

MARINE CORPS ASSOCIATION ANNUAL REPORT 2025



VISION

To be universally recognized as
The Professional Organization for
the United States Marine Corps.

OUR MISSION

To be the preeminent association for all
Marines and friends of the Corps dedicated
to leader development, recognition of pro-
fessional excellence and expanding aware-
ness of the rich traditions, history, and
spirit of the United States Marine Corps.



FROM THE DESK OF THE PRESIDENT & CEO

The Marine Corps Association (MCA) continued to advance its enduring commitment to supporting today's Marines, preserving our heritage, and expanding the rich traditions, history, and spirit of the United States Marine Corps. Through these efforts, we have contributed in meaningful ways to strengthening the Marine Corps community.

This past year was one of service, connection, and purposeful execution across the full breadth of our mission—including an expanded focus on supporting Marine families as they navigate the journey of Marine Corps life. Our purpose has remained clear: to strengthen the Marine Corps community through the delivery of impactful, professionally delivered content, events, and educational resources.

Throughout the year, the Marine Corps Association served as a trusted convener, educator, and steward of Marine Corps heritage. Our programming brought Marines together across ranks, generations, and communities—supporting professional growth while honoring service.



This work is only possible because of the dedication and generosity of our members, donors, sponsors, and partners. As we reflect on the year behind us, I extend my sincere gratitude to

all who stand with MCA. Your continued support ensures that we remain worthy of the trust placed in us by the Marine Corps community.

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THIS WORK IS ONLY POSSIBLE BECAUSE OF THE DEDICATION AND GENEROSITY OF OUR MEMBERS, DONORS, SPONSORS, AND PARTNERS.

MEMBERSHIP AND GROWTH

Our members are the heart of the Association. This year, MCA maintained strong engagement with Marines, veterans, and supporters who value professional excellence, heritage, and a lifelong connection to the Corps. Member trust and loyalty remain among our greatest strengths. In 2025, we accelerated the implementation of our new two-tiered membership model. The Association is now fully invested in both Associate and Premier membership levels, while ensuring that our Lifetime Members continue to receive the care and loyalty they deserve. This framework—aligned with our Total Force Program, which provides free membership to active- and reserve-duty Marines—has yielded tremendous growth. By the end of 2024, MCA had 239,371 members. We closed 2025 with 358,170 members. This growth has expanded access to exclusive online resources, including battlefield studies, podcasts, and our flagship publications, *Leatherneck* and *Marine Corps Gazette*. This diverse and growing community—including active duty, reserve, and veteran Marines, as well as their families—forms the foundation of our identity and impact. Looking ahead, we remain committed to expanding our reach, particularly among Marine veterans.



PROFESSIONAL DEVELOPMENT AND PROGRAMMING

In 2025, MCA delivered more than 37 professional events around the globe—wherever Marines are stationed. Through these engagements, our aim remained constant: to educate, connect, and inspire Marines and their families.

These events included:

- Professional Leadership Seminars focused on leadership, ethics, mental resilience, and the challenges facing today's force
- Professional Dinners, held across the country and overseas, bringing together Marines, senior leaders, veterans, and partners for mentorship and dialogue
- Behind the Camouflage (BTC) Spouse Programs, providing education, connection, and support while recognizing the vital role spouses play in readiness and family resilience
- Awards and Recognition Events honoring excellence, innovation, and service across the Marine Corps community

These programs reinforced professional standards while strengthening the bonds that define the Marine Corps family.

BEHIND THE CAMOUFLAGE SPOUSE PROGRAMS

This year also marked continued growth in MCA's commitment to Marine families through Behind the Camouflage (BTC) spouse programming. BTC events provided education, connection, and community for Marine spouses—strengthening family resilience and reinforcing the vital role families play in readiness and the Marine Corps journey.

