（wob g part of tho plan．）
1．The fundmmental conception upon which this plan is besed is that the miltary wan power of the United states，white or black，should be essignea to duties in the drmy for which it is qualified．Militery con－ aiderations alone should gotern in war．

2．The ns⿱rgro does not gerform his share of civil duties in time of pasce in proportion to hie population．fo has no leadera in industrial or conercial life．Ee tates no pert in governmont．Compared to the white nan ho adattodly of inforior mentality．Ei is inherentiy weak in character．

3．The negro issue should be met squarely．The 霛ar Departaent had no pre－detorinined and sousd plan for the use of nagro troope at the beginning of the World War．It had no adequate defense ageinst political and racial pressure and was forced to organize negro combat divisions lata comalsion wqualilied ngero officers．The remultware well known．

4．The war pepartwant yhon ocession cemands should be able to prosent this mattor franky to those tho mate comands or chould know the facta． The negra，partieularly the officer，failed in the forla war． The coer till not bo cloged againet him on this account． E WLIL be givan an opportunity to take part in war in gecordance mith his quelifications in aactly tho ame fields of aetivity as are allobted the white was．

轻 will be accepted ior sorvice by the Ldentheal standapde applied to the white mon．

Thile in the servico to will be measured by the standards applied to the white man．Thia include reclassification，elimination，and reward of prosotion and decoration．

Ee will be given a ooud plan of organization，training and loadon－
$\operatorname{ship}$.
Te will be glven tasks he ney roesonably be expected to perform． If he meag good he illl have the opportunity eventually to fight th the war ith all－negro grganizations． If he tails to quelify to fight as a race he rill be limited to such tasis as he ean perform under vhite leadorghip． What he accomplinhes in war vill dopend upon the negro．

5．Thare hould be ne sentiment about the use of negro troops in war． It is not some to contend that he should bear losses in tar in proportion to bis population relative to white population，The basis of his omployment in mar ghould be that applied to white coldiers，vis．， qualificatons ond capabilibles for ailitary service． In the Anerican Expeditionary Porcen ha frence the negroe＇s total share of lossec was $1-2 / 2 \%$ ．

6．If the negro hovid be called into service on a plen based on the numerical strongth of hif pepulation his share of man power for the tobslisa－ tion plan would be alnost bwice the cuote，which undse tho standarde dovel－ oped in the World war，he can furnish．
 nonmeonbatant duby．This would leave egoroxistatoly 30,000 for the oxperi－ ment of conbat duty．

3．The mejority of megrose lett at tow will bo in the southem states wher they 等ill be needed for labor and where they can beat be handed by compormb white

1. The fundamental conception upon which thia plan is besed is that
 assignea to duthe in the Arny for which it is qualified. Militery considerations alone should gotern in waz.
2. The negro does not perform his share of civil duties in time of peace in proportion to his population. to has no leaders in industrial or cowercial life. Ee tates no part in government. compared to the white man he if adathtedly of inforior mentality. Fe is inherently weak in character.
3. The negro issue ghould be met squarely. The war Department had no pre-determined and sousd plan for the use of negro troope at the beginning of the Torld War. It had no adequate defense against political and racial pressure and wat forcod to organize negro combat divisions and comalsion uqualified negro officers. The resulte are well known.
4. The 揗 Deparbmant when ocession cemads should be able to prosent this mattor frankly to those tho male ciomade or chould know the facta. The negra, partieularly the officer, failed in the torld war. The doer fill not bo cloaed againet him on this account.
E Will be givan an opportunity to take part in war in gecordance with his quelificatione in exaetly the vane flelds of aetivity ar are allotted the white han.

To will be accepted for sorytee by the Ldentical standerde applied to the white men.

While in the service he whil be measured by the standards applied to the whtte man. This Includet reclassification, elimination, and reward of promotion and decoration. Ee will be givon a coumd plan of organization, training and loadopship.

Te 111 be stwon fasks he ney roasonably bo expectod to perform. If he mates good he will have the oppoptunity oventually to figh th the war ith all-negro erganizations. If he fails to qualify to fight as a raes he (ill bo limited to such 妾osik as he can perform under white leadorghip. What he accomplishes in war vill dooend upon the negro.
5. Thore bould be ne centiment about the use of negro troops in var. It is not some to contend that he should bear lossed in war in proportion to bis population relative to white population, The basis of his omployment in war should be that applied to whte aldiers, vis., qualifications end capabilitios for nilltary service.
 share of lossee was $1-2 / 2 \%$.
6. If the negro showld be called into service on a plan based on the numerical strongth of hif population his ghare of man power for the kobilization Plan would be almost twice the guota, wich under the standarde doveloped in the world uar, he can furnish.
 non-combatant duty. This vould leave epproxivatoly 30,000 for the experiment of combat duty.
3. The fority of negroos lett at hom will be in the southern states Wher they will be needed for labor and where they can host be handed by compotant whtter
2. In past wars the negro has made a fair laborer. As techician and a fighter he has been inferior to the white man.

