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### MARINE CORPS HERITAGE FOUNDATION

Statement of Mission and Vision

### Mission

The Marine Corps Heritage Foundation, a non-profit 501(c)(3) organization established in 1979, preserves and promulgates the history, traditions, and culture of the Marine Corps and educates all Americans in its virtues. The Foundation directly supports the historical programs of the Marine Corps in ways that might not otherwise be available through appropriated funds. To fulfill this purpose, the Foundation vigorously seeks financial support to complete the National Museum of the Marine Corps and Heritage Center and to promote and endow the Marine Corps' long-term historical research and educational activities.

### VISION

To fulfill the mission and vision for the continual development of the Marine Corps Heritage Center and completion of the National Museum of the Marine Corps, the Foundation raises funds by reaching out to individuals, corporations, organizations, and foundations in order to preserve and promulgate the history, traditions, and culture of the Marine Corps.

The Marine Corps Heritage Foundation will honor the trust of its supporters by:

- Planning and funding the completion of the National Museum of the Marine Corps and Heritage Center.
- Growing an endowment fund that supports and expands programs focused on the culture, history, and values of the Marine Corps.
- Continuing to set an example through our leadership, strategic direction, and financial oversight of this effort because Marines, their families, and all Americans deserve no less.

FUNITED STATES



### Gen Walter Boomer, usmc (ret)



"Honor, Courage, Commitment." These three words capture the ethos of the US Marine Corps, the creed by which all Marines live. "Commitment" has special meaning to me as I reflect on my now three years of service as Chairman of the Marine Corps Heritage Foundation. Through the support of thousands of Marines, Marine veterans, families, businesses,

and friends, we have built a superb facility, the National Museum of the Marine Corps and the Marine Corps Heritage Center. In the Museum, we tell the story of our Corps and the Marines who comprise it. I thank all of you for your financial support, for your visits to the museum, and for your unwavering commitment to preserving our history.

But our mission is not complete. The story of the Marine Corps continues to unfold, and we have much work to do to tell it properly. The next phase of construction on the Museum will honor the commitment of Marines from 1975 to the present day. New galleries and artifacts will depict how Marines continue to support the greatest The next phase of construction on the Museum will honor the commitment of Marines from 1975 to the present day.

of causes-freedom-throughout the world. Many of these veterans will one day visit our museum and say to their families, "Yes, I was there."

Preserving this legacy is central to the Heritage Foundation's mission. On behalf of the Directors and staff of the Marine Corps Heritage Foundation, I thank you for your continuing support and generosity. In these difficult economic times, I am encouraged that our motto-Semper Fidelis-prevails and that we can always rely on the commitment of our fellow Marines and their loved ones.

Semper Fidelis,

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### PRESIDENT'S NOTES

LTGEN ROBERT R. BLACKMAN JR., USMC (RET)



n the winter of 1813, Andrew Jackson wrote to his wife Rachel. "I led them into the field. I will, at all hazard and

risk, lead them out." To me, this simple statement explains the responsibility all leaders bear—a responsibility to care for subordinates and complete the mission-but a responsibility that makes its highest demands of the leader in charge.

Since 1775, Marine leaders have accepted this extraordinary responsibility. From the sergeant squad leader to the Commandant, our history as Marines compels us to accept the burden of leadership and strive at all costs to protect our Marines from harm.

This is the legacy of the Marine Corps. Whether we serve with a deployed unit or at home, active or reserve, young or old, currently serving or veteran, we feel a duty to our fellow Marines. For example, Timothy T. Day served our Corps from 1959 to 1962, and through the lessons of leadership as an officer of Marines, he built a successful business in the private sector. His recent gift of \$12 million to the Marine Corps Heritage Foundation supports the legacy of the US Marine Corps. His gift will allow us to continue to tell our story to future generations of Americans, a story that emphasizes honor, courage, and commitment.

Many do not realize that the National Museum of the Marine Corps is not yet complete. Our 2013 fundraising efforts will continue to focus on being able to tell the stories of today's Marines. Mr. Day's recent contribution was the lead gift toward construction of new galleries that will tell the stories of Marines who have served since 1975. The galleries will include exhibits on our Marine history in Beirut, Desert Shield

and Desert Storm, Somalia, and more than a decade of combat in Iraq and Afghanistan. The donation will also fund the creation of the Timothy T. Day Overlook in Semper Fidelis Memorial Park, creating an inviting view of the Museum, Chapel, and Park for visitors. Your support, large or small, and dedication to the Foundation's cause will help us achieve our goal: to preserve and promulgate the history, traditions, and culture of the United States Marine Corps.

Here are notable accomplishments since our last update:

Thanks to the loyalty of our donors, the Foundation successfully raised \$10.08 million in new gifts and pledges during 2011 versus a goal of \$9.8 million. This year's goals are aggressive once again, with a target of \$11 million to be raised toward our overall \$64 million goal.

> Our 2012 Awards Program was a huge success, receiving nearly triple the number of submissions than in years past.

- The number of visitors to the National Museum has reached 3 million since its November 2006 opening. Next year will be a busy year with 60 weddings and receptions, 10 reunions, 10 corporate events, 40 retirement ceremonies, and three OCS commissionings already booked.
- Through academic year 2011-2012, 161,000 school-aged children have visited the facility as part of organized school tour groups led by an educator. Through the educational programs including Teacher in Residence, Teaching Trunks, Geography Awareness'"Afternoon at the Museum," Family Days, Chesty's Puppet Theater, and Scouting programs, the Museum's Education Department provided opportunities for students and teachers to learn about United States history as seen through the eyes of Marines.

- Thanks to Chuck and Rita Scianna's most generous donation, we have added Chesty's Corner and Chesty's Dock activity/exhibit areas, which marked a major milestone for the education team as we expanded our galleries for our youngest visitors. These additions have been a great success and are much visited parts of the Museum.
- Semper Fidelis Memorial Park has added 26 monuments along the pathways with more to come. We hope you share in our excitement of the new Lieutenant General Lewis B. "Chesty" Puller monument dedicated this past November at the Puller Overlook. This Overlook is the most prominent site within the Park and provides a spectacular view down to the National Museum of the Marine Corps. Artist and Marine Terry Jones of Jones Sculpture, Inc., created the eight-foot bronze figure and monument. It is sure to be a much-visited site in the Park. We thank the Marine Corps League for sponsoring this monument.
- Our 2012 Awards Program was a huge success, receiving nearly triple the number of submissions than in years past. We hope for just as many if not more for the 2013 program. Submissions will be accepted from September 15, 2012, to January 7, 2013.
- The National Museum of the Marine Corps Virtual Tour has been updated with the addition of the Defending the New Republic, Global Expeditionary Force, and World War I Galleries, as well as new docent interviews. Now everyone around the world can visit the Museum by going to www. virtualusmcmuseum.com.

