August 10, 1960

To the Graduate Council:

I am submitting herewith a thesis written by Roy Madison Luna entitled "The Successful Establishment and Continuation of Community Clubs in Middle Tennessee." I recommend that it be accepted for nine quarter hours of credit in partial fulfillment of the requirements for the degree of Master of Science, with a major in Agricultural Extension.

Lewis N. Dickson
Major Professor

We have read this thesis and recommend its acceptance:

Robert L. Dotson
Harold J. Smith
Henry Andrews

Accepted for the Council:

Dale Wantling
Dean of the Graduate School

THE SUCCESSFUL ESTABLISHMENT AND CONTINUATION OF COMMUNITY CLUBS IN MIDDLE TENNESSEE

A Thesis

Presented to

the Graduate Council of

The University of Tennessee

In Partial Fulfillment

of the Requirements for the Degree

Master of Science

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by

Roy Madison Luna

August 1960

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CHAPTER I

INTRODUCTION

The Community Improvement Program in Tennessee began in the Knoxville, or East Tennessee, Community Improvement Area in 1944. It was designed to help improve farming communities and to foster better relations and understanding between rural and urban people in the area. Rural communities were encouraged to organize and compete with themselves and their neighbors in the effort to raise their production and living standards. Following completion of the first successful year of community improvement work in East Tennessee, the Farmers' Club of the Nashville Chamber of Commerce endorsed the idea and sponsored the program. In 1945 they set up the Middle Tennessee Community Improvement Area. During the first year in the Middle Tennessee Area, 121 communities in 23 counties participated in competition for awards and other recognition offered them by the Farmers' Club, actually the Agricultural Committee of the Nashville Chamber of Commerce. By 1959, there were 160 organized community improvement clubs in 31 counties participating in the Middle Tennessee Community Improvement Area. Six other counties had no organized community club even in 1959. The Farmers' Club has continued to have direct responsibility for community improvement in Middle Tennessee since the start, and an annual contest has been used as the incentive to get local groups with mutual interests to organize and cooperatively work toward solutions of their problems.

The plan for competition among organized communities participating in the program was a relatively simple one. Two classes of competition were included in each county participating, namely: open competition, and sweepstakes competition. The former, open competition, was planned and conducted among all of the organized clubs in an individual county that wished to be included. The stipulation was also made that those qualifying for the competition must not have been area winners during any of the previous three contest years. Each year until 1959, the open competition community winner from each county in the Middle Tennessee Community Improvement Area was chosen to represent the county in area-wide competition. In turn, the community winning the Middle Tennessee Community Improvement Area award was then eligible to compete with three other Tennessee Area Winners to determine the State Winner. The four competing State Areas naturally evolved around the major trade areas in Tennessee as follows: the Chattanooga Community Improvement Area, surrounding Chattanooga in southeastern Tennessee; the Jackson Community Improvement Area, surrounding Jackson in West Tennessee; the East Tennessee Community Improvement Area, surrounding Knoxville, and the Middle Tennessee Community Improvement Area, surrounding Nashville. A fifth area, the Bristol Community Improvement Area, surrounding Bristol in the extreme northeastern part of the State, did not compete with other areas in statewide competition. Winning the title as the most outstanding community in Tennessee carried with it high honor, possession of a banner, and an engraved plaque, not to mention the great prestige associated with such distinction. Though cash awards were offered at county and area levels

of open competition winning, a cash prize was not given in the case of the State Winner.

The second class of competition available for the consideration of interested, organized rival communities in Middle Tennessee, sweepstakes competition, was planned and conducted among those successful communities which had been Area Winners within the previous three years. Qualified communities could compete, first, on a county basis, and, second, on an area basis (providing they won the prerequisite county competition), for awards similar to those offered winners in the open competition class. No State competition was provided in the sweepstakes class. After completion of the prescribed three-year sweepstakes or lay-out period, former open competition area winners again became eligible to participate in the open competition class.

Though the last State Winner was selected in 1958, and competition no longer exists among the community improvement areas cited above, Area Winners are still selected each year according to rules similar to those discussed above. Competition in the Middle Tennessee Community Improvement Area, however, is now based on the improvement made in a given year by all of the community organizations within a given county represented on a Council of Community Clubs rather than on improvement made by an individual, outstanding community within the county. The County Council of Community Clubs serves the overall community organization well by assisting newly organized clubs in the selection of methods of developing projects and training leaders, and also, by suggesting worthy projects. Another role of the council is that it keeps urban sponsoring groups informed concerning activities of the various clubs throughout the county.

I. THE NEED FOR THE STUDY

Extension Agents have long realized that organized communities are useful for developing and teaching agriculture and home economics to rural and other people. Extension workers have tried to inspire, encourage, and otherwise develop members of these communities, and to help them, both individually and as groups, to work toward attainment of their goals.

At the present, Community Improvement Clubs in the Middle Tennessee Community Improvement Area are primarily organizations of rural people in relatively specific geographical locations in the several counties. The organizations are unique in that they encourage active participation of all age groups. Each community organization decides on the structure of the group, with a president, vice-president, secretary, treasurer, and reporter elected from within the club. Community members decide when and how often to meet. The entire group agrees on the activities for the year. Usually a committee chairman is appointed by the president to direct the work of each of the various committees throughout the year.

The so-called community club is organized basically in a rural community to accomplish various objectives that might otherwise be unattainable without the cooperative effort of all people within the community.

Organized, progressive communities are pictured as having a number of generally accepted points in common.

Wilson[1] summarized the important items and combined them into the following characteristics of such communities:

1. They base their progress on the creation of new wealth from vigorous soil.

2. They create greater opportunities for community members to enrich farm and family living.

3. They accomplish much more by working together as community than any individual or family might accomplish alone.

4. They provide opportunities for people to grow mentally through the process of solving problems together.

5. They provide opportunities for people to grow spiritually as they work together in brotherhood toward increasingly higher living levels for all members of a given community.

Research has shown that many well-organized communities win in county and Area competition and then start on a more or less immediate down-hill grade rather than continuing on an uphill climb. Some of the problems most frequently mentioned as obstacles to the successful organization and continuation of active community clubs are to be seen in the following quote from deS. Brunner and Kalb:

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[1]Rosslyn B. Wilson, Champion Rural Communities, Agricultural Extension Service Publication 338, Knoxville: University of Tennessee, 1952, p. 1.

> By very nature, many social organizations are not highly formalized or intergrated; nor is leadership permanent or professional in character. All this may be of advantage when considered from the standpoint of easy readjustment or changes; but it does become a reason for instability. There are, therefore, many lacks respecting purpose, program and leadership. These are reasons within the life and plan of the organization to attain some definite objective. When these were achieved, the groups were left with little or nothing to do. No new ideas captured the imagination of the members. Interest lagged. Death came, often without the formality of a funeral.[2]

At the same time, in many of the rural communities in Tennessee other organizations, such as Scouts, Young Farmers and Home Makers', and Little League teams are becoming active, and are demanding ever great expenditures of time and money by the people within the communities.

The following quotation very well expresses this overcrowded community scheduling:

> The multiplicity of organizations has made the social structure unwieldy. As one leader put it, "There are so many organizations here there'd be no time for anything else if all were properly supported so none are well attended."[3]

In spite of the fact that many communities grow and prosper for a time, and then wither on the vine, it is most encouraging to note that many other such organized groups have become successful communities, not only receiving every extrinsic award offered in Middle Tennessee, but also enthusiastically continuing their work.

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[2]Edmund deS. Brunner and J. H. Kalb, Rural Social Trends, (New York: McGraw-Hill, 1933), p. 253.

[3]Ibid., 254.

Extrinsic awards referred to include: county, area, and state awards, plus publicity and recognition for their accomplishments.

Though considerable recent research has been conducted in the various phases of community development or organization, insufficient findings have been accumulated to give Extension workers guidelines concerning the reasons for success or failure of specific community club organizations.

II. THE STATEMENT OF THE PROBLEM

It was the overall, central purpose of this study to identify, describe, and analyze certain facters which have contributed to the establishment and continuation of successful community clubs in Middle Tennessee. Specific purposes of this study are:

1. Concerning the original organization of successful community clubs:
   a. To determine the primary reasons for organization
   b. To determine the primary problems encountered at the time of organization
   c. To determine the characteristics of club president at the time of organization
2. Concerning the continuation of successful community clubs until their selection as Area Winners:
   a. To determine the factors that influenced the continuation and growth of the club from the date of organization until the date of becoming Area Winner

b. To determine the primary problems that the club was encountering at the time it was declared an Area Winner

c. To determine the outstanding projects completed which contributed to the club's becoming an Area Winner

d. To determine the characteristics of club presidents during the year of its selection as an Area Winner

3. Concerning the present and possible future continuation of successful community clubs:

a. To determine the factors which motivate the continuation of the club

b. To determine the primary problems which the club presently is encountering

c. To determine each respondent's comparison of the status of the club at the time of this study with the status at the end of the first year of organization.

d. To determine each respondent's comparison of the status of the club with its status at the date of winning the Area award

e. To compare the present attitudes of the youth toward each community organization with those of youth at the time of its organization

f. To determine present and possible future organizational objectives of the clubs

g. To determine respondents' predictions for the possible future success of the clubs

h. To determine the characteristics of present club presidents

III. METHODS USED IN THE STUDY

Selection of Community Improvement Clubs

Starting in 1945, one rural community organization in Middle Tennessee Community Improvement Area was declared Area Winner in the open competition division for each year for fourteen consecutive years ending in 1959, when the entire nature of the program changed. At the time of this study, only eight of the total fourteen Area Winners were still actively functioning as organized. In no case had any of the eight still functioning been actively organized for less than five consecutive years.

The requirements, then, made on community organization selected for this study of the successful establishment and continuation of community clubs in Middle Tennessee included that (1) they must have been former Middle Tennessee Community Improvement Area Winners, (2) they must have been actively organized for a minimum of five consecutive years, and (3) they must have been actively at the time of this study.

As indicated above a total of eight clubs, representing six counties in Middle Tennessee satisfied the above stated requirements. The community clubs selected, together with the counties in which they are situated, include the following:

1. Bedford County . . . . . .Rich Valley Community
   Flat Creek Community
   Wheel, Bedford, Thompson, Shop Community (W.B.T.S.)
2. Lawrence County . . . . . .New Prospect Community

3. Lincoln County . . . . . .Cash Point Community

4. Marshall County . . . . . .Farmington Community

5. Sumner County . . . . . .Liberty Community

6. Wilson County . . . . . .Hamilton Hill Community

Further mention of the actual community name will not be made since answers given by club representatives were confidential.

Selection of Club Representatives and County Agents for Interview

Two representatives from each of the clubs qualifying for the study were selected by the County Agent concerned in consultation with the present community club leaders. Requirements placed on the club representatives were that (1) they must have been active in the community since its organization, and (2) they must have held office in the organization at some time during this period. A total of sixteen community club representatives, two from each of the eight organizations in the study, were selected for interview in the study.

In each county where an Agent had been employed since the beginning of a given club under study, he too was selected for interview.

Development of the Questionnaire

The questionnaire developed for use in this investigation (See Appendix B) was organized into three main parts according to the following three periods in the history of each of the clubs selected: (1) the year of organization, (2) the year when an Area Winner, and (3) the present year. Questions were also asked concerning the possible future status of each club.

As background for the development of the questionnaire, a review was made of published and unpublished material relating to the establishment and continuation of successful community clubs. Appropriate items selected from this review will be presented in Chapter II, The Review of Literature. Study of the Minutes of the Tennessee State Extension Committee Meeting on community improvement were particularly helpful and provided a wealth of material regarding the various problems faced by struggling and successful communities alike in the periods of establishment and continuation.

University of Tennessee staff members assisted in the development and first revision of the instrument. An effort was made to so word the questionnaire that a minimum of explanation would suffice and a maximum of understanding would occur. The questionnaire was given a try-out in an Agricultural Extension Seminar Class at the University of Tennessee. A second try-out of the revised form was then completed by appropriate representative leaders of Gibbs Community Club in Knox County, Tennessee, in May, 1960. Following the completion of the above mentioned try-outs and the making of the necessary revisions in the questionnaire, the working copy was prepared and mimeographed for use in interviewing the community representatives and agents selected.

Collection of Data

Permission was granted by the Director of the Cooperative Extension Service in Tennessee and the Agricultural Extension District Agents in the Nashville Area to seek the assistance of the County Agents in the counties selected.

A letter of request (See Appendix A) was written to each Agent asking his assistance in obtaining three specified record books for study from each club. The books designated were: the record book for the first year the club was organized, the record book for the year the club was declared Area Winner, and the record book for 1958.

A second letter of request (See Appendix A) was mailed to the County Agricultural Agent in each of the counties studied, asking that he arrange a meeting of himself and two selected leaders from the club under study, the three to be group interviewed at the scheduled time. It was stipulated that this meeting should be arranged at a time and place convenient to the club representatives selected and the Agent during the second week of June, 1960.

Three separate questionnaires were prepared to be answered, one each by the two community leaders and one by the County Agricultural Agent, where he qualified, at each interview. One leader was asked to complete the questionnaire concerning reasons for the initial organization of the community club and the particular problems that were encountered at that time. The second leader was asked to complete a questionnaire designed to determine the factors which contributed to the club's continuation and selection as an Area Winner. A third questionnaire, planned to determine the present status of the club, was completed by both leaders. In each interview, if the Agent had been an active Extension worker in the county since the organization

of the club under study, he too was asked to complete all three questionnaires. The necessary small group interviewing was planned and conducted from June 6 to June 10, 1960.

Analysis of data. The procedures used in analyzing the data included the following:

1. A complete characterization of each of the eight clubs interviewed was written. In the characterization, the community club was analyzed during each of the three periods of history which the questionnaire covered, namely, (1) the year of organization, (2) the year when it was declared an Area Winner, and (3) the present year and future prospects of the club.

