

ANNUAL REPORT 2022



**MARINE CORPS
ASSOCIATION**
EST 1913



PRESIDENT & CEO'S REPORT

As we welcome in a new year, let me start by thanking the incredible team here at the Marine Corps Association (MCA) for their professionalism and tireless efforts in the execution of our mission.

THE MARINE CORPS ASSOCIATION MISSION

TO BE THE PREEMINENT ASSOCIATION FOR ALL MARINES AND FRIENDS OF THE CORPS DEDICATED TO LEADER DEVELOPMENT, RECOGNITION OF PROFESSIONAL EXCELLENCE AND EXPANDING AWARENESS OF THE RICH TRADITIONS, HISTORY, AND SPIRIT OF THE UNITED STATES MARINE CORPS.

Our small team of professionals has continued to deliver on the vision and intent set forth in 1913 by Lieutenant General John A. Lejeune. I truly believe that the General would be proud of the accomplishments and achievements made and excited to see his vision and intent continuing to guide us even now. Spread across multiple lines of efforts, the association has maintained the highest level of excellence and care for our heritage and reputation against the challenges posed by a post-pandemic economic environment and the resulting disruptions to supply chains and program delivery.

Well done to the entire team.

To highlight some of the accomplishments made let me start with our events. This past year, the association executed over twenty different professional events, which included functional area deputy commandant award dinners, our Brown Bag Speaker Series, which focused on Force Design 2030, professional events in locations outside of the Northern Virginia area, and our capstone event, Modern Day Marine 2022 held for the first time ever in the Walter E. Washington Convention Center, in Washington DC. The feedback from attendees has been exceptional. The entire community has benefitted from the rich, in-depth exploration of the topics presented by senior leaders within the Department of Defense, industry partners, and academic leaders. We look towards our 2023 events schedule to expand on our successes and produce professional events rich with education and debate. I am confident our professional events continue to be of extreme value and assistance to our Commandant, the senior leadership, industry, Marines, and friends of the Corps.

The bedrock of the association has been our magazines: The Leatherneck Magazine of the Marines and our professional journal of the Marines – The Gazette. Respectively they have delivered on their focus areas through the wonderful articles found in

Leatherneck related to our history and heritage to the informative, analytical, and sometimes debated articles found in our professional journal The Gazette. We strive at every opportunity to enhance our readership experience by delivering excellent, relevant, and well curated articles with every monthly publication of our magazines.

Finally, a special thanks is reserved for our donors, without whom all would not be possible. Through the Marine Corps Association Foundation,



your donations have directly impacted our young Marines and Sailors. From commanders' forums, providing units with complete sets from the Commandant's Professional Reading List, executing Unit Battlefield Study Programs, or the over 4400 awards given annually that recognize professional achievement, your donations have supported all these programs and so much more. Whether it is a \$5 donation or more, we here at the Association work under one motto—to be the best steward to the donated dollar, regardless of amount donated.

In closing, I am honored and humbled to be given the opportunity to lead this outstanding association which directly impacts the lives and futures of our young Marines. Our Marines deserve all that we do and more.

Semper Fidelis,

LTGEN CHARLES G. CHIAROTTI USMC (RET)
PRESIDENT & CEO
MARINE CORPS ASSOCIATION

LEATHERNECK

Leatherneck Magazine of the Marines continued its proud tradition of providing news, features, and stories on the Marines of the past and the Marines of today. One significant change in 2022 was two of our long-time staff members departing and the arrival of new staff members. Award winning writer and veteran Marine Kyle Watts replaced staff writer Sara Bock who will continue to write for the magazine as an independent author, and when Patty Everett, MCA's longest serving employee with 42 years of service retired, Brie Koch was hired to replace her as production assistant.

Seven Leatherneck articles were nominated for the 2022 Marine Corps Heritage Foundation awards; five for the Col Robert B. Heintz award for the best article pertinent to Marine Corps history published in a newspaper, magazine, or periodical, and two for the General Roy S. Geiger award for the best article published during the preceding year in the field of Marine Corps aviation.

