



Senior Army leaders hope the updated 'Be All You Can Be' campaign will help attract new enlistees by evoking a message that resonates across generations. (U.S. ARMY GRAPHIC)

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## Army revives 'Be All You Can Be' slogan

**T**he Army has launched a massive new effort to bust through a stubborn recruiting environment with a modern revival of the iconic "Be All You Can Be" ad campaign that identified the service for 20 years.

With a refreshed website, updated star logo and two initial ads with more to come later this year, Army leaders are banking on the updated campaign to help attract new enlistees by evoking a message that resonates across generations.

Citing "the most challenging recruiting landscape in decades," Army Secretary Christine Wormuth said that now "is a perfect time to be launching our new brand, launching our reinvented tagline, 'Be All You Can Be.' ... It evokes limitless pos-

sibilities for people from all walks of life."

"As a child of the 1980s, I am super excited that we are bringing back a reinvented version of 'Be All You Can Be,' because I think it really does speak to the many, many possibilities that the Army offers," Wormuth said Wednesday at an event in Washington, D.C., to launch the new campaign.

Calling it "a tagline that stands the test of time," Wormuth said the new campaign "resonated by far the best with audiences of all ages" during research conducted by the Army Enterprise Marketing Office.

Wormuth noted that the Army has set an ambitious recruiting goal of 65,000 for this year, one that she called "a stretch goal given that last year we set our goal at 60,000 and we

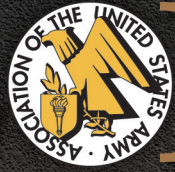
only made 45,000." With more than six months left in the fiscal year, she said, there is "a lot of positive momentum, and we are doing better at this point in the year than we were doing last year."

Recruiting for all the services was derailed by the COVID-19 pandemic, particularly when lockdowns prevented recruiters from critical in-person contact with high school students. It also contributed to lagging education and other societal effects, such as a lack of physical activity, substance abuse and obesity.

Since 2001, when the Army replaced its 20-year-old "Be All You Can Be" campaign with "Army of One," the service has struggled to find the right tone to appeal to the widest audience.

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## Special Forces hero receives belated Medal of Honor

**R**etired Col. Paris Davis received the Medal of Honor March 3 during a ceremony at the White House for saving the lives of his fellow Special Forces soldiers during a harrowing fight in Vietnam.

President Joe Biden presented the 83-year-old Davis with the nation's highest award for valor almost 60 years after his actions during a fierce battle against a much larger enemy force near Bong Son, Vietnam.

"Paris, you are everything this medal means," Biden said. "You're everything our generation aspired to be. You're everything our nation is at our best—brave and big-hearted, determined and devoted, selfless and steadfast."

In June 1965, a 26-year-old Capt. Davis was commander of Detachment A-321, 5th Special Forces Group, 1st Special Forces. On June 17–18, leading an inexperienced South Vietnamese regional raiding force, Davis and his team learned that a "vastly superior" North Vietnamese enemy force was operating in the area near Bong Son, the White House said.

Davis led a pre-dawn strike on the enemy camp. "Through surprise and leadership, he gained the tactical advantage, personally engaging and killing several enemy soldiers," the White House said. "Wounded while leading the initial assault, Captain Davis continued moving forward, personally engaging the enemy in hand-to-hand combat."

An enemy counterattack separated Davis from the main element of his team. "Charging under the intense enemy fire, Captain Davis personally led four others in the destruction of enemy gun emplacements and captured more enemy personnel," the White House said.

When Master Sgt. Billy Waugh and Spc. Robert Brown were "incapacitated and unable to move while trapped by enemy fire," Davis suppressed the enemy guns and moved toward his wounded comrades, the White



Retired Col. Paris Davis, left, receives the Medal of Honor from President Joe Biden during a ceremony March 3 at the White House. (WHITE HOUSE/ADAM SCHULTZ)

House said. He ran toward Waugh but turned back after he was shot in the arm, Biden said. He sprinted out again, but he couldn't break him free.