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\text { Reference " } \mathrm{g}^{4} \text {. }
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3. In the 降orld war the negro officer was a failuro in combat.
Retorence now.
4. In the World War political pressure forced the formation of two negro combat divisions and the commissioning of about 600 negro officert.
Reierence "D".
5. There are $12,000,000$ negroes in the lnited Statee. The total number which according to the standards developed in the Forld管ar are qualified to be soldiers is 352,922. Applying the same standsrds to the white man we find that the negro can furnish 6.18 of the total man power in the United State qualifiad for military service. On this basia his contribution of man power to the total reguired by the Var Department General Mobilization Flan is 209,679. Reference "IM.

TV. Opintoz of the War College.

1. In the process of colution the American aegro has not pregressed as far as the other sub-species of the human family. As a race he has tot developed lewdersinip qualitios. His mental inforiority and the inherent weabnesees of his character are faetore that nust be considored with grat care in the proparation of any plan for hie omployment in var.
2. The 14fe of the nation is at take in war weither the white mor the negro should be given tesks they are not gualified to periora. However, the plan for the use of the man power of the United States in war should bo fair to both reces.
3. In past wars the negro has made a lair laborer, but an inferior technician. as a fighter he has been inferier to the white man even whon lod by whito officers.
4. The negro officer was a failure as a combat officor in the world way.
5. The door should not be closed againet the negro because of hit failure in the world War. He should be given a fair opportunity to perform the tasky in par for which he ig qualified or may qualify himeslf under a sound plan of organization, training and leaderohip. Le should be measured by the same standards applied to the white man. Finally, he shovid bo given an opportunity to demonstrate es a race his cempetency for combat duty.

6now 4 ,
6. In maing offactive the war Department General toblisation Plan the total nuabar of negroes to bo taken into the military sorvice should be 209,679 .
7. The largest negre unit that chould be organised on moblligation is the battalion. These battalions should be assignod to divinions of the Regular Aray and the National Cuard in the proportion of one battalion to a division for combat training. If and when these battalions domonstrate shafactory combat officiency they ohould be groupad progregsively into larger units aith the division as the ultimate aim.
8. Nearo soldiers as individunls nowld not be ksalmed to white maits.
9. The total number of negro combat untts to be erganized on nobilization should be oufficient to forn one complete Infantry divisten lest headquarters of lerger waits. thie nuaber shovid be organizad Into batbaliont, trains, ote., and diabributed by services and branches in the proportions indicated by tablea of organizetion for the Infantry division, The remsindef of the negre quota, after deductIng the number nucsssary for tralning and replacement purposes and frontier and other duty in the Zone of the Interior, should be engnod to the Rngineors, Quarteraster Corpa, Air Bervice, Cavalry, Coast Artillery, and Midical bepartment in aceordance vith the occupational qualifications of the men and the neete of thess services.
10. At the begirning of the war the negro combat muts should bo oficeored entively by wite oficicere oxcopt in the grede of lieutenant. Only negro officors who horeafter graduate from training camp there they have qualitiad for appointment as combt officers in accordance with standarda applied to wite candidates hould be assigned to these units. The white aificsrs asaigned to negro combat units ahould be carefully belected.
11. White and negro lieutenants should be asalgned to negro combat unite in numbers to insure that at ell times the companies will have double the number of lieutenante in correaponding white orgenizathone. During tha period of combat training the number of negre lientenants in negro combet unit should not excod the number of white lieutenantm.
12. Intinally megro officers above the grade of lieutenant, and all othor negro officers not included in Par. 10 above, should be assigned in general to non-combatant units of negro troeps. They shoula bo observed, teated, rechassified, eliminated or advanced aventwally to combet agsignonts in accordance with the standards applied to white officers.
13. Hegro officars shoule not be plaesd over vhito afiesrs, moncomissioned officers or soldiers.
14. Tagre oficer candidaten ohould attend training campe wh thitbe candidates. They should have the mane instructors, take the ame tost and meet tha same requirementa for appointmons ad offcera as the white candidates. They should be oheltared, nessed and instructed separately from white candidatere.
15. Gitation, lecorations, and promotion for demonstrated eflieiency should be given the negro in accordance with the standards appliad to the white man.
16. Thí play providos for the initial ascignment of negro man power the outbreak of war. It will be sean that the eventual use of the negro will be determined by his performance in combat training and service. If and whon the battailions assigned to vhite divislons qualify for combat service they will be assigned to thie duty. If the nogre makes good the way is lett open for hin to go into combat ovontually With all-nogro unitia. It the negro oficer faile to temonstrate his. ability to lead his own troops they will be led by whita officere. The formation of all-negre units showl be nsde graduslly, etarting oith tho compsay. They shovid be led by negre of Licer whe heve cemonetrated their ability to 1ead. When they have quallifed for combat duty they should be given ma oportunity to denonstrate in combat wether or not they should progress to larger witta.
17. The guiding prinefile in this plen is mlitary efficiency. The plan is belleved to bo eminently fair to both the negro and the white man. Polthical or racial pressure should not be allowed to altor it.

## 7. Aotion recomrentag.

It is recorvended that this wtudy be taken as the benie of the policy of the War Departmet for the use of negre man power and that the plan propesed herein bo used an a guide in the revision of the war Department General lobilization Plan.

## WI. Concurrencos.

The policiof and plan for the use of negro man power propoaed in this tudy are the culminetion of several years study by the faculty and student body of The Army Tar college.

H. E. WIT,<br>Wor Goneral, U.S.Army,<br>Comtandant.




## 2. Pheratag.










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 have had rearral ditente in nome som."











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