2. In an effort to have a more precise way for measuring the importance of the various factors appearing in the questionnaire, a simple comparative rating system was devised. Items rated as first in importance by those interviewed were assigned four points; those rated second were assigned three; those rated third were assigned two; those checked but unrated by the persons interviewed, were assigned one point; and those not checked and not rated were assigned no points. The total for each item (Frequency of reporting multiplied times the points assigned according to the value of the rating) was then divided by the total possible points in order to give a separate comparative rating for both club representatives and County Agents for each item listed--expressed as a percentage of the total. Finally, a composite rating was made for each item by totaling the ratings of club representatives

and County Agents and dividing by the total possible points for the sum of the two.

Tables were made compiling the frequencies of club representatives' replies concerning each period of history studied in the eight clubs interviewed; other tables were made compiling the frequencies of County Agricultural Agents' replies concerning each period of history studied in the cases of the five clubs where Agents qualified to participate in the interview; and composite tables of frequencies of both the club representatives and Agents' replies concerning each period of history were made. Following the presentation of each of these tables, as shown in Chapter III, a brief summary of its analysis will be presented.

3. From the findings of the above stated analyses, descriptive techniques were used to further consider the various ramification of the problem, and the summary and conclusions of the entire study were made.

IV. DEFINITIONS OF TERMS USED IN THE STUDY

Since there is considerable variation in terminology, the following terms will be here defined to assure their proper interpretation as they are used throughout the remainder of the thesis:

Successful Establishment

The term shall mean the status attained by a community organization which has satisfied the following criteria:

1. It must have been an Area Winner.
2. It must have been actively organized for at least five years.
3. It must have been active at the time of this study.

Middle Tennessee Area

Throughout the rest of this thesis the term shall refer to the Middle Tennessee Community Improvement Area as delineated by the Nashville Chamber of Commerce committee known as the Farmers' Club. At the time of the study, the Middle Tennessee Area included 37 counties and 160 community clubs, six of the counties included in the area having no organized community improvement programs.

Area Winner

This term shall designate the organized community selected in a given year to receive the top place award in the Middle Tennessee Area. The club winning the award was selected on the basis of its superior achievement in the considered opinions of selected judges according to specific criteria (See Appendix E) during a designated year. The Area award was given in the form of a money prize and area recognition, the winner being selected from all county winners within the area.

Community Club

This term shall designate a primarily rural organized group of citizens having common interests within a specified area of a certain county.

Extrinsic

The term shall refer to any award, in the form of a plaque,

banner, cup, money, and/or recognition, given by a sponsoring group to a winning community organization.

Intrinsic

In this study the term shall refer to a satisfaction felt by a community organization which was brought about by accomplishments engendered from within the group.

Successful Continuation

Throughout this thesis the term shall refer to a club which has received every extrinsic award possible within the Middle Tennessee Community Improvement Area, and the citizens of the club still continue to maintain an actively functioning community organization.

Community Improvement Program

The term shall refer to one area of program emphasis of the total Agricultural Extension Service program which is one means through which Extension personnel work with organized community groups for the purpose of developing the people.

Primary

Throughout this study, when several items are listed the term shall refer to those ranking first, second, or third in importance.

Secondary

The term, throughout this thesis, shall refer to any item checked, but not ranking as first, second, or third in importance.

CHAPTER II

REVIEW OF LITERATURE

In order to establish a concept of successfully organized and established community clubs, a review of the pertinent literature was made under each of a number of convenient categorical headings.

I. THE CREATION OF INTEREST IN COMMUNITY ORGANIZATION

It should be stated that there apparently is no one generally accepted pattern for the establishment and continuation of successful community clubs which can be given in one, two, three order. However, authorities[4] do agree that there are at least three salient features that will, in general, characterize a community club. First, the club membership is based upon the family, thereby placing strong emphasis on family unity. Secondly, the only requirement for membership is attendance at meetings and participation in the club activities. Thirdly, the main objective is to join with neighbors in an effort to improve the community and the individuals and families of which it is composed. Needless to say those interested in organizing a community club often become discouraged because of low attendance at regular meetings. Concerning this point, Biddle says:

> The fact of small numbers in attendance at meetings should discourage those who seek to develop local responsibility. Enthusiasm in a handful is of greater value than passing

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[4]B. L. Gilley, "Guidepost to Better Community Club Work" (unpublished handbook of suggestion for community leaders), Assistant County Agent, Knoxville, Tennessee. 1955, p. 2.

attention from many. Better six who are determined than sixty who "go along."

The process of developing participant-leaders starts with the few who will work; and there is no vital learning with vigor. Other leaders will emerge and be trained by participation in the activities which the first few inaugurate.[5]

It must be realized that communities are composed of people who have many different interests. Bob Gilley, Assistant County Agent in Knox County, in 1955, discussed this aspect of the community organization:

A community is like unto a jigsaw puzzle in that it is made up of many parts. In a community we find many different kinds of people, many varied interests, various special interest groups, and problems of an untold number. Therefore, we must have a broad perspective of community life. We must see the parts as they are related to the whole. Individuals of groups of individuals who are primarily concerned with only one phase of community life...only one piece of the jigsaw puzzle...must not grow selfish in their undertaking. They must remember that their accomplishments must be fitted together with those of other groups in order to form the true pattern of wholesome community life.[6]

If the majority of the people can see the importance of community work and view the needs of the entire community, then the jigsaw pubble should fit together more neatly. Murray, Brimm, and Miles advanced the idea that if the members of any community group think they are interested in organizing a community, the members of the group should ask themselves the following questions:

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[5] William W. Biddle. The Cultivation of Community Leaders. (New York: Harper and Brothers, 1953), p. 47.

[6] Gilley, loc. cit.

> Does your community have problems that can best be solved through group action?
> Do you see your farm and/or home as a part of the community as a whole?
> Do you agree that in helping your neighbor improve his conditions you are at the same time improving your own farm and home?
> Do you believe that community conditions influence the character of all its citizens?[7]

If a group of interested leaders in a community can state that they see a definite need, and are thoroughly convinced that the questions asked could be solved better by group action, authorities[8] generally agreed that the community is near a good starting point for formal organization.

Biddle advanced the idea that behind every organizational situation, even though the idea to organize appears ready to take hold, some one must be the initiator, or key person, to start the ball rolling. He commented that:

> Every time a community makes conspicuous growth, some one person will usually be found as prime initiator. Even those situations which seem poised on tiptoe ready for great achievement usually wait for the extra push that the proper personality can give. Such an individual is a practitioner of the art of community development.[9]

---

[7] Crosby Murray, J. W. Brimm, and Margaret M. Miles, Guidepost to Community Development, Agricultural Extension Service Publication 351 (Knoxville: University of Tennessee, 1956), p. 5.

[8] Murray, Brimm and Miles, loc. cit.

[9] Biddle, op. cit., p. 169.

II. THE ROLE OF EXTENSION WORKERS IN COMMUNITY ORGANIZATION

Niederfrank pointed out the following concerning the basic role of Extension workers:

> The important thing is that we try to better understand the community structure of our counties and develop our local extension procedures accordingly. We can be a force for strengthening community life and all that goes with it.
>
> The community is a useful concept for program planning and action. Research and experience are providing more and more evidence that it is both sound and practicable to think and to do things the community way, adopted to local situations, of course.[10]

Dickson was more specific with his concept of the role of the Extension worker in the organization of community clubs when he said:

> As enablers, the county agents facilitate the organization of community groups in the county. The usual approach by county agents is to work with a few key leaders in developing an awareness of and an interest in the idea of organized community planning and action. This process, which may require from one to several years, involves these leaders in a number of experiences designed to develop favorable attitudes toward the idea of community organization, as well as a knowledge and understanding of the concept and philosophy of community development. To involve key leaders in appropriate learning experiences for the above purposes calls for careful planning by Extension agents. Past experience indicates that numerous, informal visits with these leaders are very helpful in getting across the concept and philosophy of community development. Agents often arrange for leaders to visit other communities to observe the results of organized community work.[11]

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[10] E. S. Niederfrank, "What and Where in the Community," Federal Extension Service Review, United States Dept. of Agriculture (Washington: Government Printing Office, 1959), p. 218.

[11] Lewis Harper Dickson, "The Community Development Approach in Extension Work in Tennessee," (unpublished dissertation, Doctor of Education, Cornell University, 1959), p. 110.

The role of Extension workers in the continuation of community organizations was further advanced by Dickson as follows:

> After the group organizes, Extension continues its assistance by guiding the group in its efforts to identify problems, establish objectives and devise a plan of action to reach the objectives. During this process, Extension agents serve as resource people or experts in certain areas where they have competence. They also point out to the group other resource people whose services are available to the community. It is at this point that the Extension Specialist, the county health officer, the superintendent of schools, the SCS technician, the ASC committee chairmen, the local banker, and a host of other persons can be brought in as resource people in the process of analyzing situations, identifying problems, setting objectives, and deciding on the appropriate course of action to accomplish them. It is the job of the county Extension agents to help community groups understand what resources are available to them and what type of assistance each can give.
>
> In the process of helping community groups reach certain objectives relative to agriculture, family living, and community life, Extension agents have an excellent opportunity to do effective teaching, since the group itself has identified the problems to be dealt with and established the objectives toward which individual and group effort is to be directed. As the community continues to gain experience in planning and working together, the complexity of problems dealt with tends to increase. This complexity means that Extension's job of providing adequate professional leadership may become increasingly difficult.[12]

III. SOME CONSIDERATIONS TO BE MADE PRIOR TO ORGANIZATION

After the need for an organization has been seen by the key leaders in the community and the majority of the people living within

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[12] Ibid. pp. 110-111.

the community are becoming familiar with the term "community organization", they will accept the challenge. Biddle emphasized this when he said:

> A community awakens from apathy when a few of its citizens discover a ray of hope that problems can be solved. In the process they become leaders even though this be new experience for them. They succeed if their determination to solve problems looms larger than loyalty to factionalism.[13]

After all these things are recognized, the people are motivated, and the interest in organization is at a high point in the community, the next logical step is to consider organization itself.

Murray pointed out that, at this stage, careful consideration should be given the following important decisions:

> The question of who shall be invited to become members of the club should have careful consideration by a membership committee. One important factor to be considered will be the location of families with bonds of common interest such as schools, churches, shopping centers, kinships, etc., certain geographic factors such as ridges, creeks, and roads should also be considered. The community should be large enough to provide economic values of cooperative effort, but not so large that the general interests are too divergent.[14]

In order to avoid, as much as possible, ill feeling because some families might have been overlooked and might not have been invited to the first meeting, the leader should devote considerable thought and effort to the inclusion of all possible membership.

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[13] Biddle, op. cit., p. 49.

[14] Crosby Murray, "Guidepost to Successful Community Organizations", Agricultural Extension Service publication 351, (Knoxville: University of Tennessee, 1954), p. 5.

According to Niederfrank:

> Sorokin and Zimmerman of Harvard refer to community contacts as bonds of common interest which lend cohesiveness and support, much like hoops around a barrel. As these bonds change in number, in kind, or in strength, the community changes in cohesiveness and size or area of influence.
>
> Some of these bonds of common interest are economic and social services. Others are based on feelings of attachment derived from history, traditions, family ties, memories, and church or other group connections.[15]

IV. THE ORGANIZATIONAL MEETING

Walrath emphasized the following concerning the greatest obstacle to successful community organization:

> The greatest obstacle to successful community work is lack of understanding. Only when people understand, when they know the facts and help plan, do they become enthusiastic workers.[16]

Concerning the beginning point for a successful community organization, Walrath pointed out the following:

> The starting point of successful community work is in the area of facts and information on which there is general agreement. Unless a community group is in agreement on the basic facts it will not make progress because of clashes in interest due to the items on which there is disagreement. It is essential therefore that the people of a community be in agreement on the primary and basic concepts. No great progress can be made unless there is a general agreement that there are problems and opportunities for service that are too big for one or two families to successfully correct. There must be agreement that group action, working together, is more effective than working alone. There must be recognition of good that has been accomplished in communities where there

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[15] Niederfrank, op. cit., p. 49.

[16] Frank J. Walrath, "Successful Monthly Community Meetings." (unpublished material, Department of Agricultural Economics, University of Tennessee, Knoxville, 1952), p. 1.

are strong community organizations. There must be faith that what has proven good for other communities will probably be good for the home community.[17]

Authorities have generally agreed that the second meeting of the people in the community should begin with the election of officers. In discussing the conduct of this type of meeting, Murray, Brimm, and Miles made the following statement:

> At this meeting a temporary chairman is selected who guides the election of officers for the year. After the election, the permanent chairman conducts the rest of the meeting. A number of committees might well be appointed at this time, such as a membership committee, a planning committee, a monthly program committee, and whatever other committees...such as farm, home, community and youth...the group feels are needed to get the organization under way.[18]

Sanderson suggested that responsible positions will help develop leadership when he said:

> To obtain maximum membership and participation in the various organized groups is to furnish the seed-bed in which leadership may germinate. Giving everyone a job through which self confidence may be attained by achievement in activities useful to the group is an essential for the development of leadership.[19]

If everyone is given a job, a loyalty to the club should more nearly be felt by the individual, a stronger sense of belonging to something worthwhile should develop within each active member. In support of the above contention Fessler wrote:

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[17] Ibid.

[18] Murray, Brimm, Miles, op. cit., p. 6.

[19] Dwight Sanderson, Leadership for Rural Life (New York: Association Press, 1940), p. 68.

Perhaps the most important factors which affect the success of the community improvement program, however, are those which motivate the vast majority of the people. These are the basic human desires for the feeling of belonging and for recognition. Due to man's long dependence upon the family, these two desires have become a part of the psychological make-up of every human being and are constantly demanding satisfaction.[20]

V. THE CHARACTERISTICS OF EFFECTIVE LEADERS

Sanderson offered the following suggestion to community leaders concerning the identification and training of prospective local leaders:

> The successful leader seeks to discover, enlist, and develop such leaders and to give them the largest responsibility, in order that the future success of the group may be assured without regard to his presence. Instead of being jealous of competition, he encourages others to assume leadership. Many an apparently successful leader seems to delight in trying to do the whole job himself; but his success is only superficial, for as soon as he leaves or is displaced the group is no stronger than it was before he assumed leadership. This is one of the paradoxes of the best leadership. The greatest leader is one who so develops leadership in others that the group can go on without him.[21]

VI. THE PLANNING OF MONTHLY MEETINGS

Walrath suggested the following as the main purposes of monthly meetings.