The 7th annual Leatherneck Writing Contest resulted in ten articles worthy of publication throughout the year. GySgt Chase McGorty Hunter's "Follow the Leader: The Influence Our Generation Needs" was the first-place winner, and the gunny has continued to write for Leatherneck in subsequent issues. Marine noncommissioned officers claimed the next two places as Sergeant Joshua Duke's "Re-framing the Force of the Future: Traditions, Modernization and Talent Management Breed Success in the Information Age" was the second-place winner with the third place going to "Marine Low Altitude Air Defense: The Growing Relevance of a Ground-Based Air Defense Capability Across the Marine Corps" written by Cpl Christopher Ludiker.

Other features throughout this year included interviews with the Commandant of the Marine Corps, General David H. Berger, and veteran Marines FEDEX's Fred Smith and Virginia Lieutenant Governor Winsome Sears.

FOUNDATION

The Marine Corps Association's supporting Foundation provided tremendous support to Marines in 2022, setting a new high for program delivery. As the COVID pandemic restrictions have lessened, we've been able to help unit leaders with the professional development of their Marines. Some of those development opportunities require large groups to conduct events like the Commander's Forum program, and nearly 7,000 Marine leaders from noncommissioned officers to senior officers took advantage of our support and conducted battlefield studies and staff rides. These truly are career enhancing events to help Marine leaders learn the lessons of the past and to do so in a manner that enables them to apply those lessons to the challenges they face today.

Marine Corps units continue to use our Unit Library program to benefit the majority of Marines in their commands and we've also provided wargaming materials as an addition to the books and other materials available to units across the Corps. Marines learn and grow professionally through reading and personal study. They also learn by being able to challenge warfighting ideas and techniques through wargames. These games allow "reps and sets" against a thinking enemy and provide valuable lessons that can be gained while lives are not on the line.

Our Writing Awards program continues to be a great way for unit commanders and senior enlisted leaders to have their Marines express their thoughts and ideas. In 2022, there were nearly 50 different writing contests, some in units and others through MCA's publications,

and this program acknowledges and rewards those Marines who excel. Marines have many great ideas and different ways to approach the problems the Corps faces, so encouraging them to share those through essays, magazine articles, and other written means is critical.

The Marine Corps Association Foundation provided nearly 4,000 excellence awards recognizing the superior performance of Marines across the Corps. This is one of our most visible programs to Marines because they receive MCA awards from the start of their careers at Boot Camp or Officer Candidates School all the way through other schools they attend later and for superior performance in their occupational specialties at their units.

In 2022, the Marine Corps Association Foundation spent \$1.17 million on Today's Marines and supported over 49,000 leathernecks serving across our Corps. The bottom line is that MCA does what we say we do for Marines: we continue to get leaders—NCOs, SNCOs, and officers—out on battlefields to learn the lessons of history and apply them to current and future challenges, and we continue to recognize and reward critical thinking and writing and the superior achievement of Marines across the Corps. The efforts of the Marine Corps Association Foundation and our loyal donors and supporters help make that possible.