MODERN DAY MARINE

Modern Day Marine (MDM) remained one of the Association's most visible and impactful platforms. The exposition and associated programming brought together Marines, government leaders, industry partners, allies,

and senior leaders to examine current and future challenges facing the Corps. MDM served as:

- A forum for professional dialogue
- A venue for innovation and education
- A platform to recognize excellence and leadership

Its continued success reflects MCA's enduring role as a bridge between the Marine Corps, industry, and the broader defense community.

PUBLICATIONS AND PROFESSIONAL MILITARY EDUCATION

MCA's flagship publications—Leatherneck and Marine Corps Gazette—continued to educate, inform, and connect Marines across generations.

- Marine Corps Gazette advanced professional military education and thought leadership
- Leatherneck preserved Marine Corps history while telling the stories of today's Marines

Together, they remain foundational to MCA's mission and identity.

RETAIL AND BUSINESS OPERATIONS

This year also marked an important period of transition in MCA's retail operations. Decisions were guided by stewardship, sustainability, and mission alignment—ensuring retail activities continue to support the Association's broader purpose while adapting to a changing marketplace.



THE FOUNDATION: ENABLING MCA'S MISSION

The Marine Corps Association Foundation serves as the Association's donor development and philanthropic arm. While often referred to simply as "the Foundation," its purpose is directly tied to MCA's mission—securing the charitable support that enables the Association's most impactful programs and initiatives.

Through the generosity of donors and partners, the Foundation helps ensure MCA remains able to educate, convene, recognize excellence, and preserve Marine Corps heritage for generations to come.

In 2025, philanthropic support enabled MCA to deliver high-impact initiatives across the force, including professional military education, battlefield studies, leadership content, recognition awards, and heritage programming.

This year alone, the Foundation provided more than \$2.1 million in direct support to Marine Corps-focused mission delivery, including:

- Professional development and educational resources
- Battlefield studies and professional learning content
- Recognition of excellence through awards and honors
- Initiatives such as the Commandant's Reading List engagement
- Events and platforms that strengthen Marines and their families

This support represents tangible impact—delivered directly to the Marine Corps community through MCA programming.

LOOKING AHEAD

The year ahead holds tremendous opportunity. MCA remains focused on:

- Serving Marines across the total force
- Supporting families and spouses
- Preserving Marine Corps heritage
- Ensuring financial responsibility and sustainability

Our commitment is unwavering: to be the best steward of the donated dollar and, in so doing, remain worthy of the trust placed in us by our membership and the Marine Corps community. On behalf of myself, our board, and staff, thank you for your continued support.

Semper Fidelis,

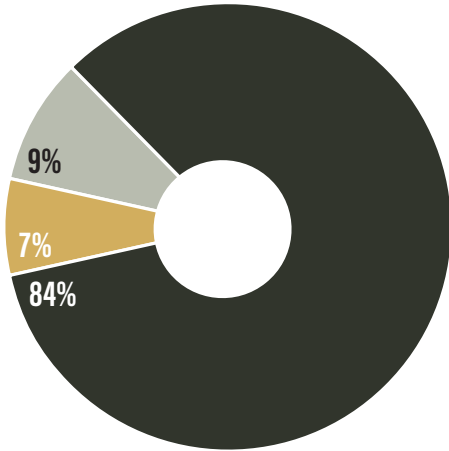


A handwritten signature in black ink, appearing to read "C. Chiarotti".