> There are three principal purposes for regular meetings, namely (1) to transact business, (2) to provide community recreation, and (3) to give out helpful information...

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[20]Donald R. Fessler, "The Community Is a Good Technique," Federal Extension Service Review, (Washington: Government Printing Office, 1952), p. 222.

[21]Sanderson, op. cit., p. 39.

> Most meetings will provide a program which includes all three phases. Timing is very essential. Meetings should always start on time and end on time as announced. A meeting that does not start on time and which runs beyond the scheduled time will kill the interest of some people. Much thought needs to be given to planning the time to be given to each part of the program so that each receives its alloted time. In this way the program moves along smoothly and the interest of the audience doesn't lag....
>
> Nearly every meeting will have some business to discuss and dispose of. So far as possible all business matters should be referred to special or standing committees. This saves much time and prevents long aimless discussions in the main meeting. New business can be referred to the proper committees or a committee especially appointed for that purpose. This committee may withdraw from the general meeting and after reaching an opinion report back its recommendations. From time to time a special business meeting may be needed, but it will be infrequent....
>
> Recreation is a broad term covering much ground. It may consist of any one of several activities or a combination of them. Included would be such items as simple singing (individuals or group) or it may include a community chorus. Games may be played. Talent shows may be put on; also style shows and exhibitions. Some communities include pot luck suppers. It is important that the recreation satisfy the needs of both old and the young....
>
> The third point to consider is education....It would seem that the educational part of the program should be not more than thirty minutes. So far as possible it should make use of visual aids, such as slides, charts, exhibits and the like. The material presented should use both talent within the membership of the community and representatives of other side agencies. They should be pointed toward the solution of problems listed for the community. Local members with special skills or knowledge should be used. Sometimes someone from some government agency or some other community can supply the educational part of the program.[22]

If the community meetings are carried on in such a manner as to interest the majority of the people in the community, and so that through such group meetings people are motivated to work for the

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[22]Walrath, op. cit., pp. 3-4.

betterment of their community, no doubt personal testimonies will be heard in Tennessee such as the following statement made by Walter Sluder, President of the Boordtown Community Club, in Gilmer County, Georgia, and quoted by Lancaster:

> The community improvement program has meant a lot to us. It has brought the community closer together. People know each other and are now pulling together. They are closer in the schools and churches. Now we all want to go together and develop a good school program. We've made a lot of improvements on farms and in the homes. I doubt that they would ever have been done without this program. But the best thing about the program is that new people want to come in. We're working for a better living in a better community.[23]

VII. THE REPORTING OF ACTIVITIES

Another valuable asset to a successful community organization according to authorities in that field is keeping the membership informed concerning the activities of the club and making reports at the end of each year. Murray, Brimm and Miles also expressed the following opinion concerning the reporting of club activities:

> Publicity that tells the "Waht, how, and why" of community activities is one important part of organized community work. Interest and enthusiasm for community activities can be promoted by reporting the organization's plans, activities, and accomplishments...
>
> A good community scrapbook can help do the same things that news reports do. A scrapbook can also give the community a permanent record of its year's activities in picture, word, and other materials.[24]

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[23] Lancaster, Josephas Jackson, "The Agricultural Extension Community Development Program in Georgia", unpublished Doctoral dissertation, Cornell University, 1959.

[24] Murray, Brimm, and Miles, op. cit., pp. 9-10.

VIII. THE JUDGING OF A SUCCESSFUL COMMUNITY CLUB

It would appear that the rating sheet presently used by all community clubs in Tennessee is quite complete for summarizing the characteristics which are generally accepted as those typical of successful community organization. If a club scored high under the scoring system cited above, it could indeed consider itself a successfully established community club in the eyes of Murray, Brimm, and Miles, and other authorities.

Main points in the Tennessee Rating Sheet include: (1) planning and developing the community organization, assigned 400 points; (2) developing a sound system of farming and other industries and resources, and sound use of income, assigned 300 points; and (3) developing a sound system of home management, home improvement, and family living, assigned 300 points, for a total score of 1000 points possible for the maximum rating given. Items falling under each of the main headings listed may be seen by referring to the "Guide Sheet for Scoring Tennessee Communities" in Appendix D.

IX. A BRIEF SUMMARY OF LITERATURE REVIEWED

In brief summary of the representative literature in the field of community improvement revieved in this chapter, a number of points having possible important implications for Extension education deserve a second glance. Summary will be made in abbreviated outline form under the same headings used for the literature review for purposes

Creation of interest in community organization.

1. Interest in organizing a community club must be created in a few leaders before it can be hoped interest will be aroused in the group as a whole.
2. Community organization is based on the family, and problems discussed for the purpose of creating interest in organization should be of particular interest to the families in the community concerned.
3. Attendance at meetings is the only real requirement placed on community improvement club members, and care must be taken that the role of the member does not stagnate and become a purely passive one. Giving each person and each family opportunity to participate has been shown to arouse and maintain interest at a high level.
4. Community club members should be made aware that problems they dare not attempt to solve alone can be solved through organized, cooperative effort. Awareness of this fact creates interest in organization.
5. Members of the community should be helped to identify their common problems and mutual objectives. Interest in organization will follow.
6. A key person should be primed, willing and able to serve as the prime initiator before organization is attempted.

His interest will serve as a catalyst for the developing interest of others in the community.

Role of Extension workers in community organization.

1. Extension workers should understand the importance of and use community organizations as a channel for their educational program. Community members have real problems and objectives which they have identified themselves and are willing to be able to solve.
2. They should act as enablers by working with key leaders in developing their awareness of the advantages of community organization and creating their interest in leading the way.
3. They should include such key leaders in Extension program planning.
4. They should educate key leaders concerning the methods of community organization and the values attached.
5. They should continue to assist members of organized community improvement clubs in the identification of problems, setting of goals, and planning of appropriate action.
6. They should serve as resource people to community organizations in areas in which they are competent.
7. They should point out and recommend appropriate resource people from both within and without the community.

8. They should be expected to provide professional leadership as the problems tackled by maturing community organizations become more complex and their services are needed.

Considerations to be made prior to organization.

1. People in the community should be helped to see mutual problems from a community welfare, not a partisan, point of view.
2. They should be encouraged to give careful consideration to who shall be invited to join the club so that none might be excluded because of lack of forethought concerning such items as meeting place, worthy projects, or special interests.
3. They should be encouraged to devote particular attention to building bonds of common interest among community members.

Organizational meeting.

1. Prime initiators should work for a clear understanding of the reasons for and advantages of community organization, for this has been shown to be the major obstacle blocking successful establishment.
2. They should start project work in an area concerning which there is general understanding and agreement among members.
3. They should encourage the early selection of capable and interested officers.

4. They should encourage the appointment of all possible community members and families to committees or jobs.
5. They should encourage the recognition by club leaders of members who have participated in worthy undertakings and made accomplishments deserving of praise.

Characteristics of effective leaders.

1. Apart from other usual leadership characteristics, effective community leaders are seen to seek to identify and develop future leaders to replace them in positions of authority in the clubs.
2. They are seen to encourage club members to accept responsibilities.

Planning of monthly meetings.

1. Community leaders planning monthly meetings should give careful consideration to allocation of time and resources available for each meeting period so as to include three important meeting areas:
   a. business--so that it may be transacted quickly and efficiently
   b. recreation--so that it may provide for the needs of all ages and members of all families.
   c. education--so that it will keep the objectives of community improvement ever upward in the minds of the members.

Reporting of activities.

1. Successful community leaders keep their members informed.
2. They keep others, including sponsoring groups, properly informed of community activities, mainly what, how and why.

Judging of a successful community club. If a community organization is to rate high in the eyes of authorities in the area of community judging, it must give particular attention and almost equal emphasis to improvement in three great areas listed below:

1. Planning and developing the community organization
2. Developing a sound system of farming and other industries and resources, and sound use of income
3. Developing a sound system of home management, home improvement, and family living.

Note should be made that though considerable philosophical and other research work has been conducted in the various phases of community development or organization, apparently insufficient findings have been accumulated to give Extension workers guidelines concerning the factors affecting the success or failure of individual community organizations.

CHAPTER III

FINDINGS OF THE STUDY

I. ANALYSES OF FACTORS AFFECTING INDIVIDUAL COMMUNITY CLUBS

Vital statistics for each community included in the study were taken from the Tennessee Community Improvement Family Report Sheet in Appendix E, the last year that clubs in Middle Tennessee Area were judged on an individual bases. The histories of the community organization were obtained from scrapbooks, secretaries' records, and the personal interviews discussed earlier.

Findings made from the study of each club will be presented under the following headings as they were presented in the questionnaire and discussed at the time of the interviews: "Characteristics and history of the community," "Projects worked on during the year of organization," "Reasons for continuation and growth," "Problems encountered the year when selected an Area Winner," "Motivating factors for the continuation of the club," "Problems today," "Comparisons, " "Predictions for the future of the club," and "Characteristics of the presidents."

Since statements given by club representatives and County Agents interviewed in the investigation were confidential, clubs will be referred to (assigned at random) as "A," "B," "C," "D," "E," "F," "G," and "H" rather than by real names.

Characterization of Club "A"

Characteristics and history of community. Living within the boundaries of Community "A" were fifty families, forty of whom were active in the Community Improvement Program. Of these latter, fifteen families were full-time farm, twenty were part-time farm, and five worked away from the farm.

There were ninety young people living in the community at the time of the study, all of whom were of school age. Activities in which certain of these boys and girls participated included the 4-H Club, with sixty-five participating; the Future Farmers of America, with eight participating; and the Future Homemakers of America, with sixteen participating.

The "Family Report Sheet for 1958" kept by the community indicates that forty-five families of Community "A" attended church regularly. Adult organizations in which numbers of community members were active were Parent-Teachers Association, with thirty members; Home Demonstration Club, with sixty members; and Farm Bureau, with thirty members participating.

The Home Demonstration Club which worked jointly with the community organization to promote the community center, not only equipped its kitchen but also made draperies for the building.

Prior to the organization of Club "A", citizens from three communities met at the school in one of these communities on April 10, 1952, for the purpose of cooperatively organizing a community club.

Because of the fact that three communities merged into one club, it was decided to have a community contest to select an appropriate name for the new club. A prize of five dollars was awarded to the person who entered the winning name.

Just two years after organization, Club "A" was declared an Area Winner.

Since the County Agent was not working in the county at the time of community organization, he was not interviewed concerning the community.

Reasons for organization. The club respondent, when completing the questionnaire concerning reasons for the organization of Club "A," listed the three following as primary reasons in descending order according to their importance:

1. Because of a desire for recreation and fellowship which could be enjoyed by the group.
2. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.
3. Because of the desire to improve farming practices in the community.

The respondent, by way of explanation, stated that when everyone worked and played together the community became a better place in which to live. He felt, too, that by meeting together and passing on farming ideas, the community club members had improved their farming practices.

Secondary reasons for the organization of Club "A" included the following: "Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through the group meetings," "Because of a leader or leaders within the community who encouraged the citizens to organize," "The community as a whole was interested in a specific project, and felt that through group action their goal could be more easily attained," "Other active community clubs in the county encouraged the citizens to organize a club," "Families within the community had a desire to improve the general appearance of the community," "Because of a need seen by people in the community for some organization in which all age groups could take part," and "Religious leaders and groups encouraged the citizens to organize a club."

Problems in organization. The three primary problems encountered during the organization of Club "A," were listed in descending order of importance by the respondent as follows:

1. Getting all members of the community interested in the organization.
2. Petty politics in the community.
3. The work to be accomplished by the club fell on the shoulders of a few.

The leader remembered the difficulty encountered in keeping all the people together, interested, and coming to the meetings. It was recalled that because of petty politics the club tended to divide into groups.

Secondary problems listed were "Obtaining willing leadership," "Securing an adequate meeting place," "Establishing a community boundary line," "Planning interesting and educational programs," "Planning programs to include all age groups," and "Securing adequate funds to carry out projects."

Projects worked on the year of organization. From the secretary's records it was found that the following projects were undertaken during the year of organization:

1. Adopting a constitution and by-laws.
2. Adopting a club emblem.
3. Improving mail boxes.
4. Purchasing land for and equipping a community park.
5. Selecting a board of trustees.
6. Holding a Rabies Clinic.

Reasons for continuation and growth. When considering the primary reasons for the continuation and growth of Club "A" the year it was declared Area Winner, the respondent listed the following three in descending order of importance:

1. The community as a whole was interested in a specific project, and felt that through group action their goal could be more easily attained.
2. Because of a leader or leaders within the community who encouraged the continuation of the organization.
3. Families within the community had a desire to improve the general appearance of the community.

Because the citizens could hardly travel over the main highway through their community, a group from the club visited the State Highway Commissioner and sought and obtained action. Too, additional telephone service was obtained through group action. A friendly competitive spirit existed among the families within the communities in the form of a desire for home improvement.

The respondent considered as secondary reasons for the continuation of the club the following: "The Extension workers encouraged the citizens to remain organized," and "Sponsoring groups in an urban area encouraged the community to remain organized."

Problems encountered when Area Winner. Listed below in descending order of importance are the three primary problems encountered by Club "A" the year it was declared Area Winner:

1. Securing an adequate meeting place.
2. Having good attendance at meetings.
3. Petty politics in the community.

The club had been meeting in a school in one of the communities, but this arrangement was not satisfactory. All members felt a need for a club house of their own. It was difficult to have good attendance at meetings; citizens would not come to regular meetings but were always willing to donate when asked and would attend club affairs. A few families within the community, who wielded considerable influence, could cause opposition to group plans.

