

**FY
22**

ANNUAL REPORT



**ASSOCIATION OF THE
UNITED STATES ARMY**

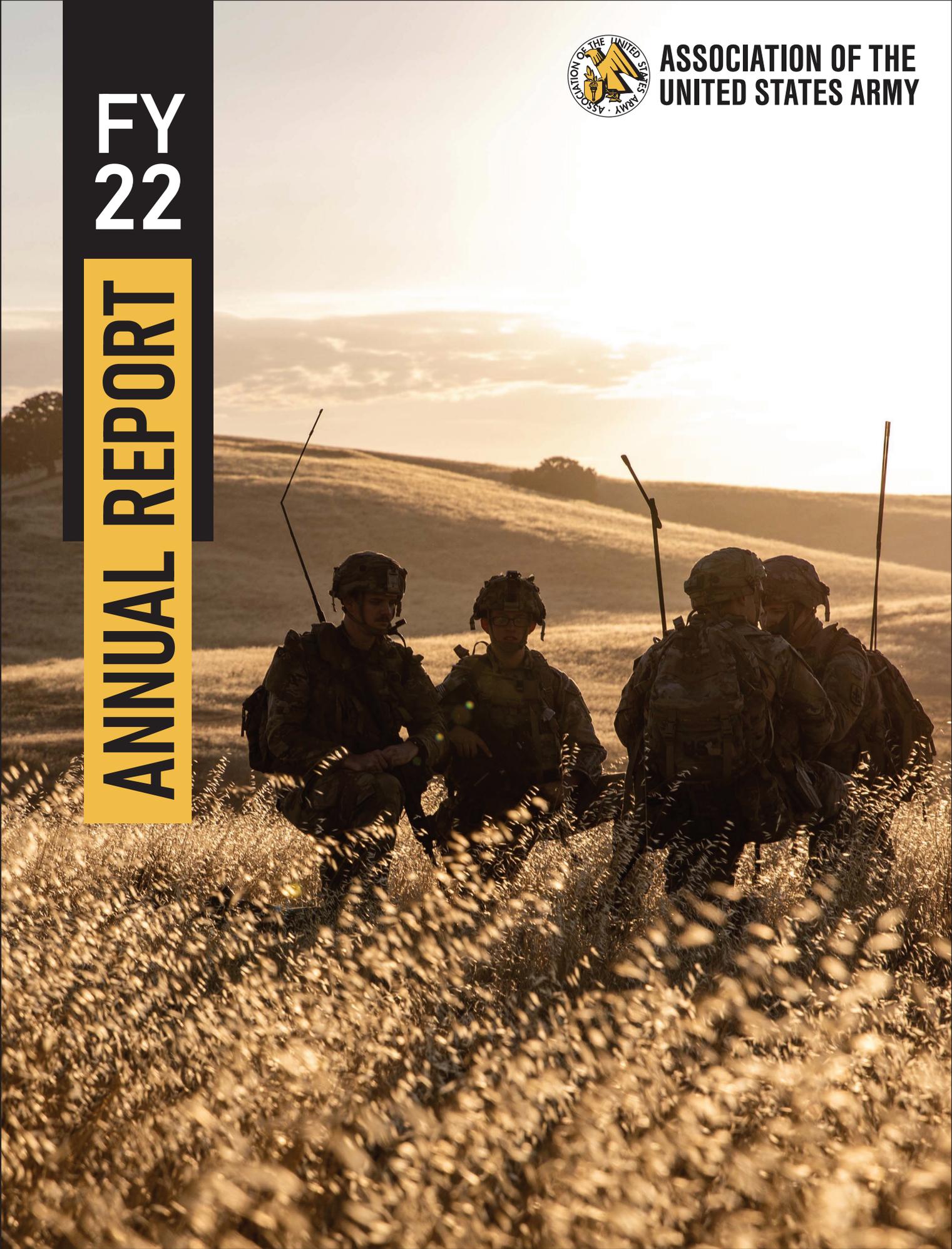


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LETTER FROM THE PRESIDENT & CEO

Fiscal year 2022 has been a good year for AUSA, and our association's operating revenue will exceed expenses by approximately \$3.9 million. I'm very proud of the team's effort to generate revenue and limit expenses.

AUSA's sustained focus on membership has driven us above 266,000 members, and the 2021 Annual Meeting and Exposition was exceptionally successful by any measure, with increased attendance and exhibit sales, higher revenue above budget, controlled expenses, new events and highly effective training for AUSA's volunteer leaders. In fiscal year 2022, our focus has also been on professionalizing business practices across the association, including continuing our efforts to modernize our information technology systems and the digital platforms that serve our members.

Our budding Center for Leadership, which is focused on the Total Army, continues to develop leadership forums and education and communications programs for emerging Army leaders and Army civilians.