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

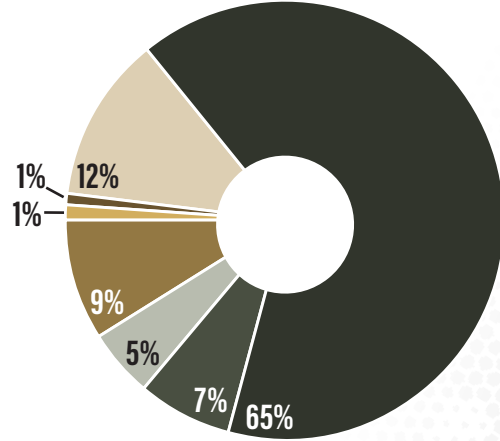
MEMBERSHIP DEMOGRAPHICS

MEMBERSHIP OVERALL



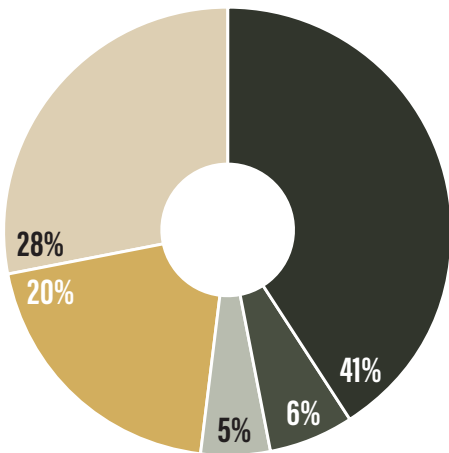
- Associate Members
- Premium Members
- Total Force (Premium)

MEMBERSHIP BY RANK



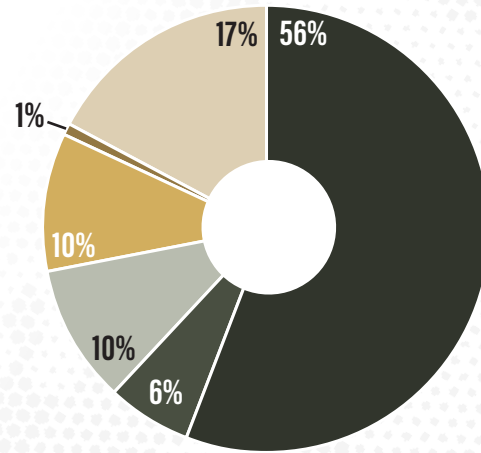
- Pvt-Sgt
- SSgt-SgtMaj
- O1-O3
- O4-O6
- O7-O10
- W-WO5
- Unknown

MEMBERSHIP BY AGE



- Under 25
- 26-45
- 46-65
- Over 65
- Unknown

MEMBERSHIP BY STATUS



- Active
- Reserve
- Retired
- Veteran
- Other
- Unknown

PROFESSIONAL DEVELOPMENT & PROGRAMMING

PROFESSIONAL LEADERS CONFERENCES

In 2025, MCA's Professional Leaders Conference program delivered mission-aligned leadership development across the force. Designed as flexible, commander-responsive engagements, PLCs provided practical tools to address the human challenges facing today's Marine Corps. Across multiple installations, PLCs reached more than 1,000 Marines and first responders. Topics included suicide awareness, mental health, resilience, generational leadership, and team performance. Senior leader engagement remained a hallmark, reinforcing the importance of leader development and force preservation. Feedback reflected strong satisfaction and increased confidence among participants, demonstrating MCA's ability to deliver effective and scalable leadership development.

PROFESSIONAL AWARDS DINNERS

The Marine Corps Association's Events Department managed 18 events in 2025, beginning with a return to Oahu for the Hawaii Professional Dinner, followed by the West Coast Dinner. MCA also hosted events in Albany and across the National Capital Region. Additional events included professional dinners in Okinawa and Iwakuni, as well as Camp Lejeune. MCA's premier awards program continued to grow, with more than 130 awards presented in 2025—an increase of 52 awards from 2023.

These represent a portion of the more than 3,600 awards supported annually through the Foundation.

New additions included six Spouse Awards, supported by sponsors such as USAA, Leidos, First Command, Redwood Strategies Group, and the Eternal Valor Foundation. Attendance and sponsorship levels remained strong, reflecting continued support from corporate partners and members.

BEHIND THE CAMOUFLAGE

Behind the Camouflage continued to expand as MCA's flagship spouse engagement initiative in 2025, increasing its reach and impact across the Marine Corps community. Through a combination of in-person programming and digital content, BTC connected thousands of spouses with resources, education, and community support. Spouse Summits were conducted across eight major installations, complemented by targeted engagements at training commands. BTC also expanded its digital presence through a dedicated website, social media, podcasts, and written content. These efforts ensured spouses had access to timely, relevant information regardless of location. Together, these initiatives reinforced MCA's commitment to supporting Marine families as a critical component of readiness.