On his third try, Davis threw Waugh over his shoulder and was carrying him to safety when he was shot in the leg, Biden said. "In great pain, he continued forward and dragged him to the Company perimeter," the White House said.

Davis exposed himself again to enemy fire to reach Brown, crawling 150 yards while being hit by enemy grenade fragments, the White House said.

Refusing medical evacuation, Davis continued to engage the enemy and lead the fight until all his wounded troops were brought to safety. "Nearly 20 hours later, Capt. Davis had saved each one of his fellow Americans," Biden said. "Every single one."

After the battle, Davis' commander, Maj. Billy Cole, nominated him for the Medal of Honor, "but the Army somehow lost the nomination," *The New York Times* reported. "His frustrated commander resubmitted it, and inexplicably the nomination disappeared again."

Over the years, Davis' fellow soldiers would push for him to be properly recognized, with no results.

In January 2021, then-acting Defense Secretary Christopher Miller, a Special Forces veteran who fought in Iraq and Afghanistan, ordered an expedited review of Davis' nomination that led to its approval earlier this year.

"I wish I could say ... Paris' sacrifice was fully recognized and rewarded immediately," Biden said. "Sadly, we know they weren't."

Despite the long delay, Davis never lost faith, Biden said. "He never stopped believing in the founding vision of our nation, ... a vision Paris fought to defend 58 years ago," Biden said.

A native of Cleveland who was commissioned as an Army Reserve armor officer in 1959, Davis served in Korea and Okinawa, Japan, before deploying to Vietnam in 1962 and again in 1965. During that 1965 deployment, he was awarded the Soldier's Medal for saving a soldier who was stuck in an overturned and burning fuel truck.

He is one of only four people to have received both the Soldier's Medal and the Medal of Honor, according to the Army.

After retiring from the Army in July 1985, Davis became the publisher of the *Metro Herald* newspaper in Virginia.

## Army's relationships around the world help deter conflict, Wormuth says



A soldier with the 82nd Airborne Division, left, speaks with Royal Thai Army soldiers March 2 during training near Thanarat Drop Zone, Thailand. (U.S. ARMY/SPC. JOHN STAUFFER)

Facing evolving global threats, the Army is working to coordinate its efforts around the world to deter aggression and potential conflict, the service's top civilian leader said.

"We've spent a lot of time over the decades thinking about engagement and building partner capacity, but we haven't always necessarily synchronized our activities from one theater to the other," Army Secretary Christine Wormuth said.

Speaking March 1 at an event hosted by the Center for Strategic and International Studies, Wormuth said the Army is now looking at what it's doing in the different theaters, for example in the Indo-Pacific, and determining how those efforts "integrate and synchronize with what we're doing back here in [the U.S.] ...to try to create the greatest deterrent effect."

This has also enabled the Army to deepen its cooperation with allies and partners, she said. "As we compete for advantage prior to a conflict, one of the things that we're doing is building up our network of allies and partners, and that's a huge advantage for the United States," Wormuth said. "If we develop much better interoperability, I think that complicates the decision-

making of our adversaries."

It also demonstrates that "our forces have interoperability and could fight together if we need to," she said.

Amid its deterrence efforts, the Army continues to provide support as the war in Ukraine enters its second year, and the service is "in a full-court press" to ramp up its production capacity, Wormuth said.

One key lesson from the war in Ukraine is that DoD must continue to focus on contested logistics, she said.

"As we think about the Indo-Pacific and the possibility of a war in that theater, if that were to come to pass, the logistics problem will be even more challenging," she said. "We will no longer have the space and time we had, for example, in the Middle East, to build up very large forward operating bases and be able to move supplies ... without any challenges."

The future of the battlefield itself is shifting, Wormuth said.