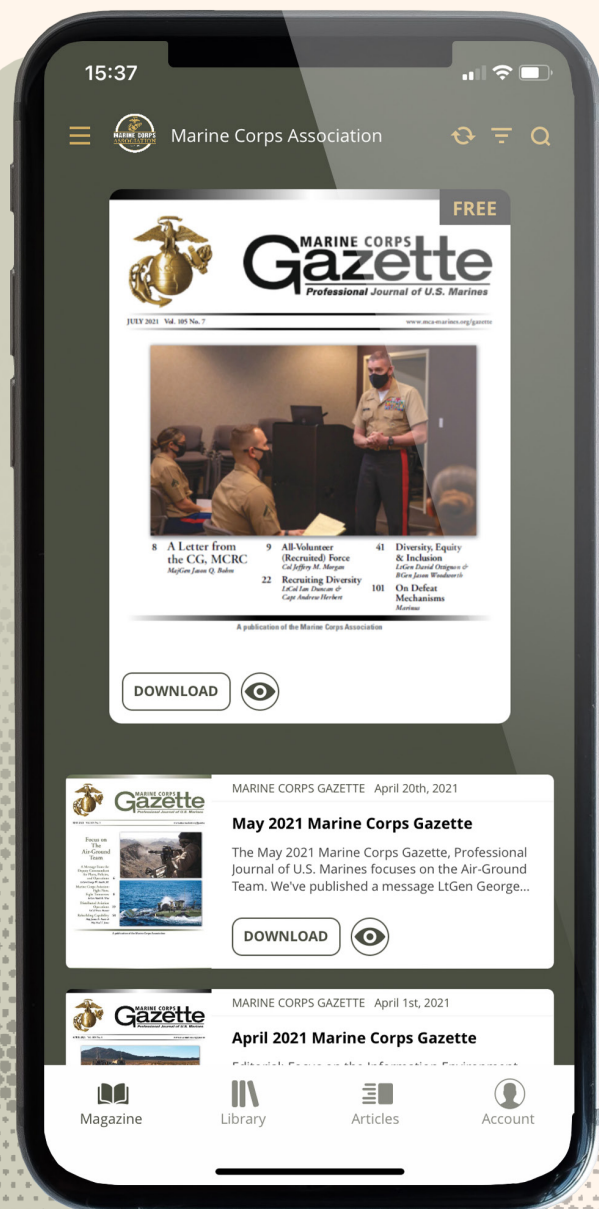


GAZETTE

The Gazette advanced its role as the premier platform for professional debate and the free exchange of ideas on those subjects of the greatest importance to the Corps. As custodians of the Corps’ professional journal, the Gazette staff has maintained high-quality editorial and production processes and avoided increased publishing and distribution costs resulting from a volatile paper market, supply-chain and labor disruptions, and rising U.S. postage rates.

The Gazette continued to publish monthly “focus” editions coordinated with the offices of the deputy commandants and other senior Marine leaders across various commands, functional areas and occupational fields. Last year’s focus areas included special operations, future war & innovation, installations & logistics, Operations in the Information Environment (OIE), C4, intelligence, acquisitions, and training and education. Of note, for the first time we provided a platform for articles from our Allies and Partners including Australia, Japan, Norway and Brazil. In 2022 we published an increasing number of articles relating to ongoing modernization efforts including Future Force Design and Talent Management. We sustained several ongoing series of Ideas & Issues articles including “Strategy & Policy” and “Naval Integration.” We ended the year with a Special Edition capturing four years-worth of all sides of the discussion surrounding Force Design 2030

The Gazette’s authors continue to represent a broad community of intellectually active Marines. Officers and Enlisted Marines from the active and reserve components as well as veteran Marines and our Navy and Joint Force brothers and sisters have dedicated their time and effort to researching, critical thinking and writing to join in the Corps’ professional discourse. Some of these articles were written in fulfillment of academic requirements at our Professional Military Education schools, but the majority are written purely on the initiative of our dedicated contributors. The Gazette and the entire MCA thanks everyone who engaged in the professional writing for the betterment of the Corps in 2022.



