

Executive Branch Personnel Public Financial Disclosure Report (OGE Form 278e)

Filer's Information

McCord, Michael J.

Under Secretary of Defense (Comptroller), DoD - Department of Defense

Report Year: 2022

Other Federal Government Positions Held During the Preceding 12 Months:

Director, Civil-Military Programs, Stennis Center for Public Service (2/2017 - 5/2021) See endnote

SGE Consultant, Director of Administration and Management, Department of Defense (3/2021 - 5/2021) See endnote

Electronic Signature - I certify that the statements I have made in this form are true, complete and correct to the best of my knowledge.

/s/ McCord, Michael J. [electronically signed on 05/07/2022 by McCord, Michael J. in Integrity.gov]

Agency Ethics Official's Opinion - On the basis of information contained in this report, I conclude that the filer is in compliance with applicable laws and regulations (subject to any comments below).

/s/ Irvine, Danica, Certifying Official [electronically signed on 07/20/2022 by Irvine, Danica in Integrity.gov]

Other review conducted by

/s/ Raab, Dean, Ethics Official [electronically signed on 07/19/2022 by Raab, Dean in Integrity.gov]

U.S. Office of Government Ethics Certification

/s/ Granahan, Megan, Certifying Official [electronically signed on 08/18/2022 by Granahan, Megan in Integrity.gov]

Data Revised 07/20/2022

Data Revised 07/19/2022

1. Filer's Positions Held Outside United States Government

#	ORGANIZATION NAME		CITY, STATE	ORGANIZATION TYPE	POSITION HELD	FROM	TO
1	Institute for Defense Analyses		Alexandria, Virginia	Non-Profit	Adjunct Research Staff Member	7/2017	5/2021
2	The Aerospace Corporation		El Segundo, California	Non-Profit	Trustee	9/2020	5/2021
3	Reston Runners Club	See Endnote	Reston, Virginia	Non-Profit	President	2/2018	5/2021
4	Reston Runners Community Fund	See Endnote	Reston, Virginia	Non-Profit	Secretary	3/2018	5/2021
5	Mike McCord & Associates LLC d/b/a MC2 Strategies	See Endnote	Reston, Virginia	Corporation	Manager	1/2017	5/2021
6	PT Fund, Inc.	See Endnote	Washington, District of Columbia	Non-Profit	Volunteer	10/2020	1/2021
7	National Academy of Public Administration	See Endnote	Washington, District of Columbia	Non-Profit	Fellow	11/2017	Present

2. Filer's Employment Assets & Income and Retirement Accounts

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1	Stennis Center for Public Service	N/A		Salary	\$82,408
2	Institute for Defense Analyses	N/A		Salary	\$6,779
3	The Aerospace Corporation	N/A		Salary	\$15,250
4	Vanguard Target Retirement 2025 Fund Investor Class Shares (VTTVX)	Yes	\$1,001 - \$15,000		None (or less than \$201)

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
5	Vanguard/Wellington Fund, Inc Investor Shares (VWELX)	Yes	\$15,001 - \$50,000		None (or less than \$201)
6	Vanguard International Explorer Fund Investor Shares (VINEX)	Yes	\$15,001 - \$50,000		None (or less than \$201)
7	Vanguard Total International Bond Index Fund Admiral Class Shares (VTABX)	Yes	\$1,001 - \$15,000		None (or less than \$201)
8	Vanguard Target Retirement 2025 Fund Investor Class Shares (VTTVX)	Yes	\$15,001 - \$50,000		None (or less than \$201)
9	Vanguard/Wellington Fund, Inc Admiral Shares (VWENX)	Yes	\$50,001 - \$100,000		None (or less than \$201)
10	Vanguard LifeStrategy Growth Fund Investor Shares (VASGX)	Yes	\$1,001 - \$15,000		None (or less than \$201)
11	Vanguard International Explorer Fund Investor Shares (VINEX)	Yes	\$15,001 - \$50,000		None (or less than \$201)
12	Institute for Defense Analyses 403b Plan: Vanguard Institutional Target Retirement 2025 Fund Institutional Class Shares (VRIVX)	Yes	\$15,001 - \$50,000		None (or less than \$201)
13	Mike McCord & Associates LLC d/b/a MC2 Strategies (Sole proprietorship defense consulting LLC)	N/A	None (or less than \$1,001)		None (or less than \$201)

