg  
Patricia A. Wand  
Sue Ward  
Mal Warwick  
Stephen Werner  
William “B.J.” Whetstine  
Anna Whitcomb-Knight  
Angene H. & Jack A. Wilson  
Steven Wolf  
Frank M. Yates  
Mark Zober and Marilyn Farber

Foundations

Culbertson Family Trust  
Fonda Family Foundation  
Returned Peace Corps Volunteers of Wisconsin-Madison  
The River Birch Fund  
Wellsprings Family Foundation
BOARD OF DIRECTORS

Joby Taylor, Board Chair
Board-elected
Gabon 1991–93

Randolph (Randy) Adams, Vice Chair
Member-elected (Mid-Atlantic and Nationwide)
Dominican Republic 1966-69
Puerto Rico (contractor) 1969-72
Peru (contractor) 1973

Patrick Fine, Treasurer
Member-elected (West, Central, and Southern Africa)
Swaziland 1980-84

Jayne Booker, Secretary
Board-elected
Benin 1973-75

Maricarmen Smith-Martinez, Affiliate Group Network Coordinator
Affiliate Group -elected
Costa Rica 2006-08

Glenn Blumhorst
President, NPCA (ex-officio)
Guatemala 1988-91

J. Henry (Hank) Ambrose
Board-elected
Kenya 1971-73

Tony Barclay
Board-elected
Kenya 1968-70

Sandra Bunch
Board-elected
Mali 1991-93

Juliana Essen
Member-elected (Western - US)
Thailand 1993-95

Janet Greig
Board-elected
India 1966-68

Corey Griffin
Board-elected
Headquarters Staff 2012-15

Angela Harris
Member-elected (Southern - US)
Papua New Guinea 1991-93

Marjorie Harrison
Member-elected (Asia and the Pacific)
Papua New Guinea 1991-93

Katie Long
Member-elected (The Americas)
Honduras (2005-07)
PCRV Panama (2015-16)

Mary Owen
Member-elected (Upper Midwest - US)
Philippines 2005-06

Sue Senecah
Member-elected (Northeast - US)
Samoa 1973-76

Linda Stingl
Member-elected (Europe and North/East Africa)
Kenya 1982-83

Tai Sunnanon
Board-elected
Republic of Palau (2002-04)

Mal Warwick
Board-elected
Ecuador 1965-69
ADVISORY COUNCIL MEMBERS

Carol Bellamy (Guatemala 1963-65, Peace Corps Director 1993-95)
Chair, Global Partnership for Education; Former President and CEO, World Learning; Former Executive Director, UNICEF

Ron Boring (Guinea 1964-66)
Former Executive Vice President, Vodafone Japan

Nicholas Craw (Peace Corps Director 1973-74)
President, Automobile Competition Committee for the U.S.; Former President and CEO, U.S. Sailing Association

Sam Farr (Colombia 1964-66)
Congressman, U.S. House of Representatives, California

John Garamendi (Ethiopia 1966-68)
Congressman, U.S. House of Representatives, California

Mark Gearan (Peace Corps Director 1995-99)
President, Hobart & William Smith Colleges; Former White House Director of Communications

Tony Hall (Thailand 1966-67)
Author, Changing the Face of Hunger; Former Member of U.S. House of Representatives, Ohio; Former U.S. Ambassador to Food and Agriculture Organization

Sandra Jaffee (Ethiopia 1966-68)
Former Executive Vice President, Citigroup

William E. "Wilber" James (Kenya 1969-72)
Managing General Partner, RockPort Capital Partners; Co-Founder, Citizens Energy Corporation

John Y. Keffer (Panama 1966-69)
Chairman, Atlantic Fund Administration

Virginia Kirkwood (Turkey 1964-66, Thailand Country Director 1990-93)
Owner/Director, Shawnee Holdings, Inc.

Richard M. Krieg (Brazil 1969-71)
Former President and CEO, The Horizon Foundation

Kenneth Lehman (Guatemala 1966-68, Headquarters Staff 1968-71)
Chairman Emeritus, Winning Workplaces; Former co-Chairman, Fei-Pro, Inc.

C. Payne Lucas (Togo and Niger Country Director 1961-72, Headquarters Staff)
Senior Advisor, AllAfrica Global Media and AllAfrica Foundation; Former President, Africare

Dennis Lucey (Liberia Country Director 1976-77)
Vice President, TKC Global

Bruce McNamer (Paraguay 1990-92)
Head of Global Philanthropy and CEO, PMorgan Chase Foundation

Gordon Radley (Malawi 1968-70, Samoa Staff 1979)
Former President, Lucasfilms

John E. Riggan (Kenya 1965-70, Chad 1971-72)
Founding member, Chairman and CEO, Innovare

Mark Schneider (El Salvador 1966-68, Peace Corps Director 1999-01)
Senior Vice President, Special Adviser on Latin America, International Crisis Group

Donna Shalala (Ilan 1962-64)
President, Clinton Foundation; Former Secretary, U.S. Department of Health and Human Services; Former President, University of Miami

Paul Slawson (Peace Corps staff HQ, Pakistan, Iran, Francophone Africa 1961-65)
Former CEO, InterPacific Co.; Trustee and former Chairman, American University of Paris; Trustee and Treasurer, The Asia Foundation

F. Chapman Taylor (Samoa 1982-85)
Senior Vice President and Research Director, Capital International Research, Inc.

Ron Tschetter (India 1966-68, Peace Corps Director 2006-09)
President, D.A. Davidson & Co.

Joan Timoney (Senegal 1978-1980, Peace Corps HQ Staff 1991-95)
Senior Director for Advocacy and External Relations, Women’s Refugee Commission

Aaron Williams (Dominican Republic 1967-70, Peace Corps Director 2009-12)
Executive Vice President of Government Relations and Corporate Communications, Research Triangle Institute

Harris Wofford (Special Peace Corps Representative to Africa: Ethiopia/Eritrea, Sierra Leone 1962-64; Associate Peace Corps Director 1964-66)
Senior Fellow, The Case Foundation; U.S. Senator, Pennsylvania 1991-95; Founding Peace Corps Staff Member, 1961