MCA'S PREMIER AWARDS PROGRAM CONTINUED TO GROW, WITH MORE THAN 130 AWARDS PRESENTED IN 2025—AN INCREASE OF 52 AWARDS FROM 2023. THESE REPRESENT A PORTION OF THE MORE THAN 3,600 AWARDS SUPPORTED ANNUALLY THROUGH THE FOUNDATION.

PROFESSIONAL DEVELOPMENT & PROGRAMMING CON'T.

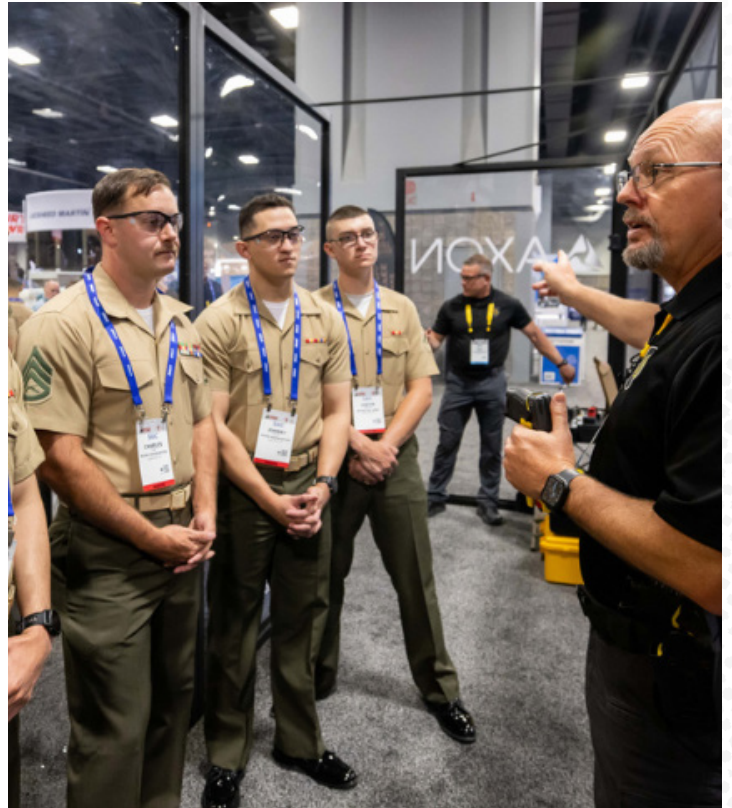
MODERN DAY MARINE

In 2025, Modern Day Marine reaffirmed its role as the Marine Corps' premier warfighting exposition and strategic engagement platform, delivering expanded programming, increased global visibility, and deeper integration across the Marine Corps enterprise. Held April 29 through May 1 at the Walter E. Washington Convention Center, MDM 2025 was executed in partnership with the Marine Corps League and Emerald X, with close coordination from Headquarters Marine Corps and multiple Deputy Commandants.

Building on the momentum of 2024, MDM 2025 achieved measurable growth in reach and engagement. More than 8,000 attendees participated across five stage zones and six activation areas, engaging in over 60 panels, briefings, and discussions focused on warfighting, acquisition, force design, and operational integration. Media coverage expanded significantly, with more than 323 unique articles generating an estimated 260 million impressions.

Programmatic enhancements strengthened operational relevance and broadened the audience. Expanded live podcast programming, the Allies and Partners Luncheon, Congressional Breakfast, Employment Resource Fair, and Military Spouse Summit added depth and accessibility.

As co-host, MCA remained a key connector between the Marine Corps, industry, and the broader defense community. Preparations for 2026 are already underway to continue advancing readiness, innovation, and global engagement.