3. Filer's Employment Agreements and Arrangements

#	EMPLOYER OR PARTY	CITY, STATE	STATUS AND TERMS	DATE
1	Institute for Defense Analyses	Charlotte, North Carolina	I will continue to participate in this defined contribution plan. The plan sponsor will not make any further contributions. The asset for this defined contribution plan is listed in Part 2, item 12.	7/2017

#	EMPLOYER OR PARTY		CITY, STATE	STATUS AND TERMS	DATE
2	Mike McCord & Associates LLC d/b/a MC2 Strategies	See Endnote	Reston, Virginia	My consulting business will be inactive during my appointment. All outstanding client fees were fixed before I entered government service.	3/2021

4. Filer's Sources of Compensation Exceeding \$5,000 in a Year

(N/A) - Not required for this type of report

5. Spouse's Employment Assets & Income and Retirement Accounts

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1	Jones & Rostant, P.C. (Law firm)	N/A		salary	
2	Jones & Rostant, P.C.	N/A	\$1,001 - \$15,000		None (or less than \$201)
3	T Rowe Price Growth Stock Fund, Inc (PRGFX)	Yes	\$250,001 - \$500,000		None (or less than \$201)
4	T Rowe Price Small-Cap Value Fund, Inc (PRSVX)	Yes	\$50,001 - \$100,000		None (or less than \$201)
5	T Rowe Price Dividend Growth Fund, Inc (PRDGX)	Yes	\$250,001 - \$500,000		None (or less than \$201)
6	T Rowe Price Mid-Cap Growth Fund, Inc (RPMGX)	Yes	\$100,001 - \$250,000		None (or less than \$201)
7	T Rowe Price Capital Appreciation Fund (PRWCX)	Yes	\$500,001 - \$1,000,000		None (or less than \$201)
8	T Rowe Price Extended Equity Market Index Fund (PEXMX)	Yes	\$50,001 - \$100,000		None (or less than \$201)
9	T Rowe Price New Asia Fund (PRASX)	Yes	\$100,001 - \$250,000		None (or less than \$201)

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
10	T Rowe PriceGlobal Stock Fund (PRGSX)	Yes	\$250,001 - \$500,000		None (or less than \$201)
11	T Rowe Price Spectrum Income Fund (RPSIX)	Yes	\$100,001 - \$250,000		None (or less than \$201)
12	T Rowe Price New Income Fund, Inc (PRCIX)	Yes	\$100,001 - \$250,000		None (or less than \$201)
13	T Rowe Price International Bond Fund (RPIBX)	Yes	\$15,001 - \$50,000		None (or less than \$201)
14	T Rowe PriceEmerging Markets Bond Fund (PREMX)	Yes	\$15,001 - \$50,000		None (or less than \$201)
15	T Rowe Price International Bond Fund (USD Hedged)Class I Shares (TNBMX)	Yes	\$50,001 - \$100,000		None (or less than \$201)

6. Other Assets and Income

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
1	U.S. credit union #1 (cash)	N/A	\$250,001 - \$500,000	Interest	\$1,001 - \$2,500
2	U.S. bank #1 (cash)	N/A	\$15,001 - \$50,000		None (or less than \$201)
3	Vanguard Cash Reserves Federal Money Market Fund (VMMXX)	Yes	\$1,001 - \$15,000		None (or less than \$201)
4	Vanguard 500 Index Fund Admiral Shares (VFIAX)	Yes	\$50,001 - \$100,000		\$1,001 - \$2,500
5	Vanguard Intermediate-Term Investment-Grade Fund Investor Shares (VFICX)	Yes	\$15,001 - \$50,000		\$1,001 - \$2,500
6	Vanguard International Explorer Fund Investor Shares (VINEX)	Yes	\$1,001 - \$15,000		\$201 - \$1,000

