

for the nation's goals and the Corps' contributions to them.¹³

Major Rice strongly believed that the WAC would achieve lasting success and overcome the slander campaign only through the support of the American community, which was merely alienated by dazzling supersalesmanship and could be won only through giving community members a personal stake in the outcome. They must not be worked upon by outsiders but must do the work themselves, and its outcome must be made a competitive matter of local pride.

She therefore christened her plan the "All-States Plan" and credited the idea to a local success achieved by Baltimore recruiters. It called, quite simply, for each state to recruit a state company, which would carry its flag and wear its armband in training. The trick was in the mechanics, which involved participation of the states' most reputable citizens: General Marshall was to ask state governors to appoint local committees consisting of mayors and other prominent citizens in each town, who would be responsible for aiding recruiters to meet the quota. Major Rice said:

You will find in this plan nothing new—it is based on the oldest and most fundamental appeal any nation has ever used, and the device it uses is the oldest recruiting device in America, stemming from Colonial days. The appeal is the straight patriotic appeal. . . . By making this appeal by States we hope to reinforce it by the appeal of State pride. We have a big country with many state and sectional traditions . . . and they can be made to play their part only if the operations are conducted by people who know the States and the people in them.¹⁴

Another appeal was added by Colonel Hobby concerning the setting of the quota; each town would list the number of

its sons who had become battle casualties and would recruit a woman to replace each.¹⁵

The All-States Plan, Major Rice predicted, would not bring in astronomical numbers of recruits, but it could if properly handled pull the WAC out of its recruiting slump, ensure its continued existence, and help to squelch the slander campaign.

The Recruiters

The WAC recruiting machinery could scarcely have been in worse condition for a new effort. Recruiters had borne the brunt of a year of public hostility, and were so fatigued and discouraged that their relief would have been essential had any trained replacements been available. A typical example was one very junior North Carolina recruiter, who reported bitterly that she had made recruiting trips to all the main towns in nine different counties, secured seventy-three free articles and advertisements, got free radio time, secured lists of prospects in every town and sent them all letters, developed a trailer film and display boards, sponsored a state-wide high school poster contest, and distributed 10,000 copies of the winning poster. In return, she succeeded in giving out only ninety application blanks, received thirteen applications, and enrolled two women. Meanwhile, her four enlisted assistants became discouraged

¹³ (1) WDBPR Press Release, 28 Oct 42. (2) "The Nine Old Women," *Time*, 1944. (3) Intervs with Mrs. Hobby, 29 Jun 48, and numerous others.

¹⁴ Entire discussion from Min, WAC Rctg Conf, 7 Sep 43. WAC Daily Journal, Vol. II, SPWA 337 (9-1-43).

¹⁵ Approved by D/F, G-1 to ASF through CofS, 2 Sep 43. WDGAP 341 WAC, in WDCSA 291.9 WAAC.