We have reenergized the AUSA Book Program, a critical element of our professional development and education mission, and *ARMY* magazine remains AUSA's highest rated member benefit. The AUSA team also has led the way on podcasts, attaining outreach among some of our target audiences. We also have energized our Capitol Hill activity, becoming more active and visible than in recent years because of COVID-19 restrictions.

It has been a strong year for AUSA, thanks to the incredibly talented staff at AUSA National and our tireless volunteers across the country and around the world. As we enter a new year, we pledge to continue working hard so we can even better support the Army and its soldiers.

Sincerely,



Robert B. Brown
General, U.S. Army, Retired



GEN Robert B. Brown, U.S. Army Retired,
President & CEO

PROFESSIONAL DEVELOPMENT

As the professional association of the U.S. Army, AUSA continues to host a growing array of meetings and exhibits for the military, industry, academia and Army supporters to share ideas about current and future programs.

ANNUAL MEETING AND EXPOSITION

The largest land power exposition and professional development forum in North America, the Annual Meeting remains AUSA's centerpiece event. Spanning three days every October in Washington, D.C., the Annual Meeting returned as an in-person event in 2021 as the nation recovered from the effects of the COVID-19 pandemic.

The AUSA team worked tirelessly to make it a safe, rewarding and unique professional development forum, and more than 20,000 people attended the event, including key leaders and representatives from 68 countries. Over the course of the meeting, 25.2 million people were exposed to the #AUSA2021 hashtag.

Once again, the event featured key addresses from senior Army leaders, including new Secretary of the Army Christine Wormuth. Army Chief of Staff Gen. James McConville and Sgt. Maj. of the Army Michael Grinston also spoke, along with commanders from across the force, including Army Forces Command, Army Training and Doctrine Command, Army Materiel Command and Army Futures Command.

There were world-class forums focused on the theme "America's Army and its People, Transforming for the Future," and more than 700 exhibits across all five halls of the Walter E. Washington Convention Center.

The Army thrived during an "extraordinary" year, Wormuth said during her first Annual Meeting keynote speech as secretary, but much work remains ahead as the force prepares for the future. "We're going to have to make hard decisions and follow through on them, but the Army has never shied away from a fight," she said. "So, let's roll up our sleeves and get to work."

GLOBAL FORCE SYMPOSIUM & EXPOSITION

This three-day professional development forum in Huntsville, Alabama, typically focuses on innovating and modernizing the force for the future. While the event was canceled in 2020, 2021 and 2022 because of the COVID-19 pandemic, the Global Force Symposium is scheduled to return in 2023, with three days of programming scheduled for March 28–30 at the Von Braun Center in Huntsville.

In 2019, the last time Global Force took place, there were more than 6,800 attendees and more than 200 exhibitors.

LANPAC SYMPOSIUM & EXPOSITION

The annual international land forces event in Hawaii, LANPAC, was canceled in 2020 and 2021 because of the pandemic, but it returned in 2022 with more than 1,700 attendees. "We understand each other better when we see each other," Gen. Charles Flynn, commander of U.S. Army Pacific, said during his keynote speech.



Opening ceremony of the 2021 Annual Meeting of the Association of the United States Army.

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Attended by representatives from more than 25 nations in the Indo-Pacific, LANPAC is an important event highlighting the role of land forces in that critical part of the world. “I often refer to the Indo-Pacific as the most consequential region in history,” Flynn said, noting that the region “contains a lot of land” even if the globe shows a region with lots of water. “Through land power, we protect our nations.”

WARFIGHTER SUMMIT & EXPOSITION

The inaugural Warfighter Summit & Exposition, scheduled for July 27–28 at the Crown Complex in Fayetteville, North Carolina, near Fort Bragg, is a two-day leader and professional development event. With the theme “America’s Response Force: Ready Today, Ready Tomorrow,” the primary focus of this event is the soldier and defense industry professionals who support the warfighter.

Senior Army leaders will help kick off this new event, with presentations scheduled by Army Chief of Staff Gen. James McConville, Sgt. Maj. of the Army Michael Grinston and Gen. Andrew Poppas, incoming commander of Army Forces Command.

AUSA COFFEE SERIES

The AUSA Coffee Series, introduced in 2022, features guest speakers from the Army and DoD leadership and offers attendees an unparalleled opportunity to hear from and network with key leaders. Army Chief of Staff Gen. James McConville kicked off the series in March during a special event at the National Museum of the United States Army, drawing a large crowd interested in hearing his vision for the future.

HOT TOPIC SERIES

One-day Hot Topic forums focused on narrow subjects continue to be popular with the Army and industry partners. Because of its focus, this event allows attendees to dive deeply into a topic critical to the Army. In April, the Hot Topic focused on the Army’s Installation Strategy. Past events have focused on areas such as air and missile defense, aviation, cyber and sustainment.