PROFESSIONAL DEVELOPMENT

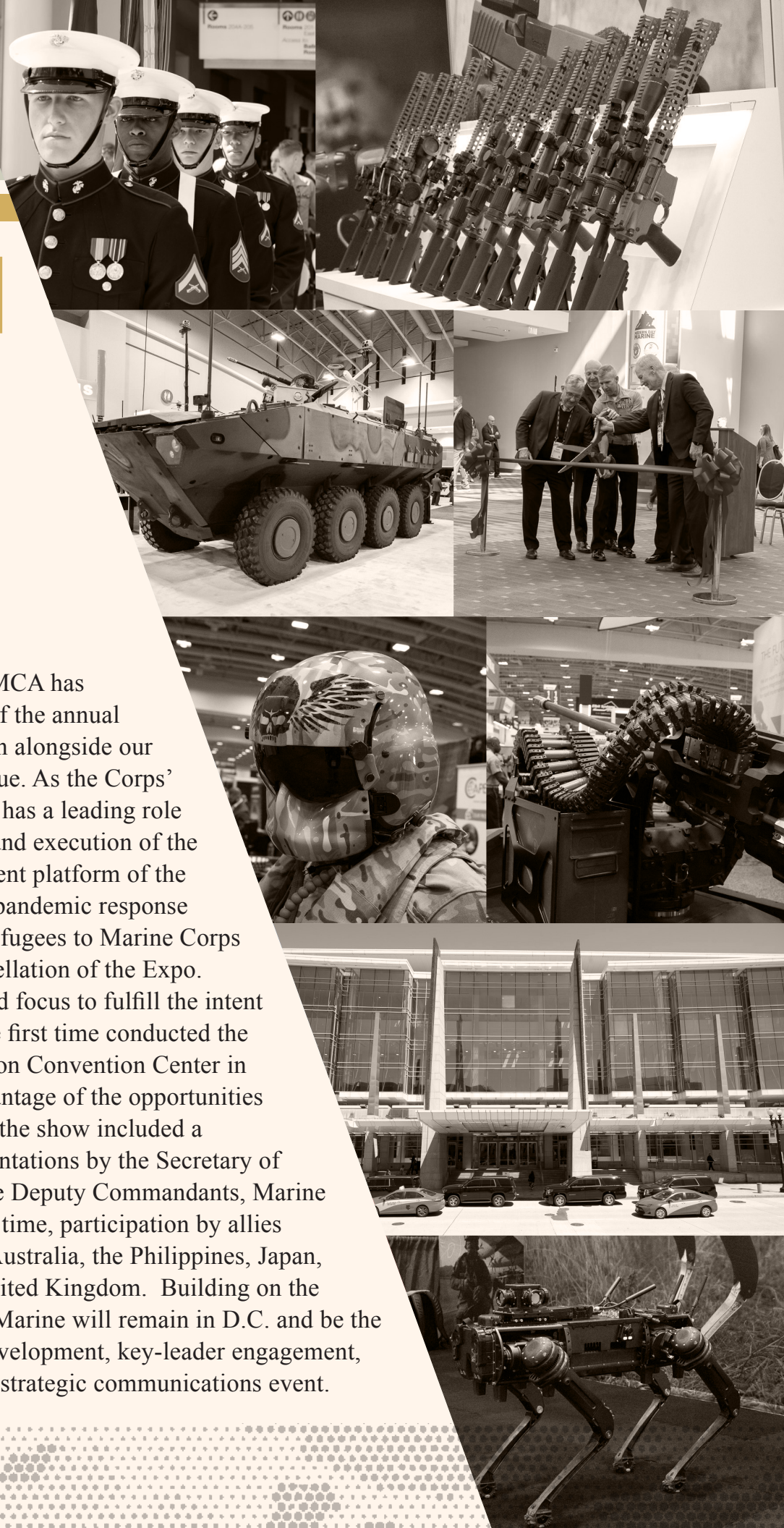
During this period the Professional Development staff has undertaken an ongoing “wall-to-wall inventory” of all resources on the MCA website to fix broken links, ensure functionality, and provide fresh content. Three new Battle Study Packages were completed to meet the demand signal from Marines around the country. The Wilson’s Creek and Washita Battle Study Packages provide resources for the two largest populations of Marines-in-training at other Service schools: Ft Leonard Wood, MO, and Ft Sill, OK respectively. The Fort Fisher Battle Study Package provides resources for a staff ride in easy driving distance of Camp Lejeune and Marine Corps Air Station Cherry Point. We also completed a search index for the collection of over 200 Tactical Decision Games. Marine leaders can now rapidly find the most relevant TDGs based on unit size and type of operation. Also completed in recent weeks is the “MCA’s Battle History of the Marine Corps” – a curated collection of Gazette articles organized by historical period covering the wars, battles, and engagements where Marines have fought since the founding of the Corps. This collection will continue to expand as archival material from Leatherneck is added.

This year we also expanded the collection of Professional Development Podcasts providing entertaining and informative audio resources covering a variety of topics and “long-form” formats. Topics and formats have ranged from guest interviews to shows with the co-hosts speaking on current topics such as Force Design 2030, and the ongoing war in Ukraine.