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MEDIA COVERAGE EXPANDED SIGNIFICANTLY, WITH MORE THAN 323 UNIQUE ARTICLES GENERATING AN ESTIMATED 260 MILLION IMPRESSIONS.

PUBLICATIONS & PROFESSIONAL MILITARY EDUCATION

THE MARINE CORPS GAZETTE

The Marine Corps Gazette maintains its position as the premier forum for professional dialogue within the Corps and remains one of the Marine Corps Association's most recognized brands. With contributions from authors across the MAGTF, academic papers from resident and nonresident PME institutions, and monthly "focus" editions supporting several Deputy Commandants and major commands, the Gazette consistently addresses the most relevant topics facing the Corps. Themed editions throughout the year provided a platform for current insights and official perspectives from DC I&L, DC I, the Directors of Intelligence and C4, as well as the Commanding Generals of Marine Corps Special Operations Command and Marine Corps Systems Command. In addition, two special editions were published for targeted distribution at the Modern Day Marine exposition. The April issue focused on information, while the May edition highlighted Marine aviation. November 2025 marked the culmination of MCA's "Road to 250" series. For the twelve months leading up to the Corps' 250th birthday, the Gazette featured both new and archival articles examining key eras in Marine Corps history.

LEATHERNECK

Leatherneck continues to bridge past and present Marines through compelling news, features, and historical storytelling. During 2025, the magazine followed the "Road to 250" series, commemorating the Marine Corps' 250th birthday. Each month featured a specific period in Marine Corps history, with multiple articles highlighting that era. Of note was the "This is My Rifle: Historic Long Arms of the Corps" series, created by Leatherneck freelance writer Sam Lichtman in collaboration with the arms curator at the National Museum of the Marine Corps. Lichtman also produced digital "episodes" of each written piece for social media, resulting in millions of total views. One episode reached 1.5 million views on Facebook, while another exceeded 500,000 views on YouTube. Other 2025 highlights for Leatherneck included the May aviation issue, the November 250th Birthday issue, and the April feature highlighting the important work of Marine Corps recruiters. This feature was illustrated by Marine Corps Maj. Charles J. Baumann, logistics officer for 8th Marine Corps District in Fort Worth, Texas. Maj. Baumann, a member of the Marine Corps Combat Art Program, created exclusive artwork for Leatherneck, including a cover image.



PUBLICATIONS & PROFESSIONAL MILITARY EDUCATION CON'T.

THE 250TH BIRTHDAY SPECIAL EDITION

The 20-year focus areas featured in both the Gazette and Leatherneck formed the foundation of “A Salute to 250 Years,” MCA’s commemorative special edition. In addition to standout articles from the “Road to 250” series and the collected “This is My Rifle” content, this high-quality hard-bound publication included new material, original artwork, and a retrospective on early recorded birthday celebrations in Philadelphia circa 1925.



PROFESSIONAL DEVELOPMENT

During this period, the staffs of the Gazette and Leatherneck expanded professional development resources available to Premium Members and the broader Marine Corps community. With the support of a dedicated web content manager, MCA continued to work with external vendors to improve website functionality, enhance the member experience, and comprehensively restructure the magazine archives. “MCA Films” released new documentaries covering Iwo Jima, Okinawa, Inchon, and the Chosin Reservoir. These films reached some of the largest audiences on MCA’s YouTube channel. The Corps Voices oral history series continued to capture interviews with veterans, documenting both specific battles and broader accounts of service. The Scuttlebutt podcast also expanded its audience, producing weekly episodes covering current events, resilience, post-service life, book and film reviews, and firsthand accounts of recent deployments and combat operations.