CENTER FOR LEADERSHIP

Established in October 2021, the Center for Leadership was created to help educate, inspire and connect leaders of character and cohesive teams across the Army. The Center for Leadership participates in various forums and platforms to share leader development ideas and best practices, including through *ARMY* magazine, AUSA-sponsored symposiums and AUSA’s “Army Matters” podcast.



General Charles Flynn, Commanding General, U.S. Army Pacific, speaks at the LANPAC conference, 17 May 2022.

MEMBERS, PARTNERS & CHAPTERS

AUSA continued to grow its individual membership base in 2021 and the first half of 2022.

- A 4.2 percent increase in overall membership to a more than 20-year high of 266,575 on June 30, 2022, was primarily a result of expanding an initiative to team with other associations and extend AUSA membership to their members.
- While the past year saw the inactivation of two chapters, the Benelux Chapter was reactivated, giving AUSA 121 chapters entering fiscal year 2023.
- During the past year, the Region Presidents and AUSA National continued their review of chapters to identify those facing challenges in membership, volunteer leadership and programs to assist them or reorganize them under other chapters.

266,575
TOTAL MEMBERS

15,922
TOTAL LIFE MEMBERS

INDIVIDUAL MEMBERS

This past year, AUSA offered discounted membership rates as part of a Welcome Back Campaign. The effort, designed to counter the impacts of the COVID-19 pandemic and the inability of chapters to engage members in person, featured membership fees of \$30 for two years, \$50 for five years, \$400 for life, \$10 for junior enlisted/cadet/equivalent government civilian paygrade and \$15/\$30 for family members. This offer is scheduled to run through October 2022.

Along with the discounted rates, AUSA offered life members an installment plan and a special life member discount for chapter officers to recognize their volunteer efforts.

In fiscal year 2022, more than 13,000 members joined or renewed their membership. The initial success of the Welcome Back Campaign was stalled by the resurgence of COVID and its variants in many parts of the country. The individual member renewal rate across all individual membership rates was 30 percent.

13,000+
NEW OR RENEWED INDIVIDUAL
MEMBERS IN FY22

Life membership continued its steady increase, reaching 15,922 members by June 2022 after 28 consecutive months of growth. This is a 4 percent increase over the past 12 months and represents 6 percent of the total AUSA memberships.

ASSOCIATION MEMBERS

The Association Partnership Program continued to grow, adding more than 201,800 members to AUSA's rolls, and the number of Association Member organizations rose to 19 by June 2022, with four in discussion. Currently, AUSA's Association Partner memberships comprise 75.7 percent of the total AUSA membership.

NATIONAL AND COMMUNITY PARTNERS

AUSA had 591 National Partners and 2,275 Community Partners by June 2022. This is a 21 percent increase in National Partners but a 23 percent decrease in Community Partners since June 2021. Still, current membership in both programs is above the pandemic-related low AUSA experienced in February 2021.

591
NATIONAL PARTNERS

2,275
COMMUNITY PARTNERS

Additionally, the number of National Partner members (those selected by the companies to fill their 50 membership spaces) rose to over 9,000 by June 2022, an increase of 1,000 over the past year. The increase is a result of being able to conduct an in-person Annual Meeting.

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The Community Partner program, like the individual memberships, relies on chapters being able to interact with partners and potential partners in their hometowns. While many of those activities were curtailed in the past year, restoring this critical connection and the Community Partner program is a top priority for AUSA chapters in fiscal 2023.

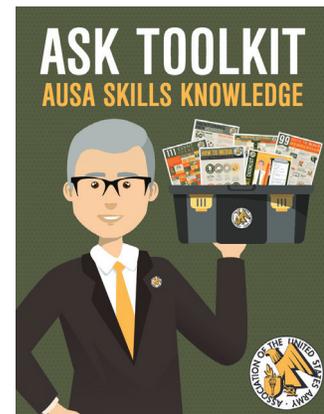
AUSA also has implemented a program to provide chapters with leads to local companies that are receiving contracts from the Army, so they can be recruited to become partners. We also are improving the outreach to Community Partners to encourage retention of existing members and educating the chapters on improving programs locally to retain them. There are plans to reach out to more lapsed Community Partners to get them to rejoin.

TRAINING

To help chapter volunteer leaders, AUSA provides annual training, resources and tools.

After a two-year lapse, a Chapter Leader Development Course was held in June 2022 for vice presidents for membership or programs to receive residence training at AUSA National Headquarters. Additionally, an afternoon of training was conducted at the Annual Meeting and Exposition for region presidents.

To model the AUSA Skills Knowledge (ASK) program, which was unveiled in 2017 to help chapters increase their membership, AUSA National worked alongside several chapters to plan, organize and conduct events for increasing membership. The ASK toolkit was refined throughout the year to capture best practices from the chapters and provide them additional tools and techniques.