"The battlefield is going to be much more transparent than it has been in the past," Wormuth said. "It's going to be a lot harder to hide our formations on the battlefield than it has been in the past, and our soldiers are going to have to be a lot more concerned about their own signatures."

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**Army branding**

From Page 1

In the first ad released Wednesday, titled “Overcoming Obstacles,” actor Jonathan Majors, dressed in a modern, brown overcoat, walks alongside Revolutionary War soldiers pushing a cannon up a muddy hill and asks, “When you look into your future, do you see a life full of obstacles or possibilities?”

Majors, star of *Ant-Man and the Wasp: Quantumania* and *Creed III*, continues to walk through the Army’s history in scenes from World War II to natural disasters to a present day busload of young people on their way to basic training, calling on the viewer to “draw strength from those beside you and make your history.”

In the second ad, “Pushing Tomorrow,” a dragonfly buzzes away from Majors’ hand as he asks, “Who on earth has the vision to map a new frontier?” Evoking once more the Ar-



my’s innovation through history, the ad ends with a young soldier holding a drone that can record photos and video.

The ads will be pushed out to audiences across the country on platforms including television, print, billboards, streaming video, social and community platforms and audio channels.

The “Be All You Can Be” tagline

has “stuck with me for 40 years,” Army Chief of Staff Gen. James McConville said.

“We need every parent of this country to know, the United States Army is a pathway to success, both in and out of uniform, whether you serve for four years or 40 years,” McConville said. “The Army is full of endless possibilities.”



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## AUSA leaders host professional development sessions

Last month, a team from the Association of the U.S. Army headquarters traveled to Fort Hood, Texas, home to the Army's III Armored Corps, to conduct professional development sessions and assist the local AUSA chapter with outreach efforts.

Consisting of team members from NCO and Soldier Programs, the Center for Leadership and Family Readiness, our mission was to support AUSA's Central Texas chapter as well

### NCO & Soldier Programs

as the soldiers, leaders and families at Fort Hood.

The concept, first introduced by retired Maj. Gen. Kendall Cox, the chapter president, was to provide professional development training to a diverse audience, ranging from first line leaders through battalion and brigade command teams and their spouses. The AUSA team also worked with the chapter to build better relationships with local community leaders.

On Feb. 16, leaders from across Fort Hood filed into auditoriums and conference rooms to participate in four separate professional development sessions hosted by AUSA.



Retired Sgt. Maj. of the Army Daniel Dailey leads a professional development forum with command teams from the III Armored Corps at Fort Hood, Texas. (AUSA PHOTO)

I spoke to battalion and brigade command teams at the corps headquarters about the importance of the Army's most precious resource—its people. I shared my top 10 leadership tips, a collection of leadership lessons from 30 years in uniform, and guided a discussion with the theme, "What is leadership?"

My message to the senior leaders

reinforced the importance of the Army's People First initiative, emphasizing that the Army cannot accomplish its mission for the nation if it doesn't take care of its people.

In a nearby conference room, Holly Dailey, AUSA's Family Readiness director (and my wife), hosted a professional development forum for the spouses of the III Armored Corps. She focused on how a volunteer spouse leader can play a critical role in organizations across the Army.

Her presentation focused on answering the question, "What is family readiness?" and why it matters. She used her experiences as an Army spouse to convey her leadership lessons and define what it means to be a servant leader.

She also reinforced the importance of a unit's family readiness program, sharing with the group that "unit readiness combined with family readiness equals operational readiness."