Secondary problems mentioned by the person interviewed included: "Obtaining willing leadership," and "Planning programs to include all age groups,"

Accomplishments of the club in order to become Area Winner. The leader was confident that the excellent scrapbook and club records of all major projects and activities, plus colored slides of the same, which were all scrutinized by the judges, played an important part in Club "A"'s being declared Area Winner. The specific projects accomplished were:

1. Securing road improvement.
2. Securing additional telephones in the community.
3. Working with Boy Scouts, Brownies, 4-H Clubs, and the youth in general.
4. Improving homes.
5. Improving church work.
6. Helping fellow community members when the need arose.

Motivating factors for continuation of club. The two leaders of Community "A" listed in descending order of importance, the three primary reasons for the continuation and growth of their club as follows:

1. The community as a whole is interested in a specific project and feels that through group action their goal can be more easily attained.
2. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.

3. Because of a need seen by people in the community for some organization in which all age groups can take part.

The state highway which ran through Community "A" was expected to be completed in the near future, thus fulfilling the desires of the club for the completion of that project. Members of the community continued to strive toward home improvement, better farming methods, and an increased family income. Younger members of the community were encouraged to take active parts in community work in order to be prepared for the time when the older members could no longer be active.

"Because of a desire for educational information which can be secured through the Extension Office and dispersed to members of the community through the group meetings," and "Sponsoring groups in an urban area encouraged the community to remain organized," were both given as secondary reasons for the continuation of the club.

Problems today. Today the three primary problems, in descending order of importance, as listed by the leaders of Club "A" are:

1. Getting all members of the community interested in the organization.
2. The work to be accomplished by the club falls on the shoulders of a few.
3. Obtaining willing leadership.

The leaders said that some members of the club would not cooperate, and that some capable members declined the job of being president.

Secondary problems encountered by Club "A" today are "Planning interesting and educational programs," "Planning programs to include all age groups," "Obtaining sponsorship," "Securing adequate funds to carry out projects," and "Overworked leadership."

Comparisons. The two community leaders indicated that the status of Club "A" today, as compared with the first year of organization, is weaker. They replied that the status is weaker now than at the time the club was Area Winner. Furthermore, the attitude of the young members of the club toward the organization today as compared with the attitude of the youth when the club was first organized is considered to be weaker.

Major objectives of club for current year. At present the club is improving and equipping the club building. The members are making an effort to secure a community dumping site. The club continues to work toward the completion of its main highway.

Predictions for the future of the club. As was noted above, the respondents considered the club weaker than at any other phase in its history; and when asked to predict its future, they responded that they expected the club to remain about the same, even though interest seems alive at present.

Characteristics of the president. In characterizing the typical president of Community "A," it was found that he was male, married, and the father of one or two children. The age of the

president ranged from 25 to 55 years. The average president had lived in the community the greater part of his life; however, one gentleman was elected president after having lived there only two years. All presidents have had some high school training and listed farming as their chief occupation. Two years was the longest that any president had held the office, and only one president had held any other office in the club.

Characterization of Club "B"

Characteristics and history of community. Of the eighty families living within the boundaries of community "B," only thirty-one were active in the Community Improvement Program. Twenty-eight of the families living in the community completed the Tennessee "Family Report Sheet for 1958." Of the families reporting, twenty were full-time farm, while eight were part-time farm.

There were 165 boys and girls living within the boundaries of Community "B" at the time of the study, seventy-five of whom belonged to the 4-H Club; twenty of whom belonged to the Future Homemakers of America, and five of whom belonged to the Future Farmers of America.

The record sheet indicated that seventy families of Community "B" attended church regularly.

Other adult activities in which the members of the community participated included the Home Demonstration Club, with thirty members; Farm Bureau, with twenty-five members; Parent-Teachers Association, with fifty members; and the Women's Club, with four members. The Home Demonstration Club worked jointly with the community organization

to improve the community center. The specific project of the Home Demonstration Club was to equip the kitchen of the center and to make curtains for the building.

A group of local citizens met at the school in Community "B" on February 13, 1953, to discuss possibilities for a Community Improvement Club. After discussion, officers were elected. There were eight-eight charter members of the club.

Club "B" was actively organized for a period of three years before it was declared Area Winner in 1956.

Since the County Agent was not working in the county at the time Club "B" was organized, he was not asked to complete any of the questionnaires of the present study.

Reasons for organizing. The person interviewed concerning the organization of Club "B" checked the following reasons as the primary ones in descending order of importance:

1. Families within the community had a desire to improve the general appearance of the community.
2. Because of a desire for recreation and fellowship which could be enjoyed by the group.
3. Because of a leader or leaders within the community who encouraged the citizens to organize.

When explaining the above reasons, the respondent pointed out that community members, when encouraged, used bulldozers to clean fence rows, painted their houses, and built uniform mail boxes.

Members of different religious faiths who had had no previous opportunities for friendship with their neighbors saw a community organization as an answer to this need. Many who were not willing to join the organization did help in many ways with projects undertaken by the group.

Secondary reasons for organizing Club "B" were included as follow: "Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through the group meetings," "The citizens of the community had a desire to excel in order to receive recognition and/or awards," "The Extension workers encouraged the citizens to become an organized group," "The community as a whole was interested in a specific project, and felt that through group action their goal could be more easily attained," "Sponsoring groups in an urban area encouraged the community to organize a club," "Other active community clubs in the county encouraged the citizens to organize a club," "Groups within the community had a desire to see the community organized," "Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves," "Because of the desire to improve farming practices in the community," "Because of a need seen by people in the community for some organization in which all age groups could take part," and "Religious leaders and groups encouraged the citizens to organize a club."

Problems in organization. The interviewer listed in descending order of importance, the three following primary problems encountered

by Club "B" at the time of organization:

1. Getting all members of the community interested in the organization.
2. Having good attendance at meetings.
3. Overworked leadership.

The leader said that although some citizens were too busy with their own affairs to attend meetings they did help with big drives undertaken by the club. It was found that pot-luck suppers, movies, or presence of a newspaper reporter who came to get a story and take pictures of the group were sometimes needed in order to have good attendance at meetings.

No secondary problems were listed.

Projects worked on the year of organization. The secretary's records for the first year list the following main projects:

1. Adopting a constitution and by-laws.
2. Improving roads and parking areas at churches.
3. Improving of the lighting in one room of the school.
4. Encouraging clean-up inside and outside of the homes.
5. Encouraging adequate food supplies produced on farm.
6. Improving pastures.
7. Encouraging a rat eradication program.
8. Cleaning fence rows.
9. Testing soil.
10. Building farm ponds.
11. Improving conditions of cemetary.

12. Making mail boxes uniform.

13. Improving school grounds.

14. Painting two bridges.

Reasons for continuation and growth. When asked why Club "B" continued to grow from the time of organization until it was declared an Area Winner, the community leader, listed the following three primary reasons in descending order of importance:

1. The citizens of the community had a desire to excel in order to receive recognition and/or awards.
2. The community as a whole was interested in a specific project, and felt that through group action their goal could be more easily attained.
3. Because of a leader or leaders within the community who encouraged the continuation of the organization.

The respondent remembered that at that period in the history of Club "B" the citizens had an excellent spirit and zeal to work. The leaders instigated and promoted every good work possible in order to keep this community spirit alive.

Secondary reasons for the continuation and growth of Club "B" included the following: "The Extension workers encouraged the citizens to remain organized," "Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves," and "Because of a need seen by people in the community for some organization in which all age groups could take part."

Problems encountered when Area Winner. In descending order of importance the following three primary problems were listed by the interviewer as the most outstanding:

1. Obtaining willing leadership.
2. Securing an adequate meeting place.
3. Having good attendance at meetings.

The growth of Club "B" was hindered considerably by unwilling leadership until the club adopted a policy of no one's refusing when asked, but rather returning a reply of, "I will be happy to oblige my services." The local school was not satisfactory as a meeting place for the group; hence this problem was solved by the purchasing of an abandoned Negro school building in the vicinity. It was found that as long as there was plenty of community work for the members to do, there was no problem in having good attendance at meetings.

Accomplishments of the club in order to become Area Winner. The outstanding accomplishments of the club which the leaders felt caused it to be declared Area Winner were as follows:

1. Sponsoring a 4-H Club Dairy Show.
2. Sponsoring boys' and girls' softball teams and purchasing ground for a playing area.
3. Promoting wild life preservation.
4. Building a tower to accomodate the work of the Ground Observers Corps.
5. Building a fire hall.
6. Purchasing a fire truck.

7. Securing a charter for the club in order that it could own property.
8. Sponsoring a Green Pasture Program.
9. Encouraging a canning and deep freese project.
10. Remodeling the club house.

Motivating factors for the continuation of the club. The two community leaders interviewed listed in descending order of importance, the three primary reasons which are today motivating the continuation of the club as follow:

1. Because of a desire for recreation and fellowship which can be enjoyed by the group.
2. Groups within the community have a desire to see the community remain organized.
3. The Extension workers encourage the citizens to remain organized.

The leaders felt that there was plenty of work yet to be done by the club; and with proper leadership, said it could be saved. However, they realized that some selfish individuals within the community tended to dominate the club's undertakings. Only a small number of people seemed to be really interested in the continuation of the club. They further indicated that the Extension workers could teach all citizens much more easily through the group meetings than on an individual basis.

No secondary reasons for continuation were listed.

Problems today. The three primary problems of Community "B" as seen by those interviewed were as follow, in descending order of importance:

1. Getting all members of the community interested in the organization.
2. Petty politics in the community.
3. The work to be accomplished by the club falls on the shoulders of a few.

According to the leaders interviewed, some club members felt that the club had nothing to offer members at its meetings; therefore they received no benefits from them. Furthermore, political factions within the community divided interests of the group. Many of the members simply do not want to carry the work sponsored by the club.

Only one secondary problem, "Having good attendance at meetings," was listed by those responding.

Comparisons. When comparing the status of the club today with that at the end of the first year of organization, the respondents said it was weaker. They also considered the club weaker now than at the time when it was Area Winner. The attitude of the young members of the club toward the Community Organization, as compared with the attitude of the youth at the time the club first became active, was also said to be weaker.

Major objectives of the club for the current year. Those interviewed said that Club "B" was undertaking no projects other than recreation for the present year.

Predictions for the future of the club. It was predicted that this seven-year-old club will become weaker because there is no work which the group wishes to accomplish.

Characteristics of the president. The typical president of Club "B" could be characterized as being male, married, and, on the average, the father of two children. The age of each president ranged from 45 to 55 years. Each president was at least a high school graduate, while one had completed college. Only one was a full-time farmer; whereas the others worked in the nearby town. One president had resided in the community only fifteen years, but the others had lived there during their entire lives. Only one of the presidents served in that capacity for more than one year, and his term of office was for two years. Each of these presidents had held other offices in the club.

Characterization of Club "C"

Characteristics and history of community. Community "C" had fifty-three families living within its boundaries. Of these, forty-two were full-time farm, seven were part-time farm and four did work away from the farm. Thirty-seven of the fifty-three families were active in the community organization.

There were fifty-four young people living in Community "C", twenty-three boys and thirty-one girls. Of the thirty-six boys and girls who were of school age: twelve belonged to the 4-H Club; five to the Future Homemakers of America; two to the Future Farmers of America; two to the Girl Scouts; and one to the Cub Scouts.

Summaries from the "Family Report Sheet for 1958" kept by the club secretary indicated that 106 members of Community "C" attended church regularly.

Other organizations in which members of the club were active participants included: the Home Demonstration Club, with thirty-one members; the Farm Bureau with eighteen; the Women's Club with two; and the American Legion Auxiliary with six.

The Home Demonstration Club worked jointly with the Community Club in raising money through bake sales; they also helped to improve the community by beautifying the roadside park.

The respondent who was interviewed concerning the organization of this club stated that the project of lighting a roadside park, a project which the Home Demonstration Club sponsored, was the key event which caused members of the community to realize what could be accomplished by the community if all members worked together as an organized group.

Prior to the organization of the group, a few families met for several months, sharing meals and discussing methods of interesting other members of the community in an organization.

The respondent further explained that before organization, the people of the community had no mutual social interests; that because of a lack of organizations within the community there was no opportunity for the citizens to be thrown together socially. Within the boundaries of the community there was neither a school nor a store; and there was only one small church.

According to the secretary's minutes, this club did not even enter the county community club contest until 1958, when it was declared both county winner and Area Winner. The first time that any discussion concerning entering the contest was held was in August before the judging in October. At the time Club "C" was declared Area Winner it had been actively organized for only two complete years.

Community "C" was declared Area Winner in 1958, the last year that clubs in Middle Tennessee were judged for improvement on an individual basis. As noted earlier, beginning in 1959, the area competition plan changed to one based on improvements shown by county councils of community clubs rather than on individual community clubs.

Reasons for organization. When completing the questionnaire concerning primary reasons for Community "C's" having organized, the leader listed the following three reasons, arranged in descending order of importance:

1. Because of a desire to know their neighbors better.
2. Because of a desire for recreation and fellowship which could be enjoyed by the group.
3. A group within the community (Home Demonstration Club) had a desire to see the community organized.

When explaining the above reasons, the leader being interviewed said that the lack of any organization within the community through which all families could become better acquainted and could enjoy

recreation led to the organization of a club. The person reporting remembered that when the Home Demonstration Club was sponsoring the lighting of the community roadside park and was forced to call upon the husbands for labor, they then realized that there was a need for some organization for both men and women.

Secondary reasons which were checked as having influenced the organization of the club were: "Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through the group meetings," "The Extension workers encouraged the citizens to become an organized group," "Because of a leader or leaders within the community who encouraged the citizens to organize," "The citizens of the community had a desire to excel in order to receive recognition and/or awards," "Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves," "Because of the desire to improve farming practices in the community," and "Because of a need seen by people in the community for some organization in which all age groups could take part."