CHAPTER HONORS

Best Chapter awards for 2021 were received by the Braxton Bragg Chapter (Fort Bragg and North Carolina), Arsenal of Democracy Chapter (Michigan), Indiana Chapter (Indiana), Fort Leonard Wood-Mid Missouri Chapter (Fort Lenard Wood, Missouri), Texas Capital Area Chapter (Austin, Texas), Marne Chapter (Fort Stewart, Georgia) and White Sands Missile Range Chapter (New Mexico). The Best Overseas Chapter was the GEN Creighton W. Abrams Chapter (Germany).

MARKETING

Marketing continued to build a cache of branded tools to address all stages of the membership lifecycle: brand awareness, recruitment, acquisition, onboarding, membership engagement, renewal and retention. These tools complement items in the latest version of the ASK toolkit and include AUSA promotional campaigns (members-only scholarships, cadet/junior rates and family add-ons), complimentary branded merchandise, events marketing guidance, tabling and tradeshow resources, branded content lists, direct mail and email samples, social media digital kits and earned media guidance.

Marketing also focused its efforts on the Welcome Back Campaign to attract more members to AUSA. There was expanded digital advertising and support for the chapters' return to in-person events.

Marketing tools currently focus on a mix of low- to no-cost opportunities supplementing strategic paid advertising placement to Army-only audiences. From leveraging cross-promotional partnerships with Association Members, taking advantage of AUSA sponsorship



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visibility opportunities and diversifying campaign materials for different marketing platforms, AUSA will continue to identify and pursue economic and targeted marketing options as part of a greater emphasis on delivering proactive and personalized marketing services to AUSA volunteer leaders.

AUSA recognizes volunteer leaders as its most dedicated resource for creating positive and impactful membership experiences and will continue to invest in educational resources that emphasize DoD policy compliance and easy-to-use marketing products.

AUSA fiscal year 2022 marketing goals will shift from a shorter, business-to-consumer creative and emotionally driven marketing model to a longer-term, rational and numbers-driven business-to-business plan. This shift will expand on current baseline materials to bring added value to the AUSA Industry Partner program.

Overall, the campaign will emphasize the value of AUSA industry resources, Army networking opportunities, employee training and education, marketing opportunities, influence, industry news, community recognition and valuable cost savings.

EXHIBITS & EXHIBITORS

Interest in exhibits at AUSA events remains very strong, regularly meeting or exceeding projections.

2021 ANNUAL MEETING

The Army and industry made use of every corner of the Walter E. Washington Convention Center during the 2021 annual meeting. Featuring cutting-edge technologies and solutions to support the force of today and tomorrow, there were 650 exhibits across five halls.

There were several highlights, including seven international pavilions featuring small to midsized companies from Australia, France, Germany, Greece, Israel, Korea and Norway. Three Small Business Pavilions featured more than 50 companies, and AUSA partnered with the nonprofit American Freedom Foundation to provide a Veterans Hiring Pavilion.

Additionally, the Army Exhibit featured daily presentations at the Warrior's Corner. These 40-minute sessions by key Army leaders focused on modernization and personnel initiatives underway across the force. There also was an Innovators Corner showcasing the small businesses participating in the Army's XTechSearch program.

GLOBAL FORCE

This event was canceled in 2020, 2021 and 2022 because of the COVID-19 pandemic. Planning is well underway for the 2023 Global Force Symposium, which will once again be held in Huntsville, Alabama.

LANPAC

AUSA returned to Honolulu this year and had a tremendous turnout. More than 1,700 people attended this year's LANPAC, and exhibit space was sold out.

INTERNATIONAL EXHIBITS

At EUROSATORY 2022 in Paris, there were 1,743 exhibitors from 62 countries and 39 national pavilions. AUSA organized the USA Security and Defense Pavilion, featuring 110 exhibitors covering more than 3,000 square meters.



Exhibit hall at the 2021 AUSA Annual Meeting.

INFORMATION TECHNOLOGY

AUSA's Information Technology department welcomed Lawk Salih as the new chief technology officer. He leads the association's technology and digital solutions, cybersecurity program and data and business analytics. Salih comes to AUSA with more than 17 years of experience leading technology departments and initiatives for associations and nonprofit organizations in the Washington, D.C., area.

The IT department had a successful year supporting AUSA employees, members and chapters.

One key project has been the implementation of a new Association Management System to be used by staff, members, chapters and regions to enhance our engagement with AUSA members and better serve their needs.

In the past year, the IT department integrated an ecommerce solution with the Association Management System to provide an easy-to-use experience for AUSA members when they're shopping on the AUSA website. The platform also uses state-of-the-art security to store and process members' information, encrypting the data through a secure connection.