#	DESCRIPTION	EIF	VALUE	INCOME TYPE	INCOME AMOUNT
7	Vanguard Limited-Term Tax-Exempt Fund Investor Shares (VMLTX)	Yes	\$15,001 - \$50,000		\$201 - \$1,000
8	Vanguard Real Estate Index Fund Admiral Shares (VGSLX)	Yes	\$15,001 - \$50,000		\$201 - \$1,000
9	Vanguard Short-Term Investment-Grade Fund Investor Shares (VFSTX)	Yes	\$15,001 - \$50,000		\$201 - \$1,000
10	Vanguard/Wellington Fund, Inc Admiral Shares (VWENX)	Yes	\$50,001 - \$100,000		\$5,001 - \$15,000
11	ClearBridge Aggressive Growth Fund Class A Shares (SHRAX)	Yes	\$1,001 - \$15,000		\$201 - \$1,000
12	T Rowe Price Capital Appreciation Fund (PRWCX)	Yes	\$100,001 - \$250,000		\$15,001 - \$50,000
13	T Rowe Price Extended Equity Market Index Fund (PEXMX)	Yes	\$50,001 - \$100,000		\$5,001 - \$15,000
14	T Rowe Price Global Stock Fund (PRGSX)	Yes	\$50,001 - \$100,000		\$5,001 - \$15,000
15	T Rowe Price Growth Stock Fund, Inc (PRGFX)	Yes	\$100,001 - \$250,000		\$5,001 - \$15,000
16	T Rowe Price Spectrum Income Fund (RPSIX)	Yes	\$15,001 - \$50,000		\$1,001 - \$2,500

7. Transactions

None

8. Liabilities

None

9. Gifts and Travel Reimbursements

None

Endnotes

PART	#	ENDNOTE
Filer's Information	1	This was a 1099 consultant position with the Stennis Center for Public Service, U.S. Congress. This position terminated on 5/31/2021 as I returned to federal service with DoD.
Filer's Information	2	Unpaid SGE consultant, Director of Administration and Management, Department of Defense. This position terminated in May 2021
1.	3	This was an unpaid position
1.	4	This was an unpaid position
1.	5	Operations ceased 5/31/2021, no outstanding contracts or arrangements.
1.	6	Member of Defense Agency Review Team, Biden-Harris Transition. This was an unpaid position.
1.	7	This is an unpaid position. Service on specific expert panels may be compensated, but I did not serve on any such panels in 2021. Per my ethics agreement, I will not be an active participant in the Academy during my service as Under Secretary of Defense.
3.	2	LLC operations ceased May 31, 2021

Summary of Contents

1. Filer's Positions Held Outside United States Government

Part 1 discloses positions that the filer held at any time during the reporting period (excluding positions with the United States Government). Positions are reportable even if the filer did not receive compensation.

This section does not include the following: (1) positions with religious, social, fraternal, or political organizations; (2) positions solely of an honorary nature; (3) positions held as part of the filer's official duties with the United States Government; (4) mere membership in an organization; and (5) passive investment interests as a limited partner or non-managing member of a limited liability company.

2. Filer's Employment Assets & Income and Retirement Accounts

Part 2 discloses the following:

- Sources of earned and other non-investment income of the filer totaling more than \$200 during the reporting period (e.g., salary, fees, partnership share, honoraria, scholarships, and prizes)
- Assets related to the filer's business, employment, or other income-generating activities (1) that ended the reporting period with a value greater than \$1,000 or (2) from which more than \$200 in income was received during the reporting period (e.g., equity in business or partnership, stock options, retirement plans/accounts and their underlying holdings as appropriate, deferred compensation, and intellectual property, such as book deals and patents)

This section does not include assets or income from United States Government employment or assets that were acquired separately from the filer's business, employment, or other income-generating activities (e.g., assets purchased through a brokerage account). Note: The type of income is not required if the amount of income is \$0 - \$200 or if the asset qualifies as an excepted investment fund (EIF).