The Battles of Inchon and Seoul: Part II - The Marines Secure the Beach



#210: Road to 250/Semper Cinema - Heartbreak Ridge



The Battles of Inchon and Seoul: Part I - The Marines Go to War



#209: MDM 2025 - Toys for Tots

MARINE CORPS ASSOCIATION STATEMENT OF ACTIVITIES

YEAR ENDED DECEMBER 31 2025

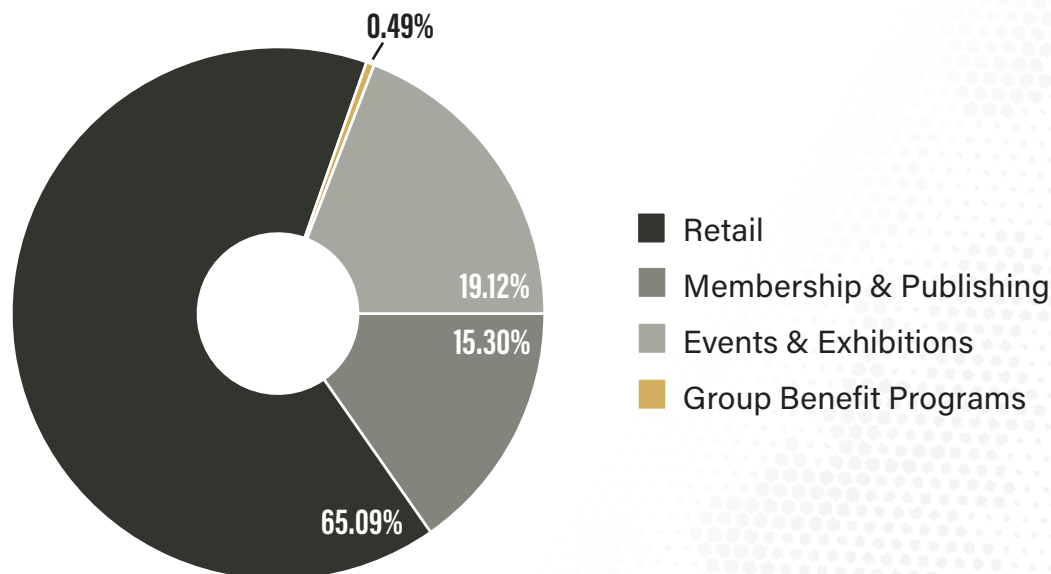
MARINE CORPS ASSOCIATION FY2025 (UNAUDITED) RESULTS

| Revenue | |
|----------------------|----------------------|
| Operating | \$10,639,926 |
| Other | 900,390 |
| Investments | 2,133,692 |
| Total Revenue | \$13, 674,008 |

| Expenses | |
|-----------------------|---------------------|
| Operating | \$9,531,974 |
| Administrative | 2,314,356 |
| Total Expenses | \$11,846,331 |

| | |
|--------------------------------|---------------------|
| Change in Net Assets | \$1,827,677 |
| Net Assets, Beginning of Year | 14,986,372 |
| Net Assets, End of Year | \$16,814,049 |

FY2025 ASSOCIATION OPERATING REVENUE (UNAUDITED)



FOUNDATION

The Marine Corps Association Foundation receives charitable contributions in support of programs and events that benefit Marines through the Marine Corps Association (MCA). The Foundation seeks philanthropic support from those who value the Marine Corps and the Marines serving today, enhancing professional military education, expanding access to member benefits, and recognizing excellence and achievement.

The Marine Corps Association Foundation is a separate and distinct nonprofit organization, charged by the Marine Corps Association's President and CEO to ensure all donations made to the Foundation directly support intended programs and to manage endowments as a perpetual source of future funding.



IN 2025, MCA SUPPORTED 86 UNITS WITH BOOKS AND ADDITIONAL PROFESSIONAL RESOURCES, HELPING TENS OF THOUSANDS OF MARINES GROW THROUGH READING AND PERSONAL STUDY.

In 2025, MCA delivered significant enhancements to the professional development of Marines through the support of its donors and contributors. The Foundation enables donors to directly support Marine education and development, facilitating a wide range of MCA programs.