For 2013, the Foundation will continue to pursue the accomplishment of our mission in a variety of ways:

■ To be completed in 2014, construction will begin on the final portion of Heritage

# CHAPEL PHOTO: FENTRESS ARCHITECTS

### PRINCIPAL MANAGER, CONSTRUCTION PROJECTS NOTES

BGEN GERALD L. McKay, USMC (RET)

from page 4

### President's Notes

Center Parkway and widening of Route 1 to support an additional entrance to the Heritage Center. This new entrance will enhance the visitor experience with views of the now completed Semper Fidelis Memorial Park, the Semper Fidelis Memorial Chapel, and a stop at the Timothy T. Day Overlook.

- Thanks to the Sgt Reckless Memorial Fund, next summer we will be placing a monument honoring the Marine Corps' well-known Korean warhorse. A member of the Recoilless Rifle Platoon in the 5th Marine Regiment's Anti-Tank Company, Sgt Reckless was trained to carry the heavy loads and, on command, to lie down quickly when under enemy fire. He became an integral part of the platoon.
- With the help of a generous gift from Lockheed Martin, we continue to develop plans for a giant screen theater inside the museum and the production of a spectacular Marine-themed film thanks to the generosity of the Boeing Company.
- We are raising funds to complete the Museum with the addition of the following new galleries: From Beirut to the Attacks of 9/11, 1976-2001; Global War on Terror; Sports Hall of Fame; a combat art gallery and an education hub creating two classrooms; and an activity area inside the Museum.

These classrooms will be able to host school groups and lectures in order to educate visitors about the Corps. The new galleries will include artifacts such as an F/A-18 and M198 Howitzer "Damn Yankee" from Desert Storm, a AH-1W Helo and Dragoneye UAV from Operation Iraqi Freedom, and an MRAP from Iraq 2005.

Semper Fidelis,

PRYlackman



Since the publishing of the Sentinel last fall, we have been actively planning for several significant projects.

I am happy to report that the Commonwealth of Virginia has recently awarded the Foundation a grant of \$4.9 million dollars to be used for constructing the final portion of Heritage Center Parkway and a required widening of Route 1 to support the new entrance that is part of the Parkway extension. As our visitors enter the Marine Corps Heritage Center, the new entrance and the extended Parkway will provide them with views of the now completed Semper Fidelis Memorial Park and the Semper Fidelis Memorial Chapel. We are anticipating that construction on the Parkway will commence later this year and will be completed in 2014. An exciting addition to the Heritage Center that will be constructed as part of the project will

be the Timothy T. Day Overlook. Made possible by a donation from the Timothy T. Day Foundation, this Overlook will provide views into a large portion of Semper Fidelis Memorial Park as well as visions of the National Museum of the Marine Corps and Semper Fidelis Memorial Chapel.

Semper Fidelis Memorial Park continues to mature with the installation of 26 monuments and over 20.000 commemorative bricks. In October, we placed a monument of Lieutenant General Lewis B. "Chesty" Puller on the prominent Puller Overlook that provides a panoramic view of the National Museum of the Marine Corps and the surrounding campus. Noted sculptor Terry Jones was commissioned to create this eight-foot monument, with financial support from the Marine Corps League. The Park, together with Semper Fidelis Memorial Chapel, all of its associated memorials and other statues, continues to be and will remain a fitting tribute to all who have served our Corps.





Semper Fidelis Memorial Chapel

# Former Marine donates \$12 Million to help complete Heritage Center

ormer Marine and Bar-S Foods CEO Timothy T. Day donates \$12 million to Marine Corps Heritage Foundation. This donation will fund the Heritage Center Scenic Overlook and Support Completion of the National Museum of the Marine Corps.

The Marine Corps Heritage Foundation (MCHF) is pleased to announce its largest individual contribution to date. Timothy T. Day, Chairman and CEO of Bar-S Foods, has granted the MCHF a \$12 million donation through the Timothy T. Day Foundation. The donation is a lead gift toward the completion of the National Museum of the Marine Corps' galleries, telling the stories of Marines who have

served since 1975. The donation will also fund the creation of the Timothy T. Day Overlook, to be located in Semper Fidelis Memorial Park. The new overlook will create an inviting view of the Museum, Chapel, and Park for visitors and will be a fitting location for future Museum and MCHF ceremonies.

As part of its mission to share the history, traditions, and culture of the Marine Corps, the MCHF is working to complete the

development and construction of the Marine Corps Heritage Center, which includes the National Museum of the Marine Corps and Semper Fidelis Memorial Park. The Museum opened with exhibits documenting World War II. Korean War, and Vietnam War, as well as galleries on boot camp and combat art. Three additional galleries interpreting the period from 1775 through the Civil War, the Age of Expansion, and World War I opened in 2010. The exhibits telling the story of Marines who have served since the Vietnam War are scheduled to open in 2017.

"When the Marine Corps Heritage Foundation announced it was seeking donations to construct exhibits in the

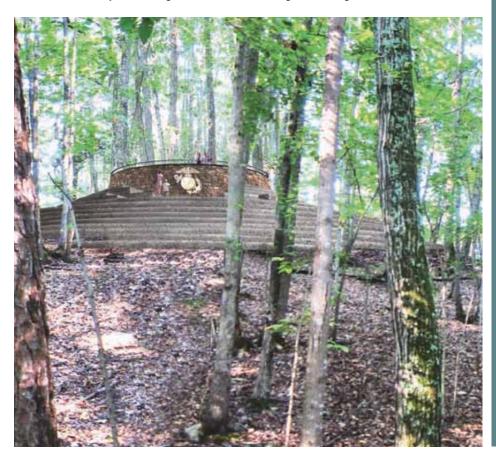


National Museum of the Marine Corps to honor those Marines who served since the end of the Vietnam War, Tim Day stepped up to help make sure their stories are told," said LtGen Robert R. Blackman, Jr., President and CEO of the Marine Corps Heritage Foundation. "The Foundation feels a duty to recognize those who made history in Beirut, Desert Shield and Desert Storm, Somalia, and those who have served more than a decade of continuous combat in Iraq and Afghanistan. Tim Day's generous contribution also ensures the creation of a beautiful overlook that will enrich visitors' time at the Heritage Center. He shares our vision and is an inspiration to all Marines." The donation is a significant boost to the MCHF's campaign to raise the \$64 million current financial requirement to complete the Marine Corps Heritage Center.

Day is the recipient of the 2012 MCHF John A. Lejeune Recognition

for Exemplary Leadership award, which recognizes an individual who epitomizes the core values of honor, courage, and commitment. He made his surprise gift announcement during his acceptance of the Lejeune Award this past spring.