Across the installation, retired Command Sgt. Maj. Mario Terenas, deputy director of AUSA's Center for Leadership, spoke to more than 600 sergeants and staff sergeants about



Holly Dailey, left, AUSA's Family Readiness director, meets with retired Command Sgt. Maj. Terry Fountain, executive board member of the association's Central Texas chapter, during a visit to Fort Hood. (AUSA PHOTO)



Retired Command Sgt. Maj. Mario Terenas, deputy director of AUSA's Center for Leadership, takes a photo with soldiers during a visit to Fort Hood, Texas. (AUSA PHOTO)

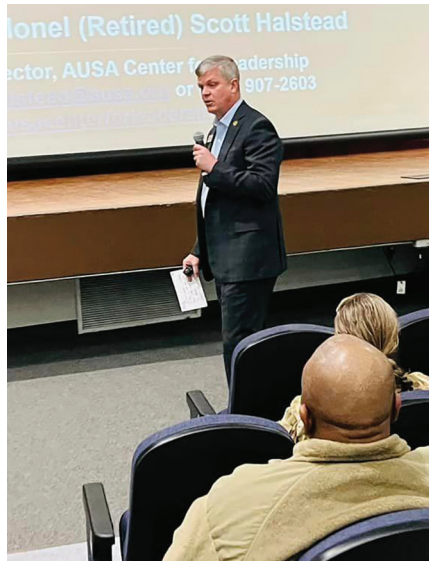
his 30 years of experience in the Army and as an NCO. Terenas talked about how he refined his leadership style over the years and how he turned failure into positive learning experiences, which ultimately made him a better leader.

Terenas emphasized junior NCOs' responsibility to build cohesive and lethal teams that follow and support the principles of the III Corps commander. He also spent a considerable amount of time answering questions from the soldiers, reminding them to "not be average."

"Your soldiers do not deserve to be led by average NCOs, and our Army cannot fight and win our nation's wars with average NCOs in its ranks," he said.

Retired Col. Scott Halstead, director of the Center for Leadership, addressed approximately 300 company, battery, troop and detachment commanders and first sergeants from across III Corps about the importance of trust and two-way communication as prerequisites to successful mission command.

The interactive discussion focused on how company-level commanders and first sergeants balance trust, re-



Retired Col. Scott Halstead, director of AUSA's Center for Leadership, discusses the importance of trust and communication with leaders at Fort Hood, Texas. (AUSA PHOTO)

lationships, authority, responsibility and accountability in the execution of their enormous duties and responsibilities.

In addition to the professional development forums, the Central Texas chapter hosted several events throughout the day, starting with a general membership breakfast.

The chapter also hosted a lunch

focused on educating community leaders and partners about the role they play in recruiting the next generation of soldiers. Several leaders spoke during the luncheon, including Maj. Gen. Christopher Beck, deputy commanding general for III Corps, and brigade and battalion recruiting commanders responsible for the Central Texas area.

Culminating the day, the chapter hosted a community reception at Fort Hood's new National Mounted Warrior Museum.

The trip to Fort Hood was an incredible example of AUSA's ability to support the Army.

"I truly believe the day's events were both an informative and educational experience, but also a chance for so many to hear from true experts when it comes to leadership," said Cox, the AUSA chapter president. "Our leaders at all levels thirst for great leadership, and what was provided was exactly what they needed to hear and experience."

**Retired Sgt. Maj. of the Army Daniel Dailey** is AUSA's vice president for NCO and Soldier Programs and was the 15th sergeant major of the Army.

## Army Fellow, spouse promoted at AUSA headquarters

Two of the Army's newest lieutenant colonels celebrated their promotions March 2 at the Association of the U.S. Army's headquarters in Arlington, Virginia.

Frank Dolberry, an Army Fellow assigned to AUSA, and his wife, Michelle Cutts, were promoted to lieutenant colonel during a ceremony hosted by Lt. Gen. Laura Potter, deputy Army chief of staff for intelligence, G-2, and Maj. Gen. Kevin Admiral, the Army's director of force management.

"I was honored to be promoted with Michelle at the Association of the U.S. Army's headquarters and look forward to continuing my work with the association as part of my Army journey," Dolberry said.