Also completed was the integration of the eShow exhibition management platform with AUSA's Association Management System. This empowers AUSA's sales team to manage exhibitors, design and import floor plans and boost revenue for AUSA events using a single platform.

A new Chapter Leadership Portal allows AUSA chapters to design and publish their own personalized portal on www.ausa.org. This capability provides chapter leaders with an opportunity to publish their local events and programs and promote AUSA's mission in their regions.

A customer service desk captures employee and chapter member inquiries. With this project, the IT department can provide employees and members with customer service, collaboration, assistance and solutions in a timely manner.

The IT department also adopted the latest in Mobile Device Management to protect employees from external cyber threats while reducing the risk of data loss. The team also migrated employees' personal files and documents to the cloud. This reduces the reliance on on-site infrastructure while enhancing security and increasing efficiency.

As it prepares to migrate its data center to the cloud in fiscal year 2023, the IT department upgraded its network switches, power backups and disaster recovery backups.



Lawk Salih,
Chief Technology Officer



NCO & SOLDIER PROGRAMS

The NCO & Soldier Programs team continues to support the Army and AUSA, while prioritizing people and support to our association's chapters.

To connect the Army with AUSA's chapters, the NCO and Soldier Programs team continued its outreach to Army installations across the country, ensuring an understanding of AUSA's mission and the volunteer efforts of its local chapters.

The NCO and Soldier Programs team also conducted soldier education and professional development sessions and supported AUSA chapter events, such as in-person town halls, to bring together soldiers and leaders to discuss concerns and issues relating to the Army.

AUSA's NCO and Soldier Programs team also supported Sgt. Maj. of the Army Michael Grinston and his initiatives. This included providing sponsorship and support to the Senior Enlisted Training and Leader Development Conference, which was attended by about 190 nominative command sergeants major from all three components of the Army and international partner armies. The AUSA team also supported the Army Best Warrior Competition last fall, with plans to support the inaugural Best Squad Competition in fall 2022.

Our team also continued to educate and inform AUSA's members through AUSA's "Army Matters" podcast, a monthly column in the *AUSA Extra* digital newspaper, twice-weekly Soldier Today newsletters, and more. Soldier Today has grown to over 160,000 subscribers, with nearly daily requests for new subscriptions, and it continues to be popular for its emphasis on leadership and professional development, history, and nutrition, fitness and soldiering tips.

This year, the NCO and Soldier Programs team also assumed responsibility of the AUSA scholarship program, which in fiscal year 2022 provided 44 scholarships worth more than \$350,000.



FAMILY READINESS

Focusing on families remains a high priority for AUSA and Army leaders.

The popular and well-attended town hall meeting with senior Army leaders has become a premier event during the AUSA Annual Meeting and Exposition, but the Family Readiness team has been doing far more.

In line with AUSA's overall mission to educate, inform and connect, the Family Readiness team provides Army families with the tools, resources and connections needed to build and enhance resiliency and grit and to manage the challenges of military life.

The Family Readiness team supports and participates in quarterly collaboration meetings, AUSA chapter leader and new chapter presidents' development training, chapter visits and regional meetings, as well as forums at various symposia.

We also provide articles for *AUSA Extra* each month to keep members updated on our activities and the resources available to them, and support publications including *Your Soldier*, *Your Army: A Family Guide* and *Customs, Courtesies & Traditions of the United States Army: A Primer for Family Members*.

We also offer virtual and in-person events throughout the year, produce podcasts for AUSA's "Army Matters" series and keep Army families informed and connected through the Family Readiness Facebook page and other social media platforms.

The Family Readiness team also continues its relationship with Operation Deploy Your Dress, a nonprofit that provides gently used formal wear to Army family members. A highlight of the year is a popular, often sold-out pop-up event at AUSA Headquarters in Arlington, Virginia.

The Family Readiness team also represents AUSA on various boards, councils and advisory groups, including the DoD Military Spouse Employment Partnership.



GOVERNMENT AFFAIRS

AUSA has remained engaged on Capitol Hill and in the Pentagon, delivering a focused message to congressional and Defense Department leaders on behalf of the Total Army, soldiers, families and our members, and our effort succeeded on many fronts.

In line with our mission to support AUSA by advocating for the Total Army, we annually update our Focus Areas, which provide AUSA’s legislative recommendations for Congress to consider. These Focus Areas align with the Army’s fiscal year 2023 budget request and unfunded list and support the Army’s People First, Army readiness, modernization and infrastructure priorities.

The Focus Areas are developed through a comprehensive process that begins with a working group comprised of leaders from AUSA’s regions and its national headquarters. The Focus Areas are then reviewed and approved by AUSA’s region presidents, AUSA vice presidents and its president and CEO.