3. Filer's Employment Agreements and Arrangements

Part 3 discloses agreements or arrangements that the filer had during the reporting period with an employer or former employer (except the United States Government), such as the following:

- Future employment
- Leave of absence
- Continuing payments from an employer, including severance and payments not yet received for previous work (excluding ordinary salary from a current employer)
- Continuing participation in an employee welfare, retirement, or other benefit plan, such as pensions or a deferred compensation plan
- Retention or disposition of employer-awarded equity, sharing in profits or carried interests (e.g., vested and unvested stock options, restricted stock, future share of a company's profits, etc.)

4. Filer's Sources of Compensation Exceeding \$5,000 in a Year

Part 4 discloses sources (except the United States Government) that paid more than \$5,000 in a calendar year for the filer's services during any year of the reporting period.

The filer discloses payments both from employers and from any clients to whom the filer personally provided services. The filer discloses a source even if the source made its payment to the filer's employer and not to the filer. The filer does not disclose a client's payment to the filer's employer if the filer did not provide the services for which the client is paying.

5. Spouse's Employment Assets & Income and Retirement Accounts

Part 5 discloses the following:

- Sources of earned income (excluding honoraria) for the filer's spouse totaling more than \$1,000 during the reporting period (e.g., salary, consulting fees, and partnership share)
- Sources of honoraria for the filer's spouse greater than \$200 during the reporting period
- Assets related to the filer's spouse's employment, business activities, other income-generating activities (1) that ended the reporting period with a value greater than \$1,000 or (2) from which more than \$200 in income was received during the reporting period (e.g., equity in business or partnership, stock options, retirement plans/accounts and their underlying holdings as appropriate, deferred compensation, and intellectual property, such as book deals and patents)

This section does not include assets or income from United States Government employment or assets that were acquired separately from the filer's spouse's business, employment, or other income-generating activities (e.g., assets purchased through a brokerage account). Note: The type of income is not required if the amount of income is \$0 - \$200 or if the asset qualifies as an excepted investment fund (EIF). Amounts of income are not required for a spouse's earned income (excluding honoraria).

6. Other Assets and Income

Part 6 discloses each asset, not already reported, (1) that ended the reporting period with a value greater than \$1,000 or (2) from which more than \$200 in investment income was received during the reporting period. For purposes of the value and income thresholds, the filer aggregates the filer's interests with those of the filer's spouse and dependent children.

This section does not include the following types of assets: (1) a personal residence (unless it was rented out during the reporting period); (2) income or retirement benefits associated with United States Government employment (e.g., Thrift Savings Plan); and (3) cash accounts (e.g., checking, savings, money market accounts) at a single financial institution with a value of \$5,000 or less (unless more than \$200 in income was received). Additional exceptions apply. Note: The type of income is not required if the amount of income is \$0 - \$200 or if the asset qualifies as an excepted investment fund (EIF).

7. Transactions

Part 7 discloses purchases, sales, or exchanges of real property or securities in excess of \$1,000 made on behalf of the filer, the filer's spouse or dependent child during the reporting period.

This section does not include transactions that concern the following: (1) a personal residence, unless rented out; (2) cash accounts (e.g., checking, savings, CDs, money market accounts) and money market mutual funds; (3) Treasury bills, bonds, and notes; and (4) holdings within a federal Thrift Savings Plan account. Additional exceptions apply.

8. Liabilities

Part 8 discloses liabilities over \$10,000 that the filer, the filer's spouse or dependent child owed at any time during the reporting period.

This section does not include the following types of liabilities: (1) mortgages on a personal residence, unless rented out (limitations apply for PAS filers); (2) loans secured by a personal motor vehicle, household furniture, or appliances, unless the loan exceeds the item's purchase price; and (3) revolving charge accounts, such as credit card balances, if the outstanding liability did not exceed \$10,000 at the end of the reporting period. Additional exceptions apply.

9. Gifts and Travel Reimbursements

This section discloses:

- Gifts totaling more than \$415 that the filer, the filer's spouse, and dependent children received from any one source during the reporting period.
- Travel reimbursements totaling more than \$415 that the filer, the filer's spouse, and dependent children received from any one source during the reporting period.