Through the Timothy T. Day Foundation, Day provides additional support to Marines through two ongoing fellowships at Harvard Business School. He sponsors The Marine Corps Entrepreneur Fellowship, started in 2005, to provide financial support to distinguished MBA students who have demonstrated hands-on leadership as Marine officers. Day also began The Marine Corps Executive Education Fellowship in 2011, creating opportunities for promising Marine career officers to attend Harvard Business School's Advanced Management Program. \*



# Create Your Legacy with the Marine Corps Heritage Foundation – Join the 1775 Society

The Marines who have named the Marine Corps
Heritage Foundation as a beneficiary of their estate
often say it is because the Corps made them who they
are today and they want to give something back. They
are passionate about the importance of completing the
National Museum of the Marine Corps to display and
preserve this proud history of the Corps for generations
to come. They also appreciate the need for future
resources to help sustain our work.

If you feel as they do, consider creating your own legacy with the Marine Corps Heritage Foundation. By doing so, you will help continue our efforts to preserve and promulgate the history and traditions of the United States Marine Corps. Ways to create a legacy include: creating a bequest in your will or living trust; or naming the Foundation as a beneficiary of a retirement or financial account or a life insurance policy.

Membership in the 1775 Society is for those individuals who have named the Foundation as a beneficiary of their estate. To date, we have over 130 members. If you have named the Foundation in your estate plan and haven't disclosed that to us, please let us know. We would like the opportunity to thank you and welcome you to our 1775 Society. As a member, you'll have the great satisfaction of knowing your gift will help the National Museum of the Marine Corps preserve and exhibit the history of the U.S. Marine Corps and honor the commitment, accomplishments, and sacrifices of all Marines.

For more information on enrollment into the 1775 Society or on gift opportunities, please contact:

Gayle Union, Manager, Planned Giving
Marine Corps Heritage Foundation
3800 Fettler Park Drive, Suite 104
Dumfries, VA 22025
Phone 703.586.7463
E-mail union@marineheritage.org.

Or, visit our web site, www.marineheritage.org/ plannedgiving. Thank you! All inquiries are confidential.

# Leadership, Photography, Non-Fiction, Reporting, Film, and More

The 2012 Awards Program was a Huge Success

Angie Morgan

AWARDS COMMITTEE CHAIR

The Marine Corps Heritage Foundation's 2012 Annual Awards
Ceremony was an evening of great celebration as Marines and friends of the Corps gathered to recognize those who have contributed significantly to the Marine Corps' rich heritage.

The evening began with a private ceremony for award recipients whose works have been shared across diverse mediums, such as the silver screen, in regional and national publications, and via social media. Each award recipient was presented with a medal, a \$1000 cash award, and a brick that will be placed in their honor within Semper Fidelis Memorial Park.

Among the many highlights of the evening was the presentation of the John A. Lejeune Recognition of Exemplary Leadership Award, which was given to Timothy Day, Chief Executive Officer of Bar-S Foods. During his acceptance address, he announced his lead gift of \$12 million dollars to the MCHF that will go toward completing the final phase of the National Museum of the Marine Corps and the Timothy T. Day Overlook.

The evening concluded with an address by General James Amos, Commandant of the Marine Corps, who shared with the audience the history that is being made by current Marines deployed around the globe.

The 2013 MCHF Awards Program launched and we are excited to be accepting award submissions until January 9th for all who are interested in sharing their work for award consideration.



Timothy T. Day, recipient of the John A. Lejeune Recognition for Exemplary Leadership Award.

For more information, please visit: www.marineheritage.org/awards.asp. Below is a complete list of the 2012 MCHF awards and award recipients:

The John A. Lejeune Recognition for Exemplary Leadership—Mr. Timothy T. Day, Chairman and CEO, Bar-S Foods, for his demonstrated leadership in his profession that is clearly exemplary and worthy of emulation and for epitomizing the core values of Honor, Courage, and Commitment, leadership traits and principles ascribed to by the United States Marine Corps.

The Colonel Joseph Alexander Award-Mr. Charles Jones for his biographical book, "War Shots: From Tarawa to Iwo Jima, Norm Hatch's Marine Camera Crusade."

The Sergeant Major Dan Daly Award-Mr. David Gilkey, staff photographer for National Public Radio, for his still photography album submission, "Marines Fight on in Afghanistan."

The Drama Award-Mr. William Broyles, Jr. for his many military themed works that include the book "Brother in Arms," as well as screenplays for "Flags of Our Fathers," "Jarhead," "Apollo 13," and "Khe Sanh" as well as a screenplay adaptation of the WWII novel "Earth, Wings, and Fire." He was the co-creator of "China Beach" and wrote many episodes for the series.

# EVENT PHOTOS: JOHNNY BIVERA

Thirty-fifth Commandant of the Marine Corps, General James Amos.

The Robert A. Gannon Award -Mr. Robert A. Hall for his volume of original verse dealing with Marine Corps life, "Old Jarhead Poems: The Heart of a Marine."

The General Roy S. Geiger Award-Major Ryan Hough, USMC, for his aviation article "It's MUG Time," published in The Marine Corps Gazette, July 2011.

The Sergeant William Genaust Award-Mr. Marshal Ivan Kander for his short film "Survive. Recover. Live," which documents the recovery process of his Marine friend Rob Jones, who lost his legs in Afghanistan.

The General Wallace M. Greene, Jr. Award -Dr. David Ulbrich for his book "Preparing





## Artifact Worksheet and Surgeon Kit...Must Be Intern Season!

### Charles Grow

MUSEUM DEPUTY DIRECTOR

The National Museum of the Marine Corps continues to press toward achieving accreditation by the American Association of Museums and completing the exhibit designs for the Final Phase of construction. Each of these major projects could consume staff time, given the work involved in daily operations 364 days per year. To offset the delta between mission goals and resource availability, the Museum relies on a cadre of highly motivated collegiate interns.

This year the Marine Corps Heritage Foundation graciously provided \$44,000 in stipends for 17 interns who worked a total of 5,517 hours. Put another way, the interns were able to augment Museum staff by two and a half man-years. The following provides a glimpse into the intern projects in their own words.

Stephanie Washburn is a graduate student in the Applied History Master's Program at George Mason University.

As an intern with the curatorial branch in the general section at NMMC, I gained valuable experience with museums and public history. I learned the process of how donations are researched and brought before the Collections Committee before being accessioned into the collection. The process includes researching the donations, sometimes with help from the General Alfred M. Gray Research Center archives or utilizing the documents on ancestry.com to track a Marine's career through muster rolls before writing up an Acquisition Recommendation form that is presented to the other curators and the registrars and the artifact is voted into the collection.

The most nerve-wracking part of the internship was cataloging and photographing the artifacts within the general collection because I had no previous experience with cataloging.