It was interesting to note that the County Agent who completed the same questionnaire concerning Community "C," also checked the same three primary reasons for their organization. However, he did change the order of their importance slightly, listing "Because a group within the community (Home Demonstration Club) had a desire to see the community organized," as the most important; "Because of a desire to

know their neighbors better," as second; and "Because of a desire for recreation and fellowship which could be enjoyed by the group," as third.

Problems in organization. As seen by the leader, the three primary problems encountered by this group at the time of organization, arranged in descending order of importance, were:

1. Getting all members of the community interested in the organization.
2. Securing adequate funds to carry out projects.
3. Planning programs to include all age groups.

In explanation, the respondent stated that the original group which met for several months had too few people present to conduct any business or formally to organize; their time was spent in discussing means of interesting others. Because this club was organized with neither a building for a meeting place nor any other facilities, the securing of funds for the purchase of such necessities was a problem. Furthermore, because Community "C" was located near a town, the club had to compete with town attractions when planning a program for the entire group.

The County Agent saw the three primary problems which this club encountered at the time of organization, arranged in descending order of importance, as follow:

1. Securing an adequate meeting place.
2. Getting all members of the community interested in the organization.
3. (Two items) Overworked leadership, and the work to be accomplished by the club fell on the shoulders of a few.

According to the Agent, at the time this club was organized only one small church in the community could be used as a central meeting place for the community club, but because of differences in religious faith, many of the families were reluctant to meet there.

The leader saw "Securing an adequate meeting place," and "Overworked leadership" as secondary problems. "Establishing a community boundary line," and "Petty politics in the community" were secondary problems as viewed by the Agent.

Projects worked on the year of organization. The secretary's record of the meetings during the year of organization lists the following projects undertaken by the group:

1. Improving mail boxes.
2. Working toward building a community building.
3. Adopting a constitution and by-laws.
4. Participating in the Green Pasture Program.
5. Sponsoring bake sales to raise money.
6. Charging a $1 fee per person as membership fee.
7. Donating money to The March of Dimes.
8. Sponsoring a trip to 4-H Club Camp.

Reasons for continuation and growth. The respondent marked the following, arranged in descending order of importance, as the most important reasons for the growth and continuation of the club from the time of organization until the time when it was named Area Winner:

1. Because of a desire for recreation and fellowship which could be enjoyed by the group.

2. Because of a need seen by people in the community for some organization in which all age groups could take part.

3. Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through the group meetings.

The leader explained that the members of the community had a keen desire to offer recreation to their youth and hoped that by so doing they might prevent some of them from getting into trouble. He also indicated that the people in the community were more likely to get more detailed farm and home information if they were in an organized group, as well as good programs brought to them by other groups.

In descending order of importance, the Agent listed the following as the reasons he considered those which caused the club to grow and continue:

1. Because of a desire for recreation and fellowship which could be enjoyed by the group.

2. The community as a whole was interested in a specific project and felt that through group action their goal could be more easily attained.

3. The citizens of the community had a desire to excel in order to receive recognition and/or awards.

The Agent recalled that the people were especially interested in the community center and in a picnic area for the youth of the community. Community "C" was in competition with two neighboring communities.

Problems encountered when Area Winner. Both the community leader interviewed and the County Agent agreed that there were no problems of primary importance at the time the club was an Area Winner. However, both checked the following items in descending order of importance, as those which has been perennial problems:

1. Planning programs to include all age groups.
2. Securing adequate funds to carry out projects.
3. Getting all members of the community interested in the organization.

With regard to the first problem, both men explained that it was most difficult to interest young people in the same things that interested adults. Club funds always seemed to run out when the members were in the middle of a project, but the club had always managed to raise sufficient funds to carry on. It took personal contact to get some of the citizens interested in the community club, but if they once started coming, it was not difficult to keep them coming.

Accomplishments of club in order to become Area Winner. When asked what outstanding accomplishments of the club caused it to be declared an Area Winner, the club leader replied that the enthusiasm and cooperation of club members individually and collectively were outstanding. A sound and well planned recreation program kept the interest high along all age groups. Halloween parties, hay rides, Christmas parties, and Easter parties were planned with special emphasis on the youth. The adults of all ages enjoyed a community barbecue,

ice cream suppers, and group singings at their meetings. A good display and program were planned for judging day. Among the outstanding accomplishments of the club for that year were:

1. Preparing baskets for needy families.
2. Adding a kitchen to the community building.
3. Assisting with X-Ray and Rabies Clinics.

Motivating factors for the continuation of the club. When completing the section of the questionnaire dealing with motivating factors for the continuation of the club, the leaders listed, in descending order of importance, the following as the primary factors:

1. Because of a desire for recreation and fellowship which can be enjoyed by the group.
2. The Extension workers encourage the citizens to remain organized.
3. Families within the community have a desire to improve the general appearance of the community.

The leaders said that the community club had filled a vacant spot in the lives of those within the community. Their meetings usually started with a pot-luck supper followed by a well-planned program. Recreation was in the form of contests, parties on special days, and an organized chorus. The Extension staff has given the community club much encouragement by bringing informational programs, giving suggestions, and making frequent visits. The community, which has seen great improvement, was proud of its appearance.

Although the County Agent listed the same first two motivating factors for the continuation of the club as the leaders, he selected as the third most important "Because of a need seen by people in the community for some organization in which all age groups can take part." He added that with no school in the community and with members attending different churches, Community "C" had no place or organization other than the community club where all the people could get together.

Problems today. The leaders selected, in order of importance, the following as primary problems confronting the club today:

1. Getting all members of the community interested in the organization.
2. Securing adequate funds to carry out projects.
3. Planning programs to include all age groups.

Those interviewed said there were a few outstanding families within the community that the group had never been able to reach. Even though the club has two annual pancake suppers and one ice cream supper as fund raising projects, they feel the need for another such activity.

The Agent placed "Overworked leadership," and "The work to be accomplished by the club falls on the shoulders of a few," as the primary problems of importance in Club "C" today; however, he agreed with the leaders on the items which they placed in second and third places of importance.

Comparisons. When comparing the status of the club today with that of its first year of organization, the community leaders felt that the club is stronger; the Agent, on the other hand, checked "about the same." In comparing the status of the club today with its status

the year it was an Area Winner, the leaders marked "about the same," but the Agent marked "weaker."

When asked about the interest of the youth in the organization today as compared with their interest when the club was first organized, the leaders felt that the interest was weaker; the Agent marked "about the same."

Major objectives of club for current year. The projects undertaken by the club for this year include:

1. Finishing and equipping the kitchen which was added to the community center.
2. Providing recreation and training for the youth.
3. Organizing help for the shut-ins and sick of the community.
4. Working on fund-raising projects.

Predictions for the future of the club. Both the leaders interviewed and the County Agent predicted the continuation and future growth of the club. They feel that this five-year-old club, located in one of the most progressive communities in the county, is organized on a sound basis and has many projects left to accomplish.

Characteristics of the president. When studying the characteristics of the typical president of Community "C" the following attributes were noted: the president was male, married, and, on the average, the father of two children. His age ranged between 25 and 55 years. Each president had had at least some high school training, and some had completed college. Each was a farmer and had lived in the community the greater part of his life. In each instance, the president served

in that capacity for only one year, but he worked for the club in other positions of leadership.

Characterization of Club "D"

Characteristics and history of community. Seventy families lived in Community "D," and all seventy were active participants in the Community Improvement Program. Forty of these families were full-time farm, seventeen were part-time farm, while thirteen worked away from the farm.

Seventy-nine boys and girls composed the youth of the community. They participated in the following activities: the 4-H Club, with forty enrolled; the Future Homemakers of America, with six; and the Future Farmers of America, with twelve.

The Tennessee "Family Report Sheet for 1958" indicated that 150 members of Community "D" attended church regularly.

Other activities in which adults were active included: the Parent-Teachers Association, with two reported; the Home Demonstration Club, with eighteen reported; and the Masonic Lodge, with seven members reported.

The Home Demonstration Club worked jointly with the Community Club to care for the Baptist Cemetary and to erect road signs in the community. In order further to improve the community, the Home Demonstration Club kept all mail boxes painted and relettered.

In the summer of 1946, about 150 members of Community "D" made an all-day trip to observe work done on three University of Tennessee-Tennessee Valley Authority unit test demonstration farms

and other farms in their community. As a result of the exchange of ideas and fellowship enjoyed by the group on this trip, Club "D" was organized. Later in the same year this club was declared county winner and went on to place second in the Middle Tennessee Community Improvement Contest, thus winning a cash award of $750. Only one year later, in 1947, this same community was declared Area Winner.

Because the County Agent was not actively employed in the county at the time of organization of Club "D," he was not asked to complete a questionnaire.

It is noteworthy that Club "D" received consideration statewide, and even national, recognition for the work accomplished.

Reasons for organization. The three primary reasons for organization as seen by the interviewer were as follow, listed in decending order of importance:

1. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.
2. Because of a desire for recreation and fellowship which could be enjoyed by the group.
3. The community as a whole was interested in a specific project (getting electricity for all homes) and felt that through group action their goal could be more easily attained.

After having made a tour of the more progressive farms in the community, the citizens realized that if organized they too could do much to improve their standards of living. At the time of organization, many of the homes of Community "D" were not supplied with electricity. Through group efforts, electricity was secured as well as other benefits including improved roads, a roadside park, and improvements in the church and school.

Secondary reasons for organizing, as checked by the respondent, included: "Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through the group meetings," "Because of a leader or leaders within the community who encouraged the citizens to organize," "The citizens of the community had a desire to excel in order to receive recognition and/or awards," "The Extension workers encouraged the citizens to become an organized group," "Sponsoring groups in an urban area encouraged the community to organize a club," "Families within the community had a desire to improve the general appearance of the community," "Groups within the community had a desire to see the community organized," "Because of a desire to improve farming practices in the community," and "Because of a need seen by the people for some organization in which all age groups could take part."

Problems in organization. The three primary problems, as remembered by the respondent at the time of organization were, in decending order of importance:

1. Obtaining sponsorship.
2. The work to be accomplished by the club fell on the shoulders of a few.
3. Securing adequate funds to carry out projects.

The person interviewed explained that the Rotary Club in the local town provided prize money, but that business men in no way gave their support to the club. Only a few people were willing to do the work of the club, and the club had difficulty in raising sufficient funds to carry out planned projects.

Projects worked on the year of organization. The scrapbook kept by Community "D" revealed that during the year of organization, the projects undertaken were:

1. Painting the elementary school building.
2. Building a lunch room.
3. Remodeling church.
4. Contributing to an orphanage.
5. Constributing to the tuberculosis fund.
6. Stressing improved farm practices.
7. Producing a greater part of home food supplies.
8. Erecting boundary signs.
9. Improving and building new homes.
10. Erecting road markers.
11. Helping neighbors in times of need.

Reasons for continuation and growth. As listed by the respondent, in decending order of importance, the following three

were the primary reasons for the continuation and growth of Club "D" from organization until the year they were declared Area Winner:

1. Because of a desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.
2. Because of a desire to improve farming practices within the community.
3. Because of a desire for educational information which could be secured through the Extension Office and dispersed to the members of the community through the group meetings.

The leader interviewed explained that because of a lack of electricity in many of the homes, the standard of living in Community "D" had been low. He further stated that the agricultural yields were low, which in turn made the farm income low; there was no money with which to make improvements. The community felt the need of the Extension Service for leadership.

Secondary reasons for continuation as checked by the interviewer were as follow: "Because of a leader or leaders within the community who encouraged the continuation of the organization," "The citizens of the community had a desire to excel in order to receive recognition and/or awards," "The Extension workers encouraged the citizens to remain organized," "The community as a whole was interested in a specific project and felt that through group action their goals could be more easily attained," "Families within the community had a desire

to improve the general appearance of the community," and "Because of a need seen by people in the community for some organization in which all age groups could take part."

Problems encountered when Area Winner. The three primary problems listed in decending order of importance, as recalled by the person interviewed were as follow:

1. Getting all members of the community interested in the organization.
2. Obtaining willing leadership.
3. Securing adequate funds to carry out projects.

In 1947, Community Improvement Clubs in Middle Tennessee were only three years old, and the respondent explained that many people in Community "D" did not understand what their group was trying to do and therefore were not interested. No one in the club felt that he was capable of being a leader. Because of the small incomes received from the farms, there was difficulty in raising money to carry out community projects.

Secondary problems listed by the interviewee included: "Planning interesting and educational programs," "Planning programs to include all age groups," "Obtaining sponsorship," and "The work to be accomplished by the club fell on the shoulders of a few."

Accomplishments of club in order to become Area Winner. One impressive act of cooperation throughout the community took place on judging day when car owners in the community volunteered to take children home after school was dismissed in order to free a school bus

to drive the party of judges and community observers to various sites planned for the tour.

The respondent stated that their community worked together like one big family; that over one hundred thousand dollars was spent to improve standards of living among tenants as well as land owners. He listed the following specific accomplishments:

1. Building and remodeling homes.
2. Refurnishing homes.
3. Installing water systems.
4. Rewiring school, planting shrubbery, and improving the appearance of the school in general.
5. Adding Sunday School rooms to the Baptist Church where five denominations worshipped.
6. Carrying out better farm practices and therefore increasing farm income.
7. Sponsoring a health program for the community.

Motivating factors for the continuation of the club. The two community leaders who were interviewed concerning the present status of Club "D," listed in decending order of importance, the following three primary reasons for the continuation:

1. Because of a desire for recreation and fellowship which can be enjoyed by the group.
2. Because of a leader or leaders within the community who encourage the citizens to remain organized.
3. Because of a desire to improve farming practices within the community.

From fourteen years' experience, Club "D" members have learned

that club meetings can make better neighbors of all citizens. The members know that through group cooperation many projects can be completed. According to the scrapbook kept by the club, land in Community "D" not too many years ago sold for as low as $1 per acre; today it sells at as high a figure as $240 per acre. The interviewees see the continued improvement of their soil to be of utmost importance to the community.