For purposes of this section, the filer need not aggregate any gift or travel reimbursement with a value of \$166 or less. Regardless of the value, this section does not include the following items: (1) anything received from relatives; (2) anything received from the United States Government or from the District of Columbia, state, or local governments; (3) bequests and other forms of inheritance; (4) gifts and travel reimbursements given to the filer's agency in connection with the filer's official travel; (5) gifts of hospitality (food, lodging, entertainment) at the donor's residence or personal premises; and (6) anything received by the filer's spouse or dependent children totally independent of their relationship to the filer. Additional exceptions apply.

Privacy Act Statement

Title I of the Ethics in Government Act of 1978, as amended (the Act), 5 U.S.C. app. § 101 et seq., as amended by the Stop Trading on Congressional Knowledge Act of 2012 (Pub. L. 112-105) (STOCK Act), and 5 C.F.R. Part 2634 of the U. S. Office of Government Ethics regulations require the reporting of this information. Failure to provide the requested information may result in separation, disciplinary action, or civil action. The primary use of the information on this report is for review by Government officials to determine compliance with applicable Federal laws and regulations. This report may also be disclosed upon request to any requesting person in accordance with sections 105 and 402(b)(1) of the Act or as otherwise authorized by law. You may inspect applications for public access of your own form upon request. Additional disclosures of the information on this report may be made: (1) to any requesting person, subject to the limitation contained in section 208(d)(1) of title 18, any determination granting an exemption pursuant to sections 208(b)(1) and 208(b)(3) of title 18; (2) to a Federal, State, or local law enforcement agency if the disclosing agency becomes aware of violations or potential violations of law or regulation; (3) to a source when necessary to obtain information relevant to a conflict of interest investigation or determination; (4) to the National Archives and Records Administration or the General Services Administration in records management inspections; (5) to the Office of Management and Budget during legislative coordination on private relief legislation; (6) when the disclosing agency determines that the records are arguably relevant to a proceeding before a court, grand jury, or administrative or adjudicative body, or in a proceeding before an administrative or adjudicative body when the adjudicator determines the records to be relevant to the proceeding; (7) to reviewing officials in a new office, department or agency when an employee transfers or is detailed from one covered position to another, a public financial disclosure report and any accompanying documents, including statements notifying an employee's supervising ethics office of the commencement of negotiations for future employment or compensation or of an agreement for future employment or compensation; (8) to a Member of Congress or a congressional office in response to an inquiry made on behalf of and at the request of an individual who is the subject of the record; (9) to contractors and other non-Government employees working on a contract, service or assignment for the Federal Government when necessary to accomplish a function related to this system of records; (10) on the OGE Website and to any person, department or agency, any written ethics agreement, including certifications of ethics agreement compliance, filed with OGE by an individual nominated by the President to a position requiring Senate confirmation; (11) on the OGE Website and to any person, department or agency, any certificate of divestiture issued by OGE; (12) on the OGE Website and to any person, department or agency, any waiver of the restrictions contained in Executive Order 13770 or any superseding executive order; (13) to appropriate agencies, entities and persons when there has been a suspected or confirmed breach of the system of records, the agency maintaining the records has determined that there is a risk of harm to individuals, the agency, the Federal Government, or national security, and the disclosure is reasonably necessary to assist in connection with the agency's efforts to respond to the suspected or confirmed breach or to prevent, minimize, or remedy such harm; and (14) to another Federal agency or Federal entity, when the agency maintaining the record determines that information from this system of records is reasonably necessary to assist the recipient agency or entity in responding to a suspected or confirmed breach or in preventing, minimizing, or remedying the risk of harm to individuals, the recipient agency or entity, the Federal Government, or national security. See also the OGE/GOVT-1 executive branch-wide Privacy Act system of records.

Public Burden Information

This collection of information is estimated to take an average of ten hours per response, including time for reviewing the instructions, gathering the data needed, and completing the form. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Program Counsel, U.S. Office of Government Ethics (OGE), Suite 500, 1201 New York Avenue, N.W., Washington, DC 20005-3917.

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