CONGRESSIONAL OUTREACH

AUSA’s Government Affairs team works hard to advocate in Congress in support of the Total Army.

Our team meets with members of the House of Representatives and Senate and congressional staff to grow bipartisan support for the Total Army. We place a particular focus on members and staff of defense-related committees and members of the Army Caucus. AUSA also reviews and supports legislation and drafts letters that promote the Total Army.

AUSA also invites members of Congress and congressional staff to attend the AUSA Annual Meeting and Exposition and other AUSA events for opportunities to interact with senior Army leaders and industry.

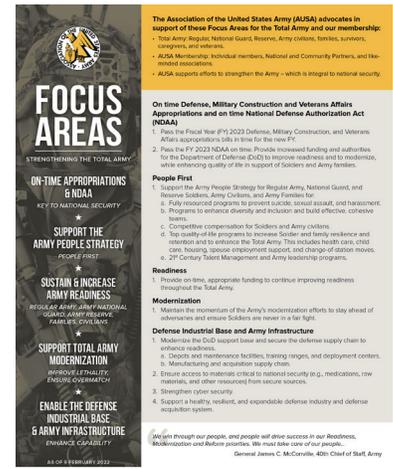
As a member of The Military Coalition (TMC), AUSA works with the coalition on issues supporting the Total Army. We also partner with other like-minded organizations on important advocacy campaigns. Partnering with TMC and other organizations enables AUSA to synchronize and amplify our impact with Congress and the executive branch.

AUSA LEGISLATOR OF THE YEAR

The Government Affairs team has plans to revitalize AUSA’s recognition program and recognize legislators who have been noteworthy in their support for the Total Army. This recognition will be bipartisan, consistent with AUSA’s guiding principles, and is expected to be ready early in fiscal year 2023.

DOD AND ARMY OUTREACH

AUSA also participates in meetings with senior DoD and Army leaders to discuss relevant topics and advocate in support of the Total Army. The meetings provide opportunities for AUSA to provide input to and receive information from senior Army and DoD leaders.



AUSA's 2022 Focus Areas outline the Association's legislative priorities.

EDUCATION, PUBLICATIONS & PROGRAMS

AUSA’s professional education program is designed to identify, discuss and influence the outcome of significant issues affecting the U.S. Army and national defense. AUSA accomplishes this goal through innovative in-person and virtual programs, as well as publications and podcasts that focus on key issues, current events and historically relevant topics.

In fiscal year 2022, there was even more emphasis on leadership programs as AUSA formed its Center for Leadership. This new center will provide a platform for the education development needed at multiple layers of the Army—NCO, officer, Army civilian and more. These in-person and virtual programs will offer an increasingly diverse selection of quality topics focused on leadership development.

Additionally, AUSA’s collection of print and digital publications continues to evolve to reach a wider audience while continuing to fulfill the association’s professional development and education missions and keep AUSA connected with the Army, our members and chapters, and the public.

ARMY MAGAZINE

Provided in print and digital formats, *ARMY* continues its focus on major challenges facing land forces and professional development, with writers ranging from retired Lt. Gen. James Dubik, an AUSA senior fellow who is a leading voice on Army operations and leadership, to U.S. Military Academy and Reserve Officer Training Corps cadets with fresh thoughts on Army Values.

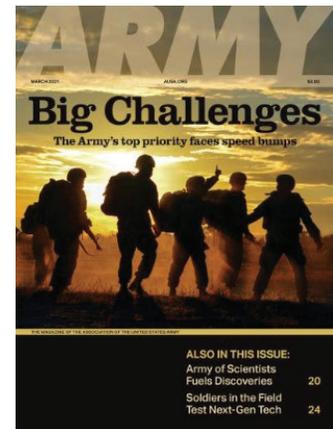
Senior Army leaders write or are interviewed in almost every issue of the magazine. In March 2021, the magazine looked at the challenges facing the Army as it strives to modernize the force. In May 2021, *ARMY* focused on the evolving threats in the critical Indo-Pacific theater, and in August 2021, Sgt. Maj. of the Army Michael Grinston talked about his efforts to improve the culture of the Army and build an environment in which soldiers can thrive and succeed.

Professional development remains a major focus of the magazine. In February 2021, the leaders of the Army’s Armor School wrote about how the schoolhouse is adapting to train crew members for a complex future battlefield. In April 2021, the cover story outlined how the Army adapted so that it could safely and effectively continue to train soldiers—from basic training to combat training center rotations—amid the COVID-19 pandemic.

The *Green Book*, our annual October edition of *ARMY*, remains popular after it was overhauled in 2017 and features interviews with the Army’s top leaders as they outline their initiatives and goals for the coming year.

AUSA BOOKS

AUSA’s Book Program continued its graphic novel series on Army Medal of Honor recipients. First produced in 2018, the popular series produces four new digital graphic novels each calendar year, followed by a printed compendium released in time for the AUSA Annual Meeting and Exposition.