MODERN DAY MARINE 2022

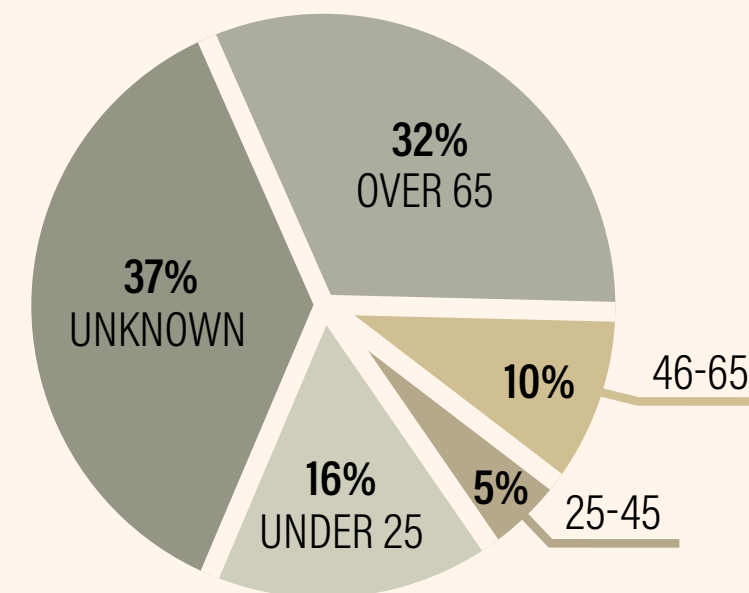
Over the last six years the MCA has established itself as a co-host of the annual Modern Day Marine Exposition alongside our partner the Marine Corps League. As the Corps' professional association, MCA has a leading role in the planning, coordination, and execution of the professional development content platform of the exposition. In 2020 and 2021, pandemic response and the relocation of Afghan refugees to Marine Corps Base Quantico forced the cancellation of the Expo. This past May, the MCA shifted focus to fulfill the intent of the Commandant and for the first time conducted the Expo at the Walter E Washington Convention Center in Washington, D.C. Taking advantage of the opportunities presented by this new location the show included a Congressional Breakfast, presentations by the Secretary of the Navy, the Commandant, the Deputy Commandants, Marine Forces, Pacific and for the first time, participation by allies and partner nations including Australia, the Philippines, Japan, Colombia, Norway, and the United Kingdom. Building on the success of 2022, Modern Day Marine will remain in D.C. and be the Corps' premier professional development, key-leader engagement, capabilities demonstration and strategic communications event.