However, after cataloging artifact after artifact from sweetheart jewelry to a 1907 saddlebag, I began to be more comfortable with the process and more confident in my cataloging abilities. As I begin my Master's Program in Applied History at George Mason University, I will be able to use this internship to better understand my class material and gain experience within public history.

Laura McKee is a Master of Arts candidate in the Museum Studies program at The Johns Hopkins University:

The National Museum of the Marine Corps is the sixth museum at which I have had the pleasure and honor of interning in the area of collections management. During each of these prior internships I learned about one or more different aspects of the crucial museum practice of collections management, of which there are very many.

This summer, as a curatorial services intern at the NMMC, I learned how to handle, document, and re-house a wide array of interesting and challenging artifacts from the General Collection, including musical instruments, uniforms, medals, jewelry, currency, commemorative and presentational objects, military ephemera, personal effects, statuary, and even a Vietnamese grave marker. My most demanding project was cataloguing the 246-item matchbook collection



NMMC Intern Alex Jabs at work, Summer 2012.

created by William Lemly. I also enjoyed assisting with artifact research and with gathering various types of data on potential artifacts to be displayed during the upcoming A Tribute In Silver exhibition. In addition, I learned a great deal about modern archival materials and proper methods of conservation. These experiences were critical to my training because I hope to be able to offer potential employers the skills and experience to work as a registrar or collections manager for any type of collection and to do so with total confidence and competence.

If I continue my internship through the Fall, I would like to take advantage of the opportunity to develop an Artifact Cataloguing Worksheet to standardize the steps that are involved in documenting objects in the General Collection. Another invaluable project would be learning how to compose an Acquisition Recommendation

PHOTOS: MUSEUM STAFF

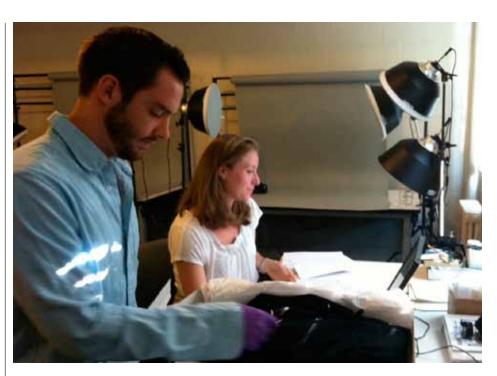
Form. These tasks would both enhance my professional knowledge and allow me to continue assisting the NMMC with its collections management and registrarial needs.

Jessica Eustace graduated from Mary Washington University with a Bachelor of Arts degree in Historic Preservation and a minor in Museum Studies in May 2012.

This summer I was an intern with the Education Department of the National Museum of the Marine Corps. I've volunteered with multiple institutions that were museum or public related, but this was the first time I actually got to work with a large museum's education department. This was one of the major reasons I was really excited to be working at the museum!

The experience at NMMC was amazing and so rewarding for me. I learned so much about museum education departments and museums in general. It was also a great way to apply everything I have learned when I was in college. The main project I worked on this summer was developing and finalizing the Semper Fun History Camp schedule and activities. We utilized a lot of activities the Museum has done for family days, but I also created a number of things for the children to do as well. Some of my favorite projects for the camp were the trench warfare game and the Civil War surgeon kit. Once the camp was finalized, the next step was to put these games, crafts, and activities to use. I loved working with the children at the camp! It seemed like the children really enjoyed it as well, which made the camp that much more successful! Along with working on the camp, I gave tours of the Museum geared toward small summer camp groups, who had children ranging in age from 5 to 12. I also helped in keeping the new children areas, Chesty's Dock and Chesty's Corner, squared away.

The experience at the NMMC has been incredible and enriching. I am so glad I was able to work here this summer! It has been my best museum encounter yet and has made me love the profession even more than I already did!



NMMC Interns Matt Robertson and Stephanie Washburn cataloging artifacts, Summer 2012.

Alex Jabs is an undergraduate art student at Virginia Tech.

As an art student at Virginia Tech, I had no idea what to expect coming into my internship at the National Museum of the Marine Corps, Having held several internships in different fields, this was my first opportunity to work in a museum. Within my first few days here I was immersed in the operations of the Exhibits Department. The depth of knowledge and passion that the Exhibits Department staff have for their work was immediately evident. Working with such passionate and knowledgeable people presented the unique opportunity to not only learn from my peers but develop a passion for the work as well. The majority of my time here was spent working on the paint schedule for the museum. Going into somewhat of a mundane task, I didn't expect to take nearly the amount of knowledge from it that I came away with. Doing such a task taught me some of the intricacies that go into the design of the different exhibits. Never would I have expected, or noticed, the 52 different paint colors that go into the exhibits. I soon learned

these paint colors made each exhibit unique and created different moods coinciding with the time periods and missions. When I was not working with the paint schedule I was able to participate in several different aspects of production. One of my favorite opportunities was being able to install the Semper Fly exhibit. The amount of attention to detail was unbelievable and it reiterated the passion that went into its production. The Semper Fly exhibit also presented the opportunity to air-brush a backdrop for an artifact case. As a first-timer, I learned a lot about the technique that goes into creating a painting of this sort. Being present for the beginning stages of developing the designs for Phase 2, I was able to see the amount of work and planning that goes into such an undertaking.

This opportunity has given me a new passion for museum work and presented me with a viable path to head down with an art degree. I have gained a great amount of knowledge from the people here in the Exhibits Department and

# State of Marine Corps History, Updated

by Dr. Charles P. Neimeyer

DIRECTOR OF MARINE CORPS HISTORY

This past year has been one of progress and purpose for the Marine Corps History Division. Since last October, the Division has partially recovered from the USMC-wide personnel hiring freeze and we were able to hire a new Reference Branch Head, Colonel Peter Ferraro, USMC (Ret.). A native of Long Island, New York, Colonel Ferraro recently retired as the Head of the USMC Enlisted Assignments Branch here at Quantico, Virginia. An infantry officer by trade, Colonel Ferraro had previous assignments in Afghanistan and with the NATO staff in Brussels, Belgium. He also previously served as the Marine Officer Instructor at Notre Dame University and the Battalion Inspector-Instructor/Commanding Officer, 3rd Battalion, 23rd Marines, in New Orleans, LA.

The History Division certainly has been lucky to land someone of Pete's caliber and skill. He has already hit the ground running and is working on plans to digitize the Division's vast but highly vulnerable paper reference files collection. If successful and the Division is able to find funding for this project, the entire collection of over 86,000 paper records will be digitized and at some point available for use by scholars worldwide. At present, each file is in its original paper form with some records beginning to deteriorate due to the acidity in the paper itself. Moreover, making an electronic file of the records will ensure that they are not subjected to a catastrophic loss such as a major fire or flood. These records represent the "corporate memory" of the Marine Corps and are used by the Division's reference historians to answer requests for historical information hundreds of times every month.

