

recruited 128,000 almost before the campaign could be shut off. Nevertheless, Colonel Hobby had consistently rejected these offers, pointing out that special promises to recruits—their choice of branch or station—were undesirable and that difficulty and hard feeling would later result, particularly since earlier recruits had no such choice.²⁶

Army Service Forces recruiting experts now informed Colonel Hobby that the WAC would have to abandon its stand against special promises, saying, "The persistent decline in WAAC recruiting results, along with the increasing need for women in the Armed Forces, make it essential to open the door immediately for special WAC recruiting plans."²⁷ It was therefore decided to adopt the Air-WAC Plan to supplement the All-States Plan; the Air Forces would not compete, but would bring in women who would be part of the state companies until trained. Branch recruiting thus became an accepted fact, although the other two Army branches—AGF and ASF—did not at this time decide to give any personnel to the project. The AAF at once prepared to throw hundreds of additional recruiters into the struggle.²⁸

The Quota

On the eve of the campaign, Major Rice estimated that the take would be 10,000 in the approximately two months between 27 September, when the campaign opened, and 7 December, when it closed. Colonel Hobby optimistically hoped for 35,000, and asked that Fort Sheridan be made available in case the three remaining WAC centers were inadequate. The Adjutant General insisted that the higher goal of 70,000 be set, since

70,000 casualties had been sustained to date. Colonel Hobby deplored this move, saying, "It is negative psychology to have an impossible quota"; she recommended a quota of approximately 17,000 for the entire period, which was disapproved by the Army Service Forces. Major Rice attempted to use merely the number of those killed in action instead of all casualties, but the number 70,000 was chosen by the Secretary of War and used in all publicity releases. Actually, G-3 Division of the War Department had hopefully included 200,000 Wacs in the Troop Basis for 1943, but with the provision that more men could be drafted if women failed to volunteer. The most impossible figure of all came from The Adjutant General's Office, which calculated that 631,000 Wacs were needed at once to prevent the drafting of fathers. The figure of 600,000 was used by General Marshall in his public speeches, to emphasize the extent of the Army's need, but was never considered a real quota.²⁹

The Campaign

On the last day of August 1943, the All-States Campaign went into action with the precision and co-ordinated effort of a

²⁶ Memo, AAF for G-1, 29 Jun 43. Published 4 Sep 43, AGO Memo W635-21-43, Participation of AAF in WAC Rctmt. SPWA 341 (8-6-43) sec 1b.

²⁷ Memo, Lt Col C. C. Curtis for Dir WAC, 11 Aug 43. SPWA 341 (8-6-43) sec 1b.

²⁸ Ltr, TAG to SvCs, 12 Oct 43. AG 341 WAC PR-I, in SPWA 341 (8-6-43) sec 1a.

²⁹ (1) Rice estimate made to author and co-workers. (2) Hobby estimates in 1st Ind to Dir Pers ASF, to Memo cited n. 27. (3) Hobby quote from Min cited n. 3. Also Memo, Dir WAC for Dir Pers ASF, 19 Aug 43. SPWA 341 (8-10-43) R, in SPAP 341 WAAC (2-26-43). (4) Ltr, SW to Bur of Budget, 15 Jul 43. WDGAP 320.2 WAAC, in CofS 291.9 WAAC. (5) ByExec Order 9364, top limit to strength of WAC was set at 200,000, as published in WD Bulletin 17, 4 Aug 43.