ARMY magazine, March 2021 issue.

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Among those highlighted in fiscal year 2022 are Lt. Col. William “Wild Bill” Donovan, the World War I hero who went on to lead the agency that would become the CIA; retired Col. Roger Donlon, the first person in the Vietnam War and the first Green Beret to receive the Medal of Honor; 1st Lt. Vernon Baker, who led his platoon in an assault on a German stronghold in the mountains of Italy during World War II; and Cpl. Mitchell Red Cloud Jr., the Korean War hero who single-handedly held off the enemy so his fellow soldiers wouldn’t get overrun.

In addition to the graphic novels, AUSA and its publishing partners in the United States and United Kingdom covered many topics in books, including the stories and actions of the soldiers of the 11th Armored Cavalry Regiment in Vietnam, a memoir by a former Supreme Allied Commander of NATO forces in Europe, and the inside story of a top-secret intelligence mission that helped win World War II.

AUSA EXTRA

Launched in May 2019, this weekly digital newspaper is the successor to the monthly *AUSA News*, which was born in 1978 as a publication targeted at corporate members of the association.

Released every Thursday, *AUSA Extra* combines Army-related news and announcements with highlights from regional and chapter events and rotating reports from AUSA departments. It takes the place of several monthly and weekly publications.

AUSA also produces special editions of *AUSA Extra* in conjunction with the Annual Meeting and Exposition and other key events. In 2021, highlights from the Annual Meeting filled a 30-page special edition of *AUSA Extra*.

AUSA’S FIVE THINGS

A Monday morning digital publication, AUSA’s Five Things remains a popular tip sheet for what’s happening in the Army. Sent at 6 a.m. Eastern to AUSA members, it talks about Army issues and accomplishments, legislation and events.

LAND WARFARE PAPERS

This series is an outlet for research on defense and national security issues that serves to inform and influence opinions. These original essays are written by defense experts and screened for publication by AUSA’s editorial board, and it featured topics such as the role of drones in future terrorist attacks and the role of the Army’s security force assistance brigades in strategic deterrence.

LANDPOWER ESSAYS

This series features original, opinion-style essays on timely defense topics that aim to stimulate professional discussion and further public understanding of the role of the Army in national security. While the Land Warfare papers are heavily focused on research and are more academic in tone, the Landpower Essays encourage a more conversational and reflective approach. In the past year, essays included an examination of the impact of Afghanistan operations on future U.S. strategy development and the development of Mobile Protected Firepower.



Volume 3 of the Medal of Honor graphic novel series.

SPECIAL REPORTS

These publications are short papers, midsize pamphlets or longer handbooks that aim to inform our constituents and increase professional development for soldiers, families and all those who support the defense community.

One highlight is the *Profile of the U.S. Army: A Reference Handbook*. This special report is a user-friendly reference for readers unfamiliar with the U.S. Army. It describes the Army's role as a key element in the national security structure and highlights the Army's organization. *Profile of the U.S. Army* contains information and graphics on the American soldier, uniforms, command structure, Army families and current operations. It also features an index of maps illustrating the Army's combat corps and divisions, Army National Guard divisions and brigade combat teams, and Army Reserve major commands and direct reporting units.

PODCASTS

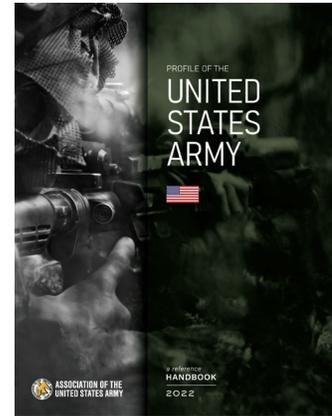
AUSA's "Army Matters" podcast series features a rotating cast of hosts who provide vital information on Army and defense issues through interviews and conversations with both military and civilian experts. The goal of the podcast is to educate, inform and connect with the public—extending AUSA's educational reach to current and future members. The target audience encompasses the Total Army, to include soldiers, Army civilians and their families, as well as anyone with an interest in the Army and defense communities.

SOCIAL MEDIA

AUSA's social media reach includes Facebook, Twitter, Instagram and LinkedIn.

NOON REPORT

In January 2022, AUSA combined its Noon Report and Thought Leaders online seminar series while maintaining the Noon Report name. Featuring presentations by senior Army leaders as well as contemporary military authors who weave together the past, present and future story of the U.S. Army, AUSA hosts approximately three Noon Report events a month, with an average viewership of 200 people per seminar.