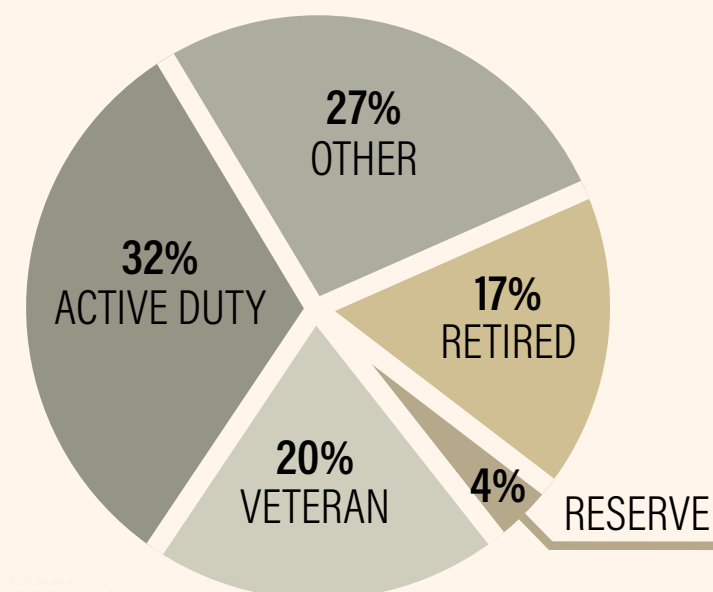
MEMBERSHIP

While our membership numbers continued to decrease, numerous initiatives are planned to address this issue. From our direct mail, email marketing, and print advertising campaigns to updating our communications with current members to increase retention, we continue to look for ways to combine old and new ways to increase our membership rolls. Our weekly Extra Ration emails have proven to be a great success as they are another means by which we provide a variety of Marine Corps content to our members. Our professional development resources continue to expand both in quantity and variety with a plan to restrict them to a member only model soon. The number and quality of our social media posts across LinkedIn, Facebook, Instagram, and Twitter continues to improve and the interaction with members and prospective members is encouraging. Our program to provide subsidized membership to active-duty Marines has seen a steady increase in numbers, and efforts are underway to expand the program from the recruit depots to Marines throughout the Corps. Our area representatives continue to be a reliable source of members and provide an MCA presence on both coasts.

MEMBERSHIP BY AGE



MEMBERSHIP BY SERVICE STATUS



EVENTS



Our events team was able to get back on the road for the first time in two years in March starting with our Albany Professional Dinner which was quickly followed by our 2nd Force Design 2030 Luncheon. MCA then launched into our Deputy Commandant awards programs beginning with Installation and Logistics; Information; Plans Policies and Operation (Ground); and finished with the Expeditionary Warfare Leadership Awards being presented at the Combat Development Dinner for Combat Development and Integration.

June saw us travel to Beaufort to host our first ever Parris Island Professional Dinner. In July we hosted a dinner featuring General James Mattis as our guest speaker at Soldier Field in Chicago. All enjoyed the amazing venue and special guest. We also presented the Wounded Warrior Leadership Awards that evening.

Following our Annual Meeting in September, we traversed the Pacific Ocean to provide the first Okinawa Professional Dinner in 20 months which was attended by a crowd of over 560, most of whom were active duty Marines. Three weeks later, we flew to Stuttgart for our first ever MCA dinner in Europe held in conjunction with the Commander, Marine Forces Europe/Africa.

All-in-all, MCA held 18 events in support of Marines during calendar year 2022 —the most ever by our organization.

MCA continued to livestream our events for guests who could not attend. Our members are always invited to watch our events online as often as your schedule permits. Please view our event updates at www.mca-marines.org/events and join us at those that you can in-person or virtually! You'll be glad you did.



THE MARINE SHOP

The Marine Corps Association's retail arm, The MARINE Shop, continued its long-standing tradition of providing uniforms to new lieutenants and assisting other Marines with their own uniform requirements both at our store in Quantico, VA and online at www.mca-marines.org. The Marine Shop's reputation for quality and exceptional customer service were critical factors in our rising share of the newly commissioned officer market. Pricing reviews on everything from alterations to material costs and some realignment of duties helped improve

efficiency throughout the store. Cross training between the various tailoring sections resulted in an improved workflow and an enhanced employee experience. New, expanded hours were established to support our customers in the Quantico store. A new retail director, Kyle Younglove, was hired at the end of the year with a start date in January 2023. Of special significance was the hiring of a retail consultant to assist with long term planning and strategy; many of their recommendations have already been implemented.



MARINE CORPS ASSOCIATION & MARINE CORPS ASSOCIATION FOUNDATION
CONSOLIDATED STATEMENT OF ACTIVITIES
YEAR ENDED DECEMBER 31, 2022

LEADERSHIP

TOTAL CONTRIBUTION & SERVICE REVENUE 12,358,703

Marine Corps Gazette Expense 636,184
Leatherneck Direct Expense 769,878
Member Services 296,405
Retail Expense 5,665,136
Professional Events Expenses 743,727
MDM Expenditures 3,030,581
Program Delivery 1,191,440

TOTAL PROGRAM & SERVICES EXPENSES 12,333,352

Unrealized Gain (Loss) on Investment (1,703,563)

CHANGE IN NET ASSETS 1,682,312

Net Assets - Beginning of Year 16,161,867

NET ASSETS - END OF YEAR 14,479,555

UNAUDITED (PRELIMINARY) RESULTS



LtGen Charles G. Chiarotti,
USMC (Ret)
President & CEO of MCA



Col Christopher Woodbridge,
USMC (Ret)
Vice President of Professional
Development, Publisher and
Editor, The Marine Corps Gazette