The Division said goodbye to Ms. Cynthia Meyer, who left in May so that she could transfer with her husband and family to Madison, Wisconsin. Fortunately, the Division was allowed to hire Ms. Cassandra Bennett to be the new Executive Assistant to the Director and Chief of Administration. Ms. Bennett is a former Marine Sergeant with an occupational specialty in the field of administration. During her Marine Corps career, she worked in various personnel management billets with the 3rd Marine Division on Okinawa and at Parris Island. Her most recent assignment was on the staff of the Enlisted Assignments Branch right here at Quantico, Virginia. She had been a full-time civilian for only one year prior to joining the History Division.

The Division's editing and design shop has been quite busy as well. We have long anticipated that our source of publication dollars will be affected by coming budget drawdowns. Accordingly, I have directed the editorial staff to research the "best practices" for shifting our future publications from a more expensive, paper-centric format to one that is predominantly electronic. With the advent of the Amazon's Kindle and Apple's

While our intent is not to do away with paper copies entirely, we are rapidly approaching the point due to rising print costs where we will need to embrace electronic publication

iPad, ebooks and ejournals have proliferated throughout the publishing world. While our intent is not to do away with paper copies entirely, we are rapidly approaching the point due to rising print costs where we will need to embrace electronic publication in order to remain in business. I have personally tried the Kindle and the iPad and found both easy to use. I have asked Editing and Design to come up with a phased approach to this issue with the goal of publishing 80 percent of all our material in electronic form within the next three years. As it stands right now, 80 percent of every historical publication that the History Division has produced since 1919 has been digitized and placed for easy access on the USMC History Division's website at www.history.usmc.mil. Click on publications.

The Division also has continued to produce some noteworthy books this past year. One particular book, 100 Years of Marine Corps Aviation, was the culmination of three years of collaboration with the KRATOS Corporation. Ms. Roxanne Kaufmann, an employee of KRATOS, was the lead author on this extensive project; but she was assisted by numerous members of the History Division staff and the project was delivered on budget and on time. Two other books of note, former History Division employee and USMCR Colonel

Nate Lowrey's From the Sea: US Marines in Afghanistan, 2001-2002, and Major David Kummer's Fort Fisher Battle Study (the American Civil War) remain in high demand. Dr. Nick Schlosser is completing work on the battle of Al Qaim (Iraq) and Mr. Paul Westermeyer has completed his work on producing for the first time a comprehensive history of Operation Desert Shield/Storm. Both the Schlosser and Westermeyer products will be in print right after the first of the year.

The Division intends to launch our inaugural Vietnam War commemorative histories starting in December 2012. The first out of the gate will be Colonel George Hofmann's history on the Marine Corps in Vietnam, 1962-1965. Dr. Tom Baughn will complete his architectural history of the Commandant's House by December as well. This book covers the selection of the location for the Commandant's quarters by President Thomas Jefferson and Commandant of the Marine Corps Lieutenant Colonel William Ward Burrows to the present day occupants, General and Mrs. James F. Amos. Dr. Baughn was given rare access to the quarters by Mrs. Amos and he was able to incorporate a lot of the material uncovered during the most recent renovations to the Commandant's quarters completed just a year ago. Major Kummer is writing a similar history on the historic quarters of the Commanding General, Marine Forces Reserve. in New Orleans. Louisiana. Known as the LeBeuf Plantation house, this well-known landmark, built in the 1840s, is located approximately two miles from the west bank location of the Battle of New Orleans battlefield site. The house and the Marine Corps have deep roots in New Orleans and this particular history will be the first ever done on this particular site.

The plans to build the new Brigadier General Edwin Simmons Wing at the Gray Research Center have shifted slightly, but groundbreaking is now anticipated for early 2013. We do know that the military construction has been fully approved and

funded so now it is only a matter of time before the actual construction will begin. However, it will be the History Division's third physical relocation in nine years. We hope this will be our last move for a long time to come. Relocations are never fun or easy.

The Division's smallest branch, Field History, took a significant budgetary hit this past year. Due to funding, the branch has been reduced from five full-time reservists on active duty to one full-time and one parttime reservist available to conduct interviews while deployed. What this has caused us to have to do is to cease sending historians into theater and instead wait for the deployed units to return to their CONUS locations. So far this operational change has not caused any negative consequences regarding our collection efforts. We just need to be aware of the deployment schedule of various operational units - especially as to the date they return from the theater.

In sum, I remain very pleased with the progress of the Division during the past year. As Director I was honored to be the guest speaker at this year's Guadalcanal Veterans Association dinner and I recently returned from London where I presented a paper and chaired a panel on the Marines in the War of 1812. I was not able to convince the British or the Canadians at the conference that the United States won that particular conflict, but was more successful in stating that we did not lose it either.

The Division budget will be our biggest challenge in the coming fiscal year and into the future as the Marine Corps transitions from a wartime footing to one we might be more familiar with prior to 9/11. There will be greater emphasis on what Marines are doing in the Pacific and with the growing USMC presence in Australia, Guam, and other Southeast Asia locations, we will soon see that the Marine Corps is starting to return to its traditional amphibious role and mission with greater emphasis on duty in the Far East. Accordingly, History Division will also refocus its efforts there as well. \*

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### Museum Intern Season

the museum staff as a whole. I have thoroughly enjoyed my time here and will cherish this opportunity for years to come.

Mike Reeser is a student at James Madison University pursuing a BS in Engineering (Environmental and Energy Management).

I spent my summer as an intern at the National Museum of the Marine Corps enhancing its confined space, environmental, and energy management programs. I researched confined space requirements IAW OSHA 1910.146, OPNAVINST 5100.23, MCO 5100.8. I identified all the confined spaces at the museum and determined whether a permit was required to enter and what hazards were associated with those confined spaces. I placed signs and labeled all identified confined space to prevent unauthorized entry into the spaces.

I was also tasked with creating drawings of several buildings owned by the Museum that have artifacts with minute radioactive material to map out exactly where the radiation exposure is in relation to the building and its employees. I spent the remaining time of my internship researching energy conservation opportunities here at the Museum, I looked at things such as costs, return on investment, and how much energy would be saved, and determined recommendations on how to reduce energy consumption and costs.

Matt Robertson is a graduate student at Morgan State University obtaining a Master's Degree in Museum Studies.