Lt. Gen. Laura Potter, left, administers the oath of office to Lt. Col. Michelle Cutts, center, and Lt. Col. Frank Dolberry, AUSA's Army Fellow, at AUSA headquarters. (AUSA PHOTO)

## Spotlight on AUSA Association Partner: AGCRA

Headquartered in Columbia, South Carolina, the Adjutant General's Corps Regimental Association exists to support adjutant general soldiers, Army civilian human resources professionals, Army bands, personnel assigned to accessions, recruiting and retention, and their families.

The association accomplishes this goal by sponsoring methods and techniques to promote proficiency in the adjutant general's corps and the Army's human resources community and encouraging programs for research and development in the fields of personnel, administration, human resources management, postal operations, public affairs, recruiting and more.

It also seeks to provide a global network for soldiers and civilians in those occupations for mentorship, job



opportunities and professional development.

"When the Army transitioned to a brigade-centric force back in 2005, the Army's HR community became more dispersed. The need for a professional AG/HR organization that can reach across all Army components is needed now more than ever," the association's website says.

The organization publishes *1775*, a

journal featuring articles by current and former adjutant general and human resources professionals. It also hosts the National AG Corps Ball, held every June in Columbia.

Additionally, the association's annual scholarship program provides eight \$1,000 scholarships to members or their dependents. Recipients who maintain a B average during their first year in college have their scholarships renewed for an additional year.

For more information, please visit <https://www.agcra.com/>.

If your association is interested in partnering with AUSA, contact Susan Rubel at [srubel@ausa.org](mailto:srubel@ausa.org).

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## Chapter award recognizes soldier's outstanding service

**S**gt. Megan Kennedy, of the risk management division at Tobyhanna Army Depot in Pennsylvania, recently received the depot's Warfighter of the Quarter award and the Distinguished Service Award from the Association of the U.S. Army's Tobyhanna Army Depot chapter.

Kennedy, who has served in the Army for 11 years, was recognized for her leadership, volunteer efforts and work to connect with the local community.

Since arriving at Tobyhanna Army Depot in September, Kennedy "has truly proven herself to be an invaluable asset. Her steadfast service is proof of her dedication to her fellow comrades, her unit and our country," said Sgt. 1st Class Frank Boehme, who nominated Kennedy for the award.

"She also enhanced her hometown unit's readiness by volunteering for multiple professional development



Col. Daniel Horn, left, commander of Tobyhanna Army Depot, retired Sgt. Maj. Kelvin Spencer, second from right, president of AUSA's Tobyhanna Army Depot chapter, and Sgt. Maj. Michael Wiles, right, then-senior enlisted leader for the depot, present awards to Sgt. Megan Kennedy. (U.S. ARMY/RYAN BEILMAN)

classes and courses, which she will be able to bring back to her home station and cross train future leaders," Boehme said, according to an Army news release.

Kennedy said she was proud to lead by example and support her fellow service members.

"My proudest accomplishment would be seeing how my leadership style positively impacts my soldiers, and some soldiers who were not in my charge, they always know they can come to me with any issue, and I will always do my best to help them," she said, according to the Army.

In addition to her outstanding leadership, Kennedy "has volunteered to support vehicle displays at community events in her free time, enabling [Tobyhanna Army Depot] to connect with our community and share our mission with Northeastern Pennsylvania," said Danielle Weinschenk, the depot's lead public affairs specialist.

Although her military service has necessitated time away from her family, Kennedy said she has found a "second family" in the Army.

"[The Army] has had such a positive impact on my life," Kennedy said. "If you're looking to make lifelong bonds and see parts of the world you could never imagine and learn skills that can help you in your future, I highly recommend joining the armed forces."