Secondary reasons given for why the club remains organized, were as follow: "Because of a desire for educational information which can be secured through the Extension Office and dispersed to members of the community through the group meetings," "The Extension workers encourage the citizens to remain organized," "The community as a whole is interested in a specific project and feels that through group action their goal can be more easily attained," "Families within the community have a desire to improve the general appearance of the community," "Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves," "Because of a need seen by the people in the community for some organization in which all age groups can take part", and "Religious leaders and groups encourage the citizens to remain organized."

Problems today. Those interviewed concerning the three primary problems checked, in decending order of importance, those confronting Club "D" today as:

1. Having good attendance at meetings.

2. Getting all members of the community interested in the organization.

3. The work to be accomplished by the club falls on the shoulders of a few.

The respondents indicated that the lack of current community interest in the organization was due to the competition of television, which is enjoyed by most of the families. Furthermore, nearly fifty of the community members work away, or in public jobs, and their interest in their local community is wanning. Only a few members of the organization give of their time freely.

No secondary problems were mentioned by those interviewed.

Comparisons. When asked to compare the status of Community "D" today with its status at the time of organization, the respondents felt that it is weaker. Likewise, they agreed that the status of the club today is weaker than when it was an Area Winner. Finally they stated that the attitudes of the young members of the club today toward the community organization, as compared with the attitudes of the youth at the time the club first began, is about the same.

Major objectives of club for current year. The projects undertaken for the current year were to paint the community building and to hand new draperies.

Predictions for the future of the club. In spite of having indicated that Club "D" is weaker today than in former years, the respondents predicted that the club would remain about the same.

They stated that the members of the community were determined to keep an organization; in fact, not a meeting has been skipped in the fourteen-year history of the organization.

Characteristics of the president. The president of Community "D" was found to be male, married, and, on the average, the father of three children. The age of the president ranged from 35 to 65 years. Each president had at least some high school training. Each president gave farming as his chief occupation. The length of time each president had spent in the community ranged from ten to forty years. Each president had served as such for more than one term, and one president had served for eight years. The average president had, when not president, served as some other officer in the club.

Characterization of Club "E"

Characteristics and history of community. Of the sixty families living within the boundaries of Community "E" only twenty were active in the Community Improvement Program. Twenty-five families were full-time farm, twenty-five were part-time farm, and ten worked away from the farm.

The thirty young people who lived in Community "E" participated as follows in local youth activities: Future Homemakers of America, four; 4-H Club, twenty; and Future Farmers of America, four.

It was estimated that thirty families in the community attended church regularly.

Other adult organizations in which members of Community "E" were active were the Parent-Teachers Association, with twenty attending; and Farm Bureau, with forty attending.

The Community Improvement Program, as such, originated in the Middle Tennessee Area in 1945. Club "E" was declared the first Area Winner.

Reasons for organization. As seen by the club respondent, the three primary reasons for organization in descending order of importance were:

1. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.
2. Because of a leader or leaders within the community who encouraged the citizens to organize.
3. Families within the community had a desire to improve the general appearance of the community.

Club "E" was interested in seeing the appearance of the community and the standard of their living greatly improved, but they realized that in order to accomplish a good job they must work cooperatively. A Farmers Club began meeting, and the interest generated by this group led to the organization of a community club.

The County Agent checked in descending order of importance, the following three as the primary reasons for the organization of Club "E":

1. Because of a desire for recreation and fellowship which could be enjoyed by the group.

2. The community as a whole was interested in a specific project, and felt that through group action their goal could be more easily attained.
3. Families within the community had a desire to improve the general appearance of the community.

The Agent recalled that recreation and guest programs were very popular during the organization of Club "E". The group was interested in improving the school building and grounds. In fact, the appearance of the entire community was greatly improved.

Both the club respondent and Agent marked the following as secondary reasons for organization: "Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through the group meetings," "The citizens of the community had a desire to excel in order to receive recognition and/or awards," "The Extension workers encouraged the citizens to become an organized group," "Sponsoring groups in an urban area encouraged the community to organize a club," "Because of a desire to improve farming practices in the community," and "Because of a need seen by people in the community for some organization in which all age groups could take part."

Problems in organization. The club respondent considered the three primary problems at the time Club "E" was organized, arranged in descending order of importance, to be the following:

1. Getting all members of the community interested in the organization.

2. Establishing a community boundary line.

3. Planning programs to include all age groups.

At this early stage in the Community Development Program in Middle Tennessee, it was difficult to develop interest and get the families within the community to see the value of such a program. Some time elapsed before the group could decide on satisfactory boundary lines. Program planning was particularly difficult because the club separated into various age groups during their monthly meetings.

Secondary problems as seen by the club interviewee were: "Planning interesting and educational programs," and "Overworked leadership."

The County Agent checked the three primary problems in descending order of importance as follow:

1. The work to be accomplished by the club fell on the shoulders of a few.
2. Getting all members of the community interested in the organization.
3. Planning interesting and educational programs.

The Agent remembered that although this was a large community with wide differences of interest, the main load of the community work was borne by six or eight families. A different member of the club was responsible for securing a guest speaker for each meeting, and too often the speech given by the speaker had no connection with the club's program of work.

Secondary problems checked by the Agent were: "Having good attendance at meetings," "Planning programs to include all age groups,"

"Obtaining sponsorship," "Securing adequate funds to carry out projects," "Overworked leadership," and "Petty politics in the community."

Projects worked on the year of organization. The respondent stated the projects undertaken by Club "E" during the first year included the following:

1. Improving the school grounds and building.
2. Improving the interior and exterior of residences.
3. Encouraging the production of the home food supplies.
4. Improving mail boxes.

Reasons for continuation and growth. The person from Club "E" who was interviewed concerning the continuation and growth of the club from its origin until it was declared an Area Winner, listed the three primary reasons in descending order of importance as follow:

1. Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through the group meetings.
2. Because of a desire for recreation and fellowship which could be enjoyed by the group.
3. The citizens of the community had a desire to excel in order to receive recognition and/or awards.

This club was actually an outgrowth of the farmers' meetings, designed to bring helpful information to all citizens of the community.

It was felt that the recreation and fellowship enjoyed by the group were factors which welded the club into a "big family." The announcement of a Community Improvement Contest gave a natural outlet for the members to show others their many accomplishments.

Secondary reasons checked for the continuation and growth were: "Because of a leader or leaders within the community who encouraged the continuation of the organization," "The Extension workers encouraged the citizens to remain organized," "Families within the community had a desire to improve the general appearance of the community," and "Because of a need seen by people in the community for some organization in which all age groups could take part."

The County Agent saw the following as the three primary reasons, listed in descending order of importance, as those responsible for the continuation and growth of Club "E".

1. Because of a desire for recreation and fellowship which could be enjoyed by the group.
2. Because of a leader or leaders within the community who encouraged the continuation of the organization.
3. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.

Monthly meetings were held on Saturday nights and were in the form of pot-luck suppers, cards, and folk games. The leaders were able, through careful guidance, to solve many problems.

The Agent saw as secondary reasons for continuation, the following: "Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through the group meetings," "The citizens of the community had a desire to excel in order to receive recognition and/or awards," "The Extension workers encouraged the citizens to remain organized," "Sponsoring groups in an urban area encouraged the community to remain organized," "Other active community clubs in the county encouraged the citizens to remain organized," "Families within the community had a desire to improve the general appearance of the community," and "Because of the desire to improve farming practices in the community," and "Because of a need seen by people in the community for some organization in which all age groups could take part."

Problems encountered when Area Winner. The club respondent listed the following three problems in descending order of importance, as the primary ones when Club "E" was Area Winner.

1. Getting all members of the community interested in the organization.
2. The work to be accomplished by the club fell on the shoulders of a few.
3. Planning programs to include all age groups.

The members of the group lacked knowledge concerning the goals and purposes of the club which created quite a problem. It was thought that possibly the leadership could have been more careful in planning

their programs. It was most difficult to maintain interest throughout the year when the group ranged from pre-school children to grandmothers.

The interviewee saw "Overworked leadership" as the only secondary problem.

The County Agent remembered the primary problems of Club "E" when it was Area Winner to have been the following in descending order of frequency:

1. Planning interesting and educational programs.
2. Overworked leadership.
3. The work to be accomplished by the club fell on the shoulders of a few.

The Agent again stressed that the guest speakers failed to tie their speeches to the community plan of work. There were six to eight families who carried the main load of work, and those same people also had a full load of work at home.

There were several secondary problems which the Agent listed as follow: "Getting all members of the community interested in the organization," "Having good attendance at meetings," "Planning programs to include all age groups," "Securing adequate funds to carry out projects," and "Petty politics in the community."

Accomplishments of the club in order to become Area Winner. The club was carrying on a well balanced program, and the general appearance of the community was attractive. Specific projects carried out which led to this award were:

1. Painting homes.
2. Erecting road and cemetary markers.
3. Erecting, painting, and lettering mail boxes.
4. Improving farming practices.
5. Improving the production of the home food supply.
6. Cleaning and beautifying the community in general.

Motivating factors for the continuation of the club. Those leaders of the club who were interviewed concerning the motivating factors which were reasons for the continuation of Club "E" today, listed the following three in descending order of importance:

1. Because of a need seen by people in the community for some organization in which all age groups can take part.
2. Because of a desire for recreation and fellowship which can be enjoyed by the group.
3. Because of a leader or leaders within the community who encourages the citizens to remain organized.

When explaining the above reasons, the respondents said that although the interest is low today, there still remains the knowledge of what a community club can do; and even though members do not want to take the responsibility, yet they are not willing to completely drop the club. The respondents saw the phase of recreation and fellowship as possible the easiest way to maintain the outward structure of the club. They felt too that some of the older members still have visions of "younger days."

The respondents saw only one secondary reason for the continuation of the club, namely, "Because of a desire for educational information which can be secured through the Extension Office and dispersed to members of the community through the group meetings."

The County Agent listed in descending order of importance, the following three primary reasons for the continuation of Club "E".

1. Because of a desire for recreation and fellowship which can be enjoyed by the group.
2. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.
3. Families within the community have a desire to improve the general appearance of the community.

Many members of this group enjoy the fellowship of folk games, cards, and guest speakers. Most members of the community have pride in their community and are interested in progressive ideas and programs.

Secondary reasons for continuation listed by the Agent were: "Because of a desire for educational information which can be secured through the Extension Office and dispersed to members of the community through the group meetings," "Because of a leader or leaders within the community who encourages the citizens to remain organized," "Because of a desire to improve farming practices in the community," and "Because of a need seen by the people in the community for some organization in which all age groups can take part."

Problems today. The club respondents saw the three primary problems in existance in Club "E" today to be as follow, in descending order of importance:

1. Getting all members of the community interested in the organization.
2. Obtaining willing leadership.
3. Planning programs to include all age groups.

It appeared to those interviewed that the lack of vision and purpose in the average member of the club dulled the interest. They felt that a weak, disinterested membership discouraged the leadership. Competition from other activities and interests made it much more difficult to have good programs than fifteen years ago.

Secondary problems recognized by the club leaders were: "Having good attendance at meetings," "Planning interesting and educational programs," "Overworked leadership," and "The work to be accomplished by the club falls on the shoulders of a few."

At present the County Agent considers the following to be the primary problems of Club "E," listed in descending order of importance:

1. Getting all members of the community interested in the organization.
2. Having good attendance at all meetings.
3. Planning interesting and educational programs.

The Agent said that many members of this club did not have common interests. In order to stimulate attendance at meetings, the club is presently giving door prizes. The programs today are not based on the plan of work.

Listed as secondary problems by the Agent were: "Planning programs to include all age groups," "Securing adequate funds to carry out projects," and "The work to be accomplished by the club falls on the shoulders of a few."

Comparisons. When asked to compare the status of Club "E" today with its status at the end of the first year of organization, both the club respondents and the County Agent considered that it was weaker. Again, when comparing the present status of Club "E" with when the club was Area Winner, all those interviewed said it was weaker. The club respondents considered the attitudes of the young members of the club toward community organizations today, compared with the attitudes of the youth at the time when the club first became active, as weaker. The Agent said he felt the attitudes of the younger members remained about the same.

Major objectives of club for current year. The only objectives listed for the current year were to assist with the school program and to strive toward better attendance at meetings.

Predictions for the future of the club. It was interesting to note that after having said that Club "E" was weaker today than at any other time in its history, all those interviewed predicted that it would remain about the same. Both club respondents and the Agent said that the club will have to have something which will attract wider interest before progress can be made. Then too, the people of the community will

have to decide to make a change in their attitudes toward community work.

Characteristics of the president. The typical president of Club "E" was male, married, and the father of one child. His age ranged between 35 and 44 years. Each president was at least a high school graduate, and two had completed college. Two presidents were full-time farmers, whereas the occupation of one was listed as a skilled worker. One president had lived in the community only six years when he was elected to that office, and the others had been in the community about fifteen years. Each president had served in that capacity for a two-year period, and all had held other elective offices within the club.

Characterization of Club "F"

Characteristics and history of community. The following data concerning Club "F" were taken from the Tennessee "Family Report Sheet for 1958." There were sixty-five families living in Community "F"; forty-five of them participating in the Community Improvement Club. Of these families, twenty-five were full-time farm, twenty-five were part-time farm, and fifteen worked away from the farm.

There were seventy-five young people living in the community. Youth activities in which they participated were: the 4-H Club, with twenty listed; the Future Homemakers of America, also with twenty; and the Future Farmers of America, with twenty.

It was estimated that 75 percent of the citizens of Community "F" attended church regularly.

Other organizations in which adult members of the community were active were: Home Demonstration Club, with twenty-seven members; the Parent-Teachers Association, with fifty-five; and the Farm Bureau, with forty. The Home Demonstration Club worked jointly with the Community Club to improve the club house and grounds. In order to further improve the community, the Home Demonstration Club placed signs and markers throughout the community.