During the course of my internship this past summer I have learned a great deal from the museum staff. To sum up all the things I have learned, I have essentially compiled a list of the many tasks I have taken on and accomplished. I have assisted in a variety of collections management tasks to include:

# History Division Interns

by Mr. Paul J. Weber DEPUTY DIRECTOR, HISTORY DIVISION

The Heritage Foundation's financial support of the intern program is vitally important to the History Division; during the summer, even with leave periods and professional conferences, much important work is completed. To quantify this statement, in calendar year 2011, interns worked a total of 4,230.2 hours and through 27 July 2012, 3,115.5 hours. The Foundation paid these interns a total of \$65,331 in stipends to support their efforts.

Interns make important contributions in Reference Branch, Oral History, and Histories Branch. In Reference Branch, Emily Martin, who has worked with us since the summer of 2010, cleaned out the biographical files and created an inventory list. Reference Branch has files on over 15,338 Marines, famous and infamous; now that the files are sorted, organized, and duplicates removed, they are ready for digitization. Completing this job in late June, Emily has moved on to the subject files and is working her magic there. Concurrently, Miss Carlyn Woodward scanned and annotated the 1968 Vietnam photograph files. After completing that project, she is creating further biographic files based on older microfiche. Reference's third intern, Mr. Aakash Ramsey, worked on the researching and verifying of command and unit activities, assisting the Unit Historian with the Lineage and Honors program. He also created slides for the Director in preparation for a meeting with Navy historians discussing the Guadalcanal campaign.

Oral History has two interns working on similar projects. Several years ago, the History Division discovered that the Library of Congress had original World War II combat recordings taken on the front lines, at times during combat. Camille

...in calendar year 2011, interns worked a total of 4,230.2 hours and through 27 July 2012, 3,115.5 hours. The Foundation paid these interns a total of \$65,331 in stipends to support their efforts.

Lorei, returning from the summer of 2011, is continuing her work at the Packard Center in Culpeper, Virginia, digitizing the interviews and creating an inventory listing of interview summaries. Jessica Karlberg, working at Quantico, is listening to Gulf War interviews and writing detailed summaries. This critical work began last year and will take several more years to complete. When complete, Oral History will have a full inventory of the interviews with summaries, making them easier to search for content and use in writing history.

Rachel Webb worked with the Division last summer and briefly over Christmas break. She is assisting the Director with the War of 1812 project and an updated biography of General John A. Lejeune. Zayna Bizri, a doctoral candidate at George Mason, is assisting Nick Schlosser with his examination of the General Wallace Greene

papers and an update to the 3rd MARDIV pamphlet, last done in 1983.

Brian Sperling is assisting historian Paul Westermeyer on a wide scope of projects, from scanning photographs from the First Gulf War to extensive research on Afghanistan and the 22nd MEU. Chris Ubrik is helping Tom Baughn on an updated history of the Commandant's house.

Kamerin Lauren, the 2012 Henry I. Shaw Fellow, was assigned to write a short history on the Marine Corps Family Readiness Programs, working closely with Mrs. Zandi Krulak and Mrs. Janel Howell. The Shaw Fellowship is funded each year by a \$14,550 gift from the Marine Corps Heritage Foundation. ★

### History Division 2012 Graduate Grants and Fellowships

The recently awarded Grants and Fellowships make up a very diverse group, with projects ranging from a battle study of Con Thien to a just awarded doctoral dissertation studying Marine Corps Public Affairs and the making of the modern Marine Corps. The Marine Corps Heritage Foundation's Awards Committee generously approved two full dissertation fellowships and one partial.

Dissertation Fellowships were awarded to Colin Colbourne and Ben Connable; Earl Catagnus received the partial award. Mr.

# PHOTO: COURTESY THE PRESIDENT'S OWN, UNITED STATES MARINE BAND

## 2012 Concerto Competition

every year the Marine Corps Heritage Foundation joins the National Association for Music Education to support "The President's Own" United States Marine Band concerto competition.

The competition is a nationwide contest for high school woodwind, brass, and percussion musicians who vie for a \$2,500 prize sponsored by the Foundation and the opportunity to perform with the legendary "The President's Own."

On February 25, the seven young musicians named 2012 finalists performed for the final round of this year's competition in the John Philip Sousa Band Hall at the Marine Barracks Annex in Washington, D.C. Those finalists were:

Jeremy Odell of Austin, TX, French Horn Samuel Patchett of Brookfield, WI,

Bass Trombone

Gabe Slesinger of Bethesda, MD, Trumpet Grant Jameson of Dublin, OH, Euphonium Samuel Sparrow of Durham, NC, Clarinet Anthony Trionfo of Interlochen, MI, Flute Ava Oaxaca of Arlington, VA, Oboe



Anthony Trionfo, 2012 Concerto winner, and Susan Hodges, VP of Administration

Following their performances, the judges named Anthony Trionfo, who attends the Center for the Arts in Interlochen, Michigan, the 2012 winner. Anthony received the Foundation's cash prize and returned to

Washington, DC, on March 25 to perform his solo as part of "The President's Own" concert at the Schlesinger Concert Hall at the Northern Virginia Community College.★

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### History Division 2012 Graduate...

Colbourne won for "Esprit de Marine Corps: The Making of the Modern Marine Corps through Public Relations, 1911 - 1947." It promises to be a very level-headed look at the subject. Mr. Connable deals with military organizational culture and its adaptation in wartime through a number of case studies from the 2001-2011 period. Mr. Catagnus will study changes in infantry tactics from 1918 through 1945, with a balanced

approach looking at both the United States Army and the Marine Corps.

The Awards Committee approved Research Grants throughout the year to Joe Long for his Con Thien study and to Melissa Mihocko to update previous work on women in the Marine Corps, looking at the history of the First Gulf War through the present time. Colonel Kurt Wheeler continues work on the Pathbreaker book project, examining the long-term impact of the Montford Point Marines on minority recruiting and the Class of '74 producing officers such as

Lt General Gaskin. CWO-4 McWilliams, USMCR (Ret.), received a grant to complete work on a Fallujah battle study, in the works for several years now.

Thanks to new 2012 grants and fellowships totaling \$47,500, Marine Corps history continues to reap the benefits of the Marine Corps Heritage Foundation's generosity enabling History Division to gather works on a wide range of topics and subjects, beyond what the staff historians could cover. The Marine Corps and its posterity are the true beneficiaries. \*

Visitors to the National Museum of the Marine Corps tell us they like getting close to the "real things of history." Here's a piece of history that came our way unexpectedly. This sledgehammer, on display in the "Defending the New Republic" gallery, was used by Marines at Harpers Ferry during John Brown's Raid in 1859. It was recently donated by the Rissler family of Charles Town, West Virginia, which had owned it for almost 100 years.