## Haley discusses AUSA Global Force symposium at chapter luncheon



Redstone-Huntsville

Retired Brig. Gen. Jack Haley, center, AUSA's vice president for Membership and Meetings, poses for a photo with members of the association's Redstone-Huntsville chapter during a luncheon where he provided updates on AUSA's Global Force Symposium and Exposition, scheduled for March 28-30 in Huntsville, Alabama. (AUSA PHOTO)

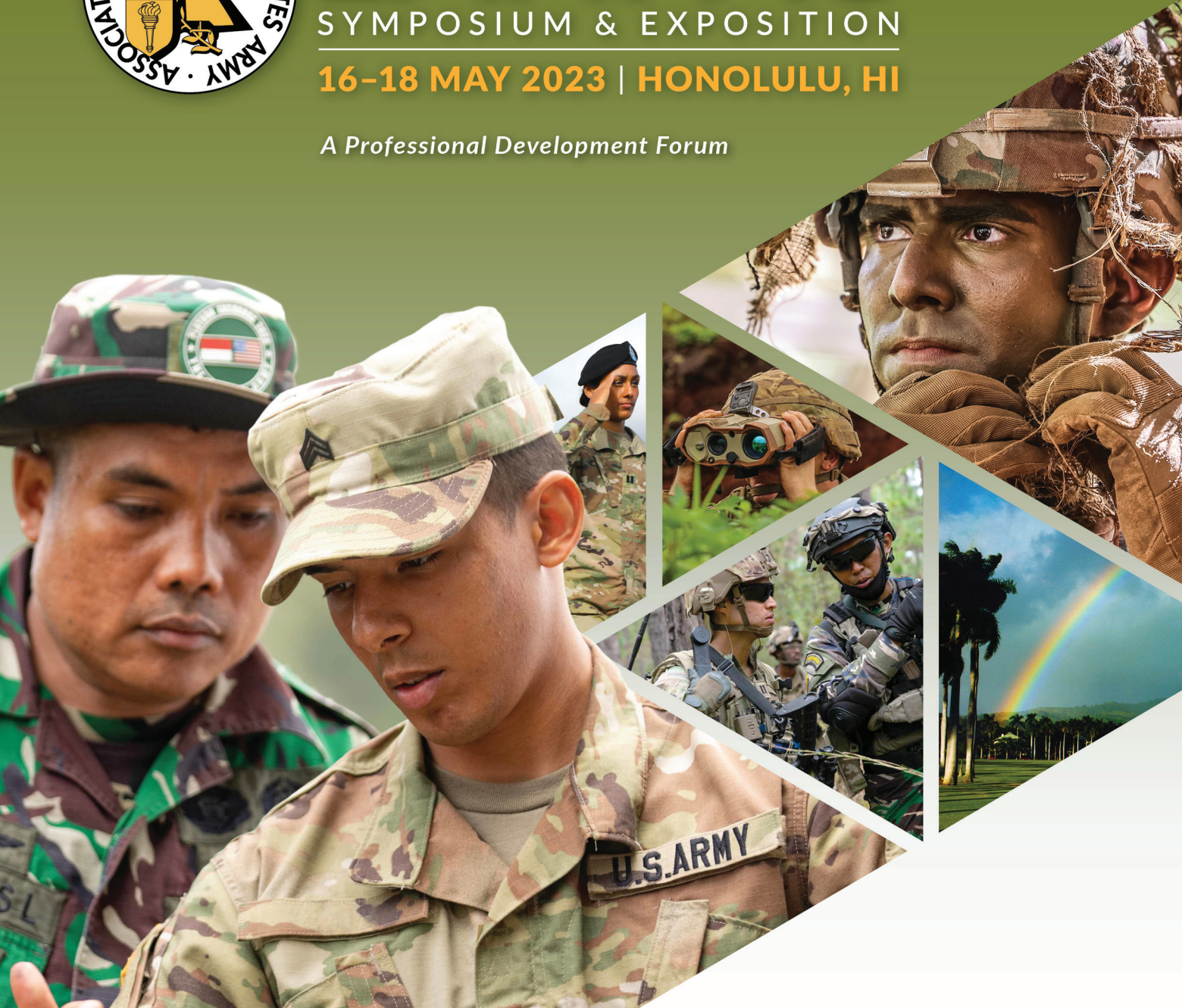


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