Club "F" was organized in 1955, making steady progress until 1957 when it was declared the Area Winner.

Reasons for organization. The club respondent listed, in descending order of importance, the following as the three primary reasons for the organization of Club "F":

1. A need for men to work closer with Home Demonstration Club women in carrying out jobs that they could not do by themselves.
2. Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through the group meetings.
3. The community as a whole was interested in a specific project, and felt that through group action their goal could be more easily attained.

The person interviewed explained that the women, by themselves, could not complete such projects as improving the club grounds and carrying out financial projects. The interviewee felt that it was much

easier for the educational information to be given to the people in groups. The club was interested in adding a kitchen to their already existing club house.

Three secondary reasons for organization which were listed by the interviewee were: "Because of a desire for recreation and fellowship which could be enjoyed by the group," "Families within the community had a desire to improve the general appearance of the community," and "Because of a need seen by the people in the community for some organization in which all age groups could take part."

When the County Agent was asked the reasons for the organization of Club "F," he listed in descending order of importance, the following three as primary reasons:

1. The community as a whole was interested in a specific project and felt that through group action, their goal could be more easily attained.
2. Because of a leader or leaders within the community who encouraged the citizens to organize.
3. The citizens of the community had a desire to excel in order to receive recognition and/or awards.

The Agent explained that this group was especially interested in preparing a club house in which the Home Demonstration Club and youth meetings could be held. Several ladies of the Home Demonstration Club encouraged the organization of a community club. The adults in this community were especially interested in the youth of their group excelling.

Two secondary reasons listed by the Agent were: "The Extension workers encouraged the citizens to become an organized group," and "Families within the community had a desire to improve the general appearance of the community."

Problems in organization. The club representative saw as the three primary problems in organization, the following listed in their descending order of importance:

1. Getting all members of the community interested in the organization.
2. Having good attendance at meetings.
3. The work to be accomplished by the club fell on the shoulders of a few.

It was difficult to get the citizens of the community to understand that they were automatically members of the organization since they lived within the community, and therefore needed no other qualification for membership. It was most difficult to schedule meetings in order not to conflict with the meetings of already existing organizations, such as the Parent-Teachers Association and church. It was the conviction of the interviewee, that if work were given to people, the people would work.

Two secondary problems as seen by the club respondent were: "Establishing a community boundary line," and "Securing adequate funds to carry out projects."

When asked about the problems confronting Club "F" during its organization, the County Agent listed the three primary ones in descending

order of importance, as follow:

1. Getting all members of the community interested in the organization.
2. The work to be accomplished by the club fell on the shoulders of a few.
3. Planning programs to include all age groups.

The Agent explained that some families simply would not participate. Even though the club functioned well, it usually fell the lot of a few to complete a job. It was always difficult to plan programs to include all age groups.

Projects worked on the year of organization. Projects as remembered by the respondents were:

1. Adding a kitchen to the club house.
2. Raising funds.
3. Sponsoring youth organizations.
4. Encouraging the attendance and membership of anyone interested--there were no boundary lines.

Reasons for continuation and growth. The club respondent listed in descending order of importance, the three following as primary reasons for the continuation of the club:

1. Because of a desire for recreation and fellowship which could be enjoyed by the group.
2. The community as a whole was interested in a specific project, and felt that through group action their goal could be more easily attained.

3. Groups within the community had a desire to see the community remain organized.

This group saw a great advantage in the fellowship and recreation; they felt that by means of such they could get to know their friends better, could improve their community in many ways, and could train their youth to be leaders of tomorrow. They indicated that more people working together can get anything done more easily. The women seemed to have a nack for planning projects which the men assisted in completing.

Secondary reasons for the continuation of Club "F" were: "Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through the group meetings," "Because of a leader or leaders in the community who encouraged the continuation of the organization," "Families within the community had a desire to improve the general appearance of the community," and "Because of the desire to improve farming practices in the community."

The County Agent, listed in descending order of importance the following three as the primary reasons for the continuation of Club "F":

1. The community as a whole was interested in a specific project and felt that through group action their goal could be more easily attained.
2. The citizens of the community had a desire to excel in order to receive recognition and/or awards.
3. Groups within the community had a desire to see the community remain organized.

Again, the Agent considered that the desire, by the group, for an adequate place for the Home Demonstration Club and youth meetings was of prime importance. The organization also had a desire to see their club house improved. The citizens wanted their youth to have the opportunity for fellowship and recognition for any of their accomplishments.

The Agent remembered one secondary reason for the continuation of the club, that being "Because of a leader or leaders within the community who encouraged the continuation of the organization.

Problems encountered when Area Winner. When asked what problems were encountered by Club "F" at the time it was Area Winner, the reply by the club respondent was as follows, listed in descending order of importance:

1. Obtaining willing leadership.
2. Getting all members of the community interested in the organization.
3. Planning interesting and educational programs.

The fact that people get better acquainted with each other, they tend to accept leadership responsibilities more easily, was the leader's explanation for Club "F" having solved the problem he listed first. It required a good program in order to get the majority of the citizens interested in the club. An effort was made to interest the youth in specific projects, through which they might become better educated.

Secondary problems listed were: "Having good attendance at all meetings," "Planning programs to include all age groups," "Obtaining sponsorship," and "Securing adequate funds to carry out projects."

The Agent saw the primary problems confronting Club "F" at the time it was Area Winner, to be the following, listed in descending order of importance:

1. Getting all members of the community interested in the organization.
2. Planning interesting and educational programs.
3. Overworked leadership.

The Agent declared that it was always difficult to get all members of the community interested in the Community Improvement Club Program. He realized that the responsibility of leadership fell on a few.

The Agent listed no secondary problems.

Accomplishments of the club in order to become Area Winner. The spirit of the group working together was evident to the judges. Specific projects carried out which made the award possible were:

1. Improving club house.
2. Sponsoring leadership training for youth.
3. Improving homes.
4. Producing an enormous food supply.
5. Improving churches.
6. Increasing church attendance.
7. Increasing farm income.
8. Including small grains, cover crops, liming, and the seeding of permanent pastures in farm practices.

Motivating factors for the continuation of the club. Listed by the club respondents as three factors which motivate the continuation

of Club "F" today are the following primary ones in descending order of importance:

1. Because of a need seen by the people in the community for some organization in which all age groups can take part.
2. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.
3. Because of a leader or leaders within the community who encourages the citizens to remain organized.

The respondents wished their club house could be in use every night. The family fellowship enjoyed there gives the youth a wholesome setting for entertainment, in place of other, less desirable places. More can be done toward improving the standard of living of the community when the group works collectively together. The club leaders feel that they are obligated to the Extension Service for the fine cooperation it has given their club, and they are anxious to work as closely with the Extension workers as is possible.

Secondary motivating factors as seen by the club respondents are: "Because of a desire for recreation and fellowship which can be enjoyed by the group," "Because of a desire for educational information which can be secured through the Extension Office and dispersed to members of the community through the group meetings," "The community as a whole is interested in a specific project and feels that through group action their goal can be more easily attained," "Families within the community have a desire to improve the general appearance of the

community," and "Because of the desire to improve farming practices within the community."

The Agent listed in descending order of importance the three primary motivating factors as follows:

1. The community as a whole is interested in a specific project and feels that through group action their goals can be more easily attained.
2. Because of a need seen by people in the community for some organization in which all age groups can take part.
3. Families within the community have a desire to improve the general appearance of the community.

The interest of the group is focused on youth projects and the improvement of roads. This club provides for all age groups. Club "F" continues to have community pride and is very loyal to the County Program of Community Improvement Clubs.

Secondary motivating factors listed by the Agent were: "Because of a leader or leaders within the community who encourages the citizens to remain organized," and "Groups within the community have a desire to see the community remain organized."

Problems today. As the club respondents recognized them, the primary problems confronting Club "F" today were the following three in descending order of importance:

1. Having good attendance at meetings.
2. The work to be accomplished by the club falls on the shoulders of a few.

3. Securing adequate funds to carry out projects.

There are too many other activities in the community which conflict with club activities. Club leaders feel that more people should be given jobs to accomplish, because working people are interested people. They agree that it takes a great deal of work for fund raising projects.

No secondary problems were listed by the respondents.

The County Agent interviewed listed in descending order of importance, the following as the three primary problems which confront Club "F" today:

1. Getting all members of the community interested in the organization.
2. Planning interesting and educational programs.
3. Planning programs to include all age groups.

The club is still striving to interest certain disinterested members. Planning interesting programs which are adaptable to all age groups continues to be one of the greatest problems.

No secondary problems were listed.

Comparisons. When asked to compare the status of the club today with its status at the end of the first year of organization, the club respondents considered it stronger, whereas the Agent thought it was about the same. The comparison of the status of the club today with when it was an Area Winner, was considered by the club respondents to be stronger, but by the Agent it was felt to be about the same. The

attitudes of the young members of the club toward the community organization today as compared with the attitudes of the youth at the time the club first became active were considered by both the club respondents and the Agent to be stronger.

Major objectives of club for current year. This club continues to be interested in the general improvement of the community and has listed as the major projects:

1. Improving the homes.
2. Improving farming practices.
3. Continuing the youth program.
4. Improving club grounds.
5. Installing playground equipment.

Predictions for the future of the club. Those interested from Club "F" predicted that the club will continue to become stronger; there is capable leadership that has not yet been used in any official position, and the age of the club is only five years.

The Agent felt that at present the leadership is especially interested in the youth, and for the next five or six years he predicted that the club will continue about the same.

Characteristics of the president. The typical president of Club "F" was male, married, and the father of two or three children. His age ranged between 35 and 54 years. Two presidents were high school graduates, and the third had attended college for two years. The

occupation of all the presidents were farming. One president was elected to that office after having lived in the community thirteen years; whereas the others had spent their entire lives in the community. Two of the presidents had served two-year terms, and the president now holding office was elected for a two-year term. These same leaders had also held other elective offices in the club.

Characterization of Club "G"

Characteristics and history of community. Sixty-four families lived within the boundaries of Community "G," forty-eight of whom were active in the Community Improvement Program. Thirty of these families were full-time farm, ten were part-time farm, while eight worked away from the farm.

There were only twenty-one boys and girls living within the community, and fourteen of them were of school age. Youth activities in which these young people were participants included: the 4-H Club, with seven members; the Boy Scouts of America, with five, and the Future Farmers of America, with two.

The Tennessee "Family Report Sheet for 1958" indicated that fifty-one families in the community attended church regularly.

Organizations in which adult members of the community were active included: the Parent Teachers Association, with three members; the Home Demonstration Club, with eleven; the Farm Bureau, with fifteen; the Women's Club, with four; the Civic Club, with four; and others, with a total of six involved. The Home Demonstration Club worked jointly with the Community Club on a fair booth and on the community picnic.

Community "G" organized in 1945. Few records were available for the first five years of the club. It appeared that the main interest of members of the community was in the preservation of a small school which had been erected in this community in 1838.

After organization, Community "G" participated each year for seven consecutive years in the County Improvement Contest. The community won the county contest in 1949, and competed in the Middle Tennessee Area the next three years. This club placed second in the area contest in 1951, and finally was declared Area Winner in 1952.

Reasons for organization. The respondent listed as the three primary reasons for organization in descending order of importance:

1. Because of a need seen by the people in the community for some organization in which all age groups could take part.
2. Because of a desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.
3. The community as a whole was interested in a specific project and felt that through group action their goal could be more easily attained.

This group of people felt the need for some means of getting together for wholesome fellowship. They believed that many problems of the community could be solved only by the whole community helping each other.

The County Agent interviewed saw the same three reasons as the primary reasons for the club's having organized. Also, the same secondary reasons for organization were listed by both the club respondent and the County Agent. They were: "Because of a desire for recreation and fellowship which could be enjoyed by the group," "Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through group meetings," "Because of a leader or leaders within the community who encouraged the citizens to organize," "The citizens of the community had a desire to excel in order to receive recognition and/or awards," "The Extension workers encouraged the citizens to become an organized group," "Sponsoring groups in an urban area encouraged the community to organize a club," "Families within the community had a desire to improve the general appearance of the community," "Groups within the community had a desire to see the community organized," and "Because of the desire to improve farming practices in the community."

Problems in organization. The interviewee listed in descending order of importance, the three primary problems encountered by Club "G" at the time of organization, as:

1. Obtaining willing leadership.
2. Planning programs to include all age groups.
3. Overworked leadership.

It sometimes seemed that everyone wanted the club to continue, but that each one expected the other person to do the work. The leaders

were the ones who usually carried the greater part of the load. It was very difficult to plan a program that could interest a group when the ages ranged from two to eighty-five years.

Other secondary problems listed by the person interviewed were: "Getting all members of the community interested in the organization." "Having good attendance at meetings," "Petty politics in the community," and "The work to be accomplished by the club fell on the shoulders of a few."

The Agent listed only two primary problems which this club encountered at the time of organization and saw no others as secondary problems. Those listed were:

1. Getting all members of the community interested in the organization.
2. Having good attendance at meetings.

Projects worked on the year of organization. The respondent interviewed remembered the following as being included among those projects undertaken:

1. Securing electricity for all homes.
2. Securing telephones.
3. Improving roads.
4. Securing a hot lunch program for the school.

Reasons for continuation and growth. The community leader interviewed listed in descending order of their importance, the three following reasons as being most important in the continuation and growth of Club "G":

1. Because of a desire for recreation and fellowship which could be enjoyed by the group.
2. Families within the community had a desire to improve the general appearance of the community.
3. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.

These were busy people and they had little time to visit, but they did find that the community club gave them opportunity for recreation and fellowship. They had a desire to beautify and improve their farms and homes and wanted to learn the latest methods of how to bring about these improvements.

The County Agent listed, in descending order of importance, the three following as the primary reasons for continuation:

1. The community as a whole was interested in a specific project and felt that through group action their goal could be more easily attained.
2. The citizens of the community had a desire to excel in order to receive recognition and/or awards.
3. Because of a desire for recreation and fellowship which could be enjoyed by the group.