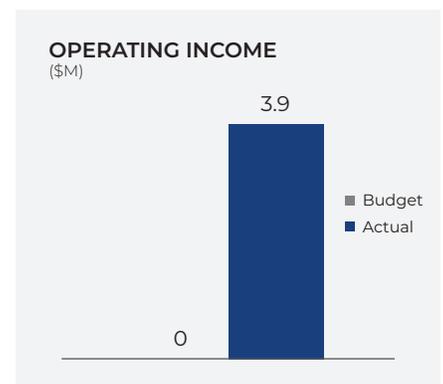
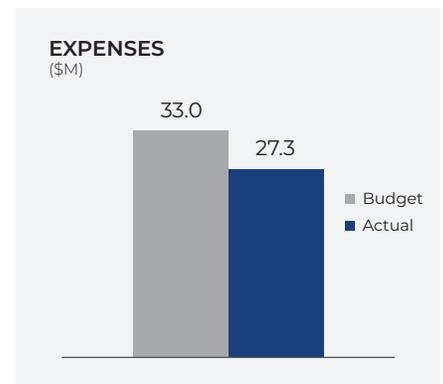
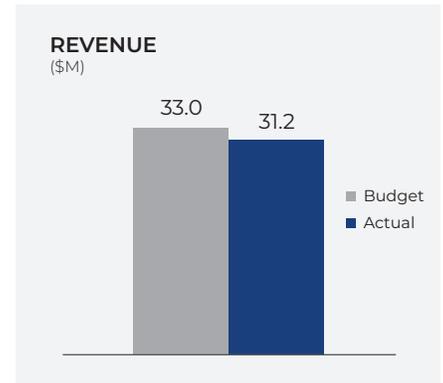
The 2022 *Profile of the United States Army*.

STATEMENT OF FINANCIAL POSITION

For the fiscal year ending June 30, 2022, AUSA had \$31.2 million in revenue and a positive operating income of \$3.9 million. These strong financial results were primarily due to a highly successful 2021 Annual Meeting and Exposition and Eurosatory 2022, which together generated \$20 million in revenue and exceeded budget expectations. Revenue shortfall from budget was driven by cancellation of the 2022 Global Force Symposium and Exposition due to COVID-19 concerns. Operating performance was further supported by a continued focus on cost-saving initiatives.

AUSA’s strong cash position and debt-free balance sheet has enabled the association to fund strategic initiatives such as donating to causes aligned with our overall mission and making capital improvements to AUSA’s headquarters. AUSA made \$1.2 million in strategic industry donations, as directed by the Board of Directors, to help combat food insecurity.

In fiscal year 2023, we will continue to focus on revenue growth, margins, cost control and cash generation. Operating income will be one of our key performance metrics. AUSA’s management is committed to building a talented team to deliver positive operating results and building strong reserves—all important and necessary for the association to serve and support the Army and our soldiers well.



AWARDS

2021 AUSA NATIONAL AWARD RECIPIENTS

**GENERAL GEORGE CATLETT
MARSHALL MEDAL**

Sgt. Maj. of the Army Kenneth O. Preston
U.S. Army Retired

**SERGEANT MAJOR OF THE ARMY
WILLIAM G. BAINBRIDGE MEDAL**

Command Sgt. Maj. Donald Thomas
U.S. Army Retired

**MAJOR GENERAL JAMES EARL
RUDDER MEDAL**

Lt. Col. John Dyess
*U.S. Army Retired, United States Army
Reserve Ambassador Emeritus, Tennessee*

JOSEPH P. CRIBBINS MEDAL

James Martin, PhD
*Dean and Professor Emeritus, United States
Army Command and General Staff College*

**AUSA NATIONAL SERVICE
AWARD**

**United Services Automobile Association
(USAA)**

THE WALTER T. KERWIN JR. AWARD FOR READINESS

**152nd Combat Sustainment Support
Battalion (CSSB)**
*South Dakota Army National Guard
Training Year 2020*

**GENERAL CREIGHTON W.
ABRAMS MEDAL**

Gen. Gustave Perna
U.S. Army Retired

**MAJOR GENERAL ANTHONY J.
DREXEL BIDDLE MEDAL**

Col. William Glenn Yarborough Jr.
U.S. Army Retired

**LIEUTENANT GENERAL RAYMOND S.
MCLAIN MEDAL**

Maj. Gen. Joseph Jarrard
*Deputy Commanding General, Army
National Guard, United States Army
Europe and Africa*

JOHN W. DIXON MEDAL

James Schenck
*President and CEO, Pentagon Federal
Credit Union*

**AUSA VOLUNTEER FAMILY
OF THE YEAR AWARD**

1st Sgt. Justin Dixon and family

**324th Expeditionary Signal Battalion
(ESB)**
*U.S. Army Reserve
Fort Gordon, Georgia
Training Year 2020*



The General George Catlett Marshall Medal being presented to retired Sergeant Major of the Army Kenneth O. Preston.