Col Mary Reinwald,
USMC (Ret)
Vice President of Strategic
Communications and
Editor of Leatherneck



Col Timothy Mundy,
USMC (Ret)
Vice President of MCA
Foundation



LeeAnn Mitchell
Vice President of Events
and Advertising



Angela Hillman
Director of Finance



Marta Sullivan
Director of Engagement and
Expositions



Kyle Younglove
Director of Retail

MCAF BOARD OF DIRECTORS



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USMC (Ret)
Chairman of the Board



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Vice Chairman of the Board



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USMC (Ret)
President & CEO of MCA



Mr. Kurt Chapman
Board Member



Mr. Tim O'Hara
Board Member



Col Todd Ford,
USMC (Ret)
Board Member



LtCol Christopher Davis,
USMC (Ret)
Board Member



Col Robert Love,
USMC (Ret)
Board Member



Col Emily E. Swain,
USMC (Ret)
Board Member



Mr. Bryan H. Wood,
Board Member



Mr. Michael Martz
Board Member



MajGen Jon Gallinetti,
USMC (Ret)
Board Member



LtCol H. Alexander Henegar
USMC (Ret)
Board Member



MajGen James Kessler,
USMC (Ret)
Board Member



LtGen Marm Brilakis,
USMC (Ret)
Board Member



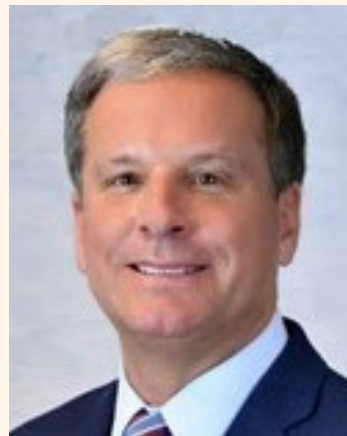
Dr. Susan Johnston, Ph.D.
Board Member



MajGen Craig Crenshaw,
USMC (Ret)
Board Member



Mr. Timothy Eichhorn
Board Member



LtCol Jeff Speights,
USMC (Ret)
Board Member



Mr. Michael Stocker
Board Member

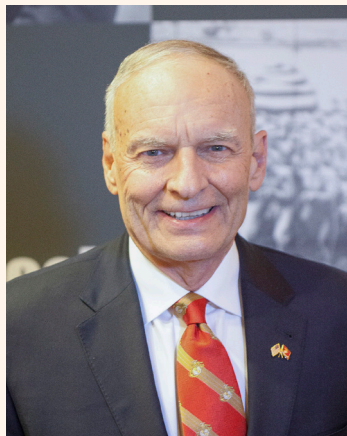


LtGen Richard C. Zilmer,
USMC (Ret)
Board Member

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USMC (Ret)
Chairman of the Board



Mr. Jay S. Holmes
Vice Chairman of the Board



LtGen Charles G. Chiarotti,
USMC (Ret)
President & CEO of MCA



SgtMaj Kim Davis
USMC (Ret)
Board Member



Mr. Tim O'Hara
Board Member



Col Robert Love,
USMC (Ret)
Board Member



Col Todd Ford,
USMC (Ret)
Board Member



LtCol Christopher Davis,
USMC (Ret)
Board Member



Col Emily E. Swain,
USMC (Ret)
Board Member



Mr. Bryan H. Wood,
Board Member



Mr. Michael Martz
Board Member



LtCol Wendy Garrity,
USMC (Ret)
Board Member



Col William R. Costantini,
USMC (Ret)
Board Member



MajGen Craig Crenshaw,
USMC (Ret)
Board Member



Mr. Timothy Eichhorn
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LtCol Jeff Speights,
USMC (Ret)
Board Member



MajGen James Kessler,
USMC (Ret)
Board Member



SgtMaj Gary Smith,
USMC (Ret)
Board Member



LtGen Richard C. Zilmer,
USMC (Ret)
Board Member



LtGen Mark Brilakis,
USMC (Ret)
Board Member



SgtMaj Robin C. Fortner,
USMC (Ret)
Board Member