Through MCA's Commanders' Forum program, more than 9,000 Marine leaders—from non-commissioned officers to senior officers—participated in battlefield studies and staff rides

worldwide. These immersive experiences provide valuable historical insights that inform modern leadership and decision-making.

MCA also continued its support of Decision Forcing Cases (DFCs), an adult learning methodology that places participants in the roles of historical decision-makers facing complex challenges. These exercises enable Marines to develop vicarious experiences, strengthen decision-making under pressure, and foster critical thinking and creative problem-solving. This element of the Commanders' Forum program has contributed to the creation of "war-fighting clubs" across the Corps, where junior leaders develop and facilitate their own cases.

Marine Corps leaders continued to leverage the Unit Library program to provide professional reading materials to Marines across their commands. In 2025, MCA supported 86 units with books and additional professional resources, helping tens of thousands of Marines grow through reading and personal study. MCA also provides Marine Corps Gazette and Leatherneck to units at the battalion and squadron level and above.



FOUNDATION CON'T.

MCA's Writing Awards program remained a key platform for professional expression and innovation. In 2025, more than 40 writing contests encouraged Marines at all levels to share ideas and solutions to challenges facing the Corps. Contributions from junior enlisted Marines to senior officers continue to inform and influence professional dialogue.

MCA also maintained its commitment to recognizing excellence throughout a Marine's career. From recruit training and Officer Candidates School to unit-level recognition, the Association provided more than 3,600 excellence awards in 2025. Over 3,300 of these awards recognized the achievements of enlisted Marines.

In total, MCA invested more than \$2.1 million in support of today's Marines in 2025, directly impacting nearly 55,000 men and women across the Corps. This work is made possible through the continued generosity of donors and supporters.



MARINE CORPS ASSOCIATION FOUNDATION STATEMENT OF ACTIVITIES

YEAR ENDED DECEMBER 31, 2025

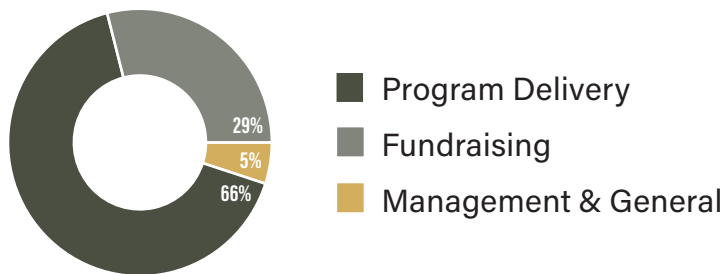
MARINE CORPS ASSOCIATION FOUNDATION

FY2025 (UNAUDITED) RESULTS

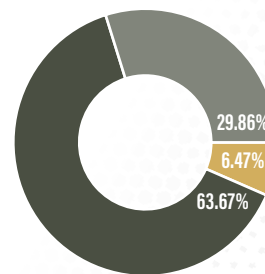
| Revenue | |
|--------------------------------|--------------------|
| Contributions | \$2,789,775 |
| Investments | 127,355 |
| Total Revenue | \$2,917,130 |
| Expenses | |
| Program Delivery | \$2,125,459 |
| Management & General | 169,885 |
| Fundraising | 944,141 |
| Total Expenses | \$3,239,485 |
| Change in Net Assets | |
| | \$(322,355) |
| Net Assets, Beginning of Year | 1,050,260 |
| Net Assets, End of Year | \$727,905 |

EXPENSE RATIOS

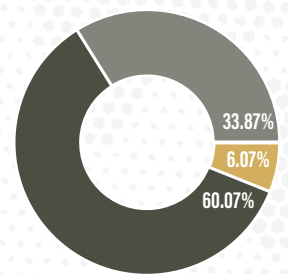
FY2025 (UNAUDITED)



FY2024



FY2023



FY2025 (Unaudited)

| | |
|----------------------|-------------|
| Program Delivery | \$2,125,459 |
| Management & General | \$169,885 |
| Fundraising | \$944,140 |



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