# LOOK AT WHAT WE HAVE BEEN UP TO THIS PAST YEAR!





So, why are you a Marine? Australian photographer Stephen Dupont asked that question of the members of the platoon in which he was embedded in 2009. The result is an incredibly moving collection of black and white photos, paired with the answers to that question. Each Marine penned his own honest and spontaneous answer in "Weapons Platoon: A Marine's Life in Afghanistan." The show opened at the Museum in April 2012, and our visitors are poring over the photos and the answers. According to WWII vets, they would have answered the question pretty much the same way as today's young warriors. This show was sponsored by the Marine Corps Heritage Foundation.

"Fly Marines! The Centennial of Marine Corps Aviation: 1912-2012" is a year-long celebration at the National Air and Space Museum in Washington, D.C. This show was jointly curated by the National Museum of the Marine Corps in partnership with colleagues at the Smithsonian. Marine Corps combat art is personal. You feel the scene just as the combat artist who witnessed it decades ago or just last year. This exhibition is a treasure trove of styles, color, texture, and the stories of the air-ground team. It opened in January 2012, supported in part by the Marine Corps Heritage Foundation.

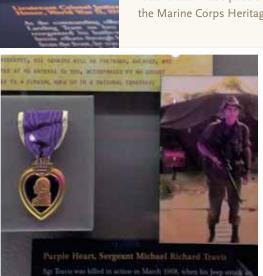




Medals, ribbons, and

trophies—you expect to see them at military museums. But it's the men and women who earned them and the stories they represent that visitors remember long after they leave. The Medal of Honor and the Purple Heart are instantly recognizable; the stories behind each medal awarded are incredibly moving. The Museum literally puts faces to six Medal of Honor recipients in an updated exhibit that features new art work from the studio of Colonel Charles Waterhouse. Nearby, a new case introduces visitors to the Purple Heart for Military Merit. Visitors meet five very different Marines who earned the right to wear this symbol of sacrifice. This new feature was made possible by a gift from the Marine Corps Heritage Foundation.

During our survey work, we learned that our visitors come from every state of the Union, but most live within the Mid-Atlantic region. To extend our reach, Museum staff, Marines, docents, and puppets took the National Museum of the Marine Corps to Ohio for Marine Week Cleveland in June. More than 80,000 residents saw our traveling exhibit, tried on uniforms, and examined equipment. Brown Bunny, Lion, and Chesty—with a little help from Museum puppeteers—met 500+ children at area rec centers.





# Educational Programming and the Teacher in Residence Program

by MCHF Staff

The National Capital Region is rich in American history and the values of the many military and veteran families who call the area their home. Yet there are few, if any, organizations positioned to deliver this cultural heritage to the region's children in ways that can directly support their academic achievement. There is a tremendous unmet need for support of teachers who must fulfill state-mandated teaching requirements in ways that keep lesson plans refreshed and exciting, a need that the National Museum of the Marine Corps' (NMMC) educational programming addresses.

In 2008, with the support of generous private donations, the Foundation launched a Teacher in Residence (TIR) program at the NMMC in partnership with Prince William County Schools. One full-time teacher is annually assigned to the Museum to develop programs in conjunction with the Museum's education staff. The Marine Corps Heritage Foundation pays the teacher's salary and benefits. The TIR is a classroom teacher who serves as liaison between the Museum and area educators, holding teacher workshops to enhance local teachers' understanding of the Marine Corps' place in US History and showcase the Museum as a resource. In addition to hosting visiting school groups, the TIR also takes on special projects related to education, such as Geography Awareness Week and National History Day.

Since inception the program benefited from the experience and enthusiasm of three outstanding high school teachers: Aaron Book, Dr. Barbara Daniels, and Jim Hunniford. For the 2012-2013 school year, a US History teacher from Benton Middle School, Manassas, Virginia, Dan Clendaniel, will be serving as Teacher in Residence.

One full-time teacher is annually assigned to the Museum to develop programs in conjunction with the Museum's education staff.

The National Museum of the Marine Corps offers a full range of educational programs designed to enhance the Museum experience for a diverse range of visitors from all backgrounds, to target special needs of local communities and to work directly with local school districts to promote academic achievement. The following is an overview of the Museum's education programs offered and numbers served during 2011.

### **Formal Programs**

 The Teacher in Residence program served over 42,000 students and teachers from throughout the region.

- The traveling "Teaching Trunk" program, featuring stand-alone instructional modules with replicas of artifacts and archival materials for "hands-on" learning, is targeted to schools throughout the region on subjects ranging from the Colonial Era to the Cold War. They served over 2,000 K-12 students in 2011.
- Geography Awareness, "Afternoon at the Museum," an after-school geography event at the Museum, served over 450 students with activities presented by ten geography-related organizations including GeoEye and the National Geographic Society.

### Informal Programs

- Family Days, monthly programs serving the local community with special events at the Museum, were conducted with themes including historical topics (Quill Pen Writing, Civil War Candle Making, Iwo Jima Topographic Map Making), community themes (Appreciation of the Military Child Day), and holidays (Halloween and Christmas). Approximately 3,000 people were served in 2011.
- Chesty's Puppet Theater, named after Chesty Puller, the most decorated US Marine in history, is the main component of the education program presented annually at Marine Week. Visiting a different city each year and reaching children at community centers and local museums, the program stars "Chesty," the Museum's mascot, Marines in period uniforms, and historical games in addition to the puppet show. In 2012, 675 of Cleveland's children enjoyed the show!

- Semper Fun Summer History Camp is a new feature of the Education Department in 2012. Designed to teach campers the history of the Marine Corps from the Revolutionary War to World War II and the Modern Marine. activities include map reading skills, history-related crafts, and gallery scavenger hunts. The camp was completely booked one week after registration opened.
- Boy and Girl Scout programs featuring Scout visits and collaboration with Museum personnel for the development of special Scout badges have served 5,219 Scouts since the Museum's opening.

NMMC's Education Department provides both educational and entertaining opportunities for visitors of all ages to learn about the history of the USMC. School groups, Scouts, and families enjoy the gallery's children areas with books to read, uniforms to try on, and other activities that help explore the rich history of the Marines. A more in-depth view of the galleries can be obtained by children with scavenger hunts and guides.

The support requested for the coming year is vital to the Museum in meeting its goals of benefitting the program's local student and teacher participants as well as increasing the numbers served commensurate with the potential that these programs have. Building on the Program's success, the menu of workshop modules will be enhanced in the coming year, and we will seek to increase the outreach capacity of the National Museum of the Marine Corps as a unique educational resource for the regional and national communities it serves. \*





Taps Since the last issue of Sentinel was published, the Foundation has been notified of the passing of the following members. The Foundation staff extends its sincerest condolences to their families and friends.

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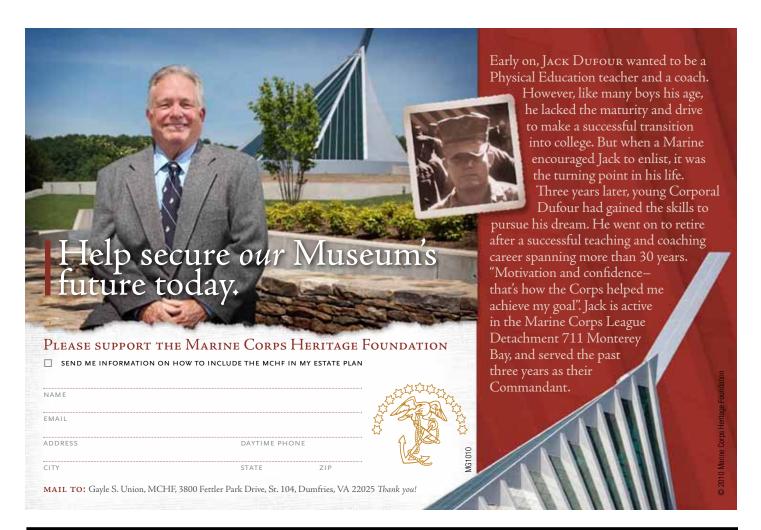
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### Intern Season

logging in new acquisitions; fixing double accession issues; photographing and cataloging incoming collections; and creating and sending out temporary custody receipts. In addition, I maintain humidifier levels in collection storage areas and assemble collections information and photographs for collections committee reports. I have also helped re-house collections after accessioning and used the collections information database to look up items for research. I assisted

with a Department of the Navy Heritage Assets Management System (DONHAMS) collections management project in which I established war and battle drop down menus for the Uniforms and Heraldry section as well as a drop down menu for Aviation Units. Finally, I wrote memoranda for collections missing deeds of gift as well as those that have been double accessioned. Truly this experience had been invaluable, and I can only hope to take the knowledge I have learned and use it to drive my career forward.

We don't promise the interns a rose garden. In fact, we work them hard and expect them to return to their colleges better than before. Our junior staff members learn to coach, mentor, and lead these interns while providing growth opportunities for both the staff and the students. It is a real winwin-win scenario for which the NMMC is immensely grateful for the Marine Corps Heritage Foundation's support. \*



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Awards Dinner 2012

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### Awards Dinner

for Victory: Thomas Holcomb and the Making of the Modern Marine Corps, 1936-1943."

Dr. Ulbrich also received the The Brigadier General Edwin Simmons – Henry I. Shaw Award that is sponsored by the United States Marine Corps Historical Division. Dr. Ulbrich previously did a fellowship with the USMC History Division where he completed much of his research on his award-winning biography of General Thomas Holcomb.

The Colonel Julia E. Hamblet Award-LtGen Carol Mutter, USMC (Ret). Selected by the Women Marines Association for her actions to preserve the history of women who have earned and have proudly carried the title of MARINE.

The Colonel Robert D. Heinl, Jr. Award-Master Gunnery Sergeant R.R. Keene, USMC (Ret) for his article series, "Because Marines Never Forget-Veterans Return to Saipan & Tinian" published in Leatherneck Magazine.

The Sergeant Major Bradley Kasal Award-Sergeant Mallory S. VanderSchans USMC, for her still photography photo submission "General Humor" of Commandant of the Marine Corps General James Amos USMC and General John Allen USMC.

The Colonel John H. Magruder III Award-Master Sergeant Ramon Gallimore, USMC, for his 6th Marine Corps District Recruiting Historic Exhibit.

The Major Megan McClung Award-Ms. Gretel C. Kovach for her reporting with the San Diego Tribune in Sangin, Afghanistan, February-March 2011, with 3rd Battalion, 5th Marine Regiment.





Ms. Kovach also receives The General Oliver P. Smith Award-for her reporting with the San Diego Tribune on "The Long Walk Home: A Wounded Marine's Recovery." This was an eight-day series, including 10 stories, about Sgt Collin Raaz and his efforts to walk on prosthetic legs after he was wounded in Afghanistan.

The Colonel John W. Thomason, Jr. Award-Cpl. Reagan Lodge USMC for his combat art submission, "Belleau Wood,"

The James Webb Award-Mr. Nick Ragland and Mr. Joe Rouse for their fiction book, "Puller's Runner." \*

## Financial Report

as of December 31, 2011

### MARINE CORPS HERITAGE FOUNDATION

Assets	
Total Current and Fixed Assets	\$ 13,696,719
Total Capitalized Construction Costs	\$ 75,512,305
Total Investments	\$ 8,150,699
Total Assets	\$ 97,359,723
iabilities and Net Assets	
Total Liabilities	\$ 2,044,773
Transfers from LLC equity	\$ 200,000
Unrestricted Net Assets	\$ 10,989,709
Temporarily Restricted Net Assets	\$ 83,588,310
Permanently Restricted Net Assets	\$ 536,931
Total Liabilities and Net Assets	\$ 97,359,723
Revenue	
Contributions	\$ 6,779,833
Building Pledges	\$ 3,291,843
Royalties and Other Income	\$ 11,886
Event Revenue	\$ 100,582
Investment Income	\$ 468,227
Total Revenue	\$ 10,652,371
Awards Program	\$ 29,231
Historical Program Support (иммс анд нд)	\$ 436,640
Heritage Center Facilities	\$ 261,999
CMC House Support	\$ 6,400
U.S. Marine Band Support	\$ 2,500
NMMC/HD Internship Programs	\$ 91,073
Grants and Fellowships	\$ 46,471
NMMC Education Program	\$ 25,465
Administrative	\$ 1,217,414
Salaries, Taxes, and Benefits	\$ 2,077,647
Investment Expenses	\$ 29,773
Special Events / Meetings	\$ 465,596
Fundraising	\$ 1,809,609
Marketing / Advertising	\$ 471,460
Total Expense	\$ 6,971,278
Change in Net Assets	\$ 3,681,093

### HERITAGE CENTER, LLC

Assets	
Total Current and Fixed Assets	\$ 1,847,158
Total Investments	\$ 212,067
Total Assets	\$ 2,059,225
Liabilities and Net Assets	
Total Liabilities	\$ 258,288
Total Net Assets	\$ 1,800,937
Total Liabilities and Net Assets	\$ 2,059,225
Revenue	
Museum Store Sales	\$ 2,235,693
Mail Order Sales	\$ 446,023
Other Revenue	\$ 568,635
Total Revenue	\$ 3,250,351
Expenses	
Salaries, Taxes, Benefits	\$ 1,036,336
Cost of Sales	\$ 1,255,494
Other Expenses	\$ 528,814
Total Expense	\$ 2,820,644

 $<sup>^{\</sup>star}$  Construction costs totaling \$75M to date (\$1M during FY2011) are program costs that have been capitalized and recorded as Foundation assets on the Balance Sheet instead of as current year expenses on the Revenue and Expense statement.