The Agent explained that many projects undertaken by the club had not yet been completed. Naturally, as this club had already placed second in area awards, it had a desire to reach the top. The group enjoyed the simple pleasures of meeting and visiting.

Secondary reasons for the continuation and growth of Club "G" as seen by both the club leader and the County Agent were: "Because of a desire for educational information which could be secured through the Extension Office and dispersed to the members of the community through the group meetings," "The Extension workers encouraged the citizens to remain organized," "Sponsoring groups in an urban area encouraged the community to remain organized," "Groups within the community had a desire to see the community organized," "Because of a desire to improve farming practices in the community," and "Because of a need seen by the people in the community for some organization in which all age groups could take part."

Problems encountered when Area Winner. The member of the club interviewed said that he considered that there was only one problem, that of "Obtaining willing leadership."

The County Agent listed three primary problems of importance in descending order of importance as follow:

1. Getting all members of the community interested in the organization.
2. Planning interesting and educational programs.
3. Overworked leadership.

The County Agent explained that all communities in his county had difficulty in getting all members of each community interested in the organization. It was difficult to plan interesting and educational programs, but was handled by this club about the best he had ever witnessed. The time when the leadership was overworked was always at

judging time, but he felt that this was necessary if the club were to stay alive.

The Agent saw no secondary problems.

Accomplishments of club in order to become Area Winner. The complete cooperation and hard work of sixty-eight families who were then living in the community contributed much toward this clubs becoming Area Winner. The club had a well balanced program. Along the projects undertaken were:

1. Helping to organize new clubs.
2. Developing leadership.
3. Entering the Green Pasture Program.
4. Remodeling and building new homes.
5. Building ponds.
6. Establishing better farm practices.
7. Carrying out community projects, such as building bridges.

Motivating factors for the continuation of the club. The club respondent listed in descending order of importance, the three primary motivating factors contributing to the continuation of Club "G" as follow:

1. Because of the desire to improve farming practices in the community.
2. Because of a desire for recreation and fellowship which can be enjoyed by the group.
3. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.

When the citizens meet in a group and exchange ideas, everyone receives some valuable information. These leaders feel that their club has something of value in fellowship within their club which can not be valued in dollars and cents. When people cooperate as a community they seem to put a little more into their work.

The County Agent listed as the motivating factors which today influence the contribution of Club "G" as follow, in descending order of importance:

1. The community as a whole is interested in a specific project and feels that through group action their goal can be more easily attained.
2. A desire on the part of the community to see a stronger county-wide organization.
3. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.

This community feels dire needs for roads, bridges, and telephones. They are anxious to see other community groups receive the same benefits from an organization that they have enjoyed.

Secondary motivating factors as seen by both the community respondents and the County Agent are: "Because of a desire for educational information which can be secured through the Extension Office and dispersed to members of the community through the group meetings," "Because of a leader or leaders within the community who encourages the citizens to remain organized," "The citizens of the community have a desire to excel

in order to receive recognition and/or awards," "The Extension workers encourage the citizens to remain organized," "Sponsoring groups in an urban area encourage the community to remain organized," "Families within the community have a desire to improve the general appearance of the community," "Groups (County Council) within the community have a desire to see the community remain organized," and "Because of a need seen by the people in the community for some organization in which all age groups can take part."

Problems today. The club members interviewed, listed the following three primary problems in descending order of importance, as encountered by Club "G" today:

1. Obtaining willing leadership.
2. Getting all members of the community interested in the organization.
3. Planning programs to include all age groups.

Since this club has been in existence fourteen years, it is difficult to get anyone to serve as president. The ages of the members of this community range from two to ninety, and it is most difficult to plan any program to interest everybody.

The County Agent, when viewing the problems of Club "G" today, listed the three of primary importance in descending order, as follow:

1. Having good attendance at meetings.
2. Getting all members of the community interested in the organization.

3. The work to be accomplished by the club falls on the shoulders of a few.

Because of the nearness to the local town, this club feels strong competition from other attractions. When it is the time of year to complete reports, a few of the people have to do a great deal of work.

The club respondents listed the following as secondary problems in Club "G" today: "Planning interesting and educational programs," "Over-worked leadership," and "The work to be accomplished by the club falls on the shoulders of a few."

The County Agent listed no secondary problems.

Comparisons. When asked to compare the present status of the club with its status at the end of the first year of organization, both the club respondents and the County Agent viewed it as weaker. They again agreed that the status of the club today as compared with the time when it was Area Winner is weaker. The club respondents said they felt that the attitudes of the young members of the club toward the community organization today as compared with the attitude of the young members when the club first became organized were weaker. The Agent compared the attitudes of the youth as being about the same.

Major objectives of club for current year. The club respondents saw better farming practices and home improvements as the major projects of the club; while the Agent considered the major objective to be, breaking down the resistance of many members of the club to the tearing

down of the very old school building (club house) and the building of a new one.

Predictions for the future of the club. Members felt that the club had a bright future if the new club house could be constructed; this would renew interest. The Agent said he felt it was hard to predict the future of a club which had already existed fourteen years; however, he too felt that if the project of building a new club house could be carried out, interest might be renewed.

Characteristics of the president. The typical president of Community "G" was male, married, and, on the average, the father of two children. His age ranged from 45 to 55 years. One president had less than an eighth grade education, whereas, one had completed two years of college. The main occupation of each of the presidents was farming. The least time spent in the Community by any president before having been elected to that office was nine years; one president had lived in the community his entire lifetime. The longest term that any person had served as president was for three years and the average term was for one year. All of those who had been presidents, had also at other times held other elective offices in the club.

Characterization of Club "H"

Characteristics and history of community. Living within the boundaries of Community "H" were 128 families, 100 of whom were active in the Community Improvement Program. Of these, twenty-two families

were full-time farm, sixty-five were part-time farm, while the remaining forty-one were non-farm families.

There were 192 young people living in this community, eighty-nine boys and 103 girls. Activities in which these boys and girls participated were as follows: the 4-H Club, with forty-one enrolled and Future Homemakers of America, with eighteen.

Approximately 225 members of Community "H" were found to attend church regularly.

Adult organizations in which members of the community were active included: the Home Demonstration Club, with twenty-three members; the Farm Bureau, with fifty; and the Civic Club, with three.

The Home Demonstration Club worked jointly with the community organization to build a community park, to improve the community building, and to develop a community safety program. In order to further improve the community, the Home Demonstration Club cared for the community building and assisted with the school library.

The history concerning Club "h" is probably the most unusual of any in Middle Tennessee and, perhaps, in the entire State.

On February 6, 1920, a club, similar to a community club, was organized and was known as the Community Council. The purpose of this organization was to foster a community spirit, to develop agriculture, and at the meetings to discuss social and economic needs of the community. This group built a club house which was to be used by another generation years later. They continued to meet until just prior to World War II,

and boasted that theirs was one of the earliest organizations of its kind in Tennessee.

After the Community Improvement Program began in Middle Tennessee in 1945, this same community became interested in reorganizing and did so in 1947.

It was interesting to note the progress made from 1947 until 1955, when Community "H" was declared Area Winner. Briefly, it was as follows: in 1947, Club "H" entered the County contest and placed second; in 1948, it won the county contest and placed ninth in the Area; in 1949, this group placed fourth in the Area; in 1950, they went one step higher to third place; in 1951, Club "H" was disappointed when it regressed to fifth place in the Area; in 1952, Club "H" again placed fifth in the Area; in 1953, the club placed only second in their county contest; in 1954, after the previous year's "set back," the club was filled with new determination and drive, winning first in the county and placing fourth in the Area. Finally in 1955, the club won the county contest and also was selected the Area Winner. It is interesting to note that, when the time came for the Area awards banquet in Nashville, no one in the community was particularly interested in attending; even the County Agent sent their assistants. The outcome, of course, was victory for Club "H" in the form of first place in the Area with the $1,000 top award.

Few clubs have weathered the storms and disappointments that Club "H" overcame and had the determination to continue in competition.

Of all clubs visited and interviewed for this study, Club "H" was the only one which, having had periods of regression, still continued its hard work and determination until it was victorious. It appears that

other clubs included in the study made a steady climb each year until the year when each was finally declared an Area Winner.

Reasons for organization. The leader from Club "K" who was interviewed concerning the reasons for the club organizing, listed the three primary reasons, in descending order of importance as follow:

1. The community as a whole was interested in a specific project and felt that through group action their goal could be more easily attained.
2. Groups within the community had a desire to see the community organized.
3. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.

This community was badly in need of a new school building. Four teachers were occupying a two-room building, and one class was meeting across the highway in an old mill building. Only those people who lived on the highway were fortunate enough to have electricity in their homes. All members felt that with a new school, electricity in their homes, and telephones, the standards of living would, of necessity, improve.

Secondary reasons for organization were: "Because of a leader or leaders within the community who encouraged the citizens to organize," and "Families within the community had a desire to improve the general appearance of the community."

The County Agent listed, in descending order of importance, the two primary reasons for the organization of Club "K" to be:

1. The citizens of the community had a desire to excel

in order to receive recognition and/or awards.

2. The community as a whole was interested in a specific project (acquiring a new school building) and felt that through group action their goal could be more easily attained.

The club felt, that if it were possible for their club to win the $1,000 prize offered as first place award in the Middle Tennessee Area, it could be applied to the improvement of their very inadequate and outdated school building.

The Agent saw no other reason for this community to have organized a club.

Problems in organization. As seen by the club leader, the three primary problems, listed in descending order of importance, which were encountered by Club "H" in organization, were:

1. Getting all members of the community interested in the organization.
2. Overworked leadership.
3. Obtaining willing leadership.

This leader explained that because the Community Improvement Program was new, many did not realize its value and lacked interest.

Secondary problems listed were: "Obtaining sponsorship," and "The work to be accomplished by the club fell on the shoulders of a few."

The County Agent saw the problems at the time of organization

as follow, in descending order of importance:

1. Planning programs to include all age groups.

2. Planning interesting and educational programs.

3. Securing adequate funds to carry out projects.

This community was made up of people with both very high and very low incomes, of college graduates and those with very little education, of people who were full-time farmers and of those who worked away from the farm. In view of all the above facts, it was most difficult to plan programs to interest all these people.

Secondary problems listed were: "Getting all members of the community interested in the organization," and "Having good attendance at meetings."

Projects worked on the year of organization. The projects undertaken by Club "H" during the first year of its existence were:

1. Placing a Community Club exhibit at the county fair.

2. Adding concrete walk and steps at the community hall.

3. Building concrete steps at the Methodist Church.

4. Planning group action toward the securing of a better school.

5. Striving for more electricity in the homes.

Reasons for continuation and growth. This club had a long hard struggle from the time of its organization until it was finally declared Area Winner in 1955. The club respondent listed, in descending order of importance, the following as the primary reasons for the continuation of this club:

1. Because of a need seen by the people in the community for some organization in which all age groups could take part.
2. Families within the community had a desire to improve the general appearance of the community.
3. The citizens of the community had a desire to excel in order to receive recognition and/or awards.

After having been organized for about nine years this club came to realize that for a community to accomplish goals and work together, they must have fun together. Several active members of Club "H" were also active in other organizations. The club gave these people, the people of all churches, and all age groups the opportunity to have fun together. The leader felt strongly that any organization which could combine all age groups and still have fun could accomplish great things. This group was proud of their community; they wanted it to attract the attention of outsiders, but most of all they wanted it to be attractive to their young people.

Secondary reasons for continuation as seen by the interviewee were:"Because of a desire for recreation and fellowship which could be enjoyed by the group," "Because of a desire for educational information which could be secured through the Extension Office and dispersed to the members of the community through the group meetings," "Because of a leader or leaders within the community who encouraged the continuation of the organization," "The Extension workers encouraged the citizens to remain organized," "The community as a whole was interested in a

specific project and felt that through group action their goal could be more easily attained," "Sponsoring groups in the urban area encouraged the community to remain organized," "Groups within the community had a desire to see the community remain organized," Because of a desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves," "Because of the desire to improve farming practices in the community," and "Religious leaders and groups encouraged the citizens to remain organized."

The County Agent listed in descending order of importance, the following three reasons for organization:

1. Because of a leader or leaders within the community who encouraged the continuation of the organization.
2. Because of a desire for recreation and fellowship which could be enjoyed by the group.
3. Because of 4-H Club work accomplished.

No explanation for his reasons were given by the Agent. He did list the following as secondary reasons for the continuation of Club "H": "The community as a whole was interested in a specific project and felt that through group action their goal could be more easily attained," "Families within the community had a desire to improve the general appearance of the community," "Because of the desire of citizens of the community to cooperatively strive toward a higher standard of living for themselves," "Because of the desire to improve farming practices in the community," and "Because of a need seen by people in the community for some organization in which all age groups could take part."

Problems encountered when Area Winner. The club respondent listed the following in descending order of importance, as the three primary problems of Club "H" at the time when it was Area Winner:

1. Overworked leadership.
2. Having good attendance at all meetings.
3. Planning interesting and educational programs.

There were a few excellent leaders in this community, and because they could be depended on to do a job well; it was easy to let them carry the load. One of the main goals was to have as many families as possible represented at the meetings. It was found that programs which included young people and children increased the attendance of their elders at meetings.

Secondary problems were: "Obtaining willing leadership," "Getting all members of the community interested in the organization," "Planning programs to include all age groups," "Securing adequate funds to carry out projects," and "The work to be accomplished by the club fell on the shoulders of a few."

As seen by the County Agent, the three primary problems, in descending order of importance, were:

1. Getting all members of the community interested in the organization.
2. Planning interesting and education programs.
3. Planning programs to include all age groups.

Again, the Agent gave no explanations for the problems he listed, and did not consider that there were any secondary problems.

Accomplishments of club in order to become Area Winner. The respondent considered as the most important factor in Club "H" having become Area Winner, the fact that the entire group cooperated. They worked hard on floats, fair exhibits, and fun festivals; but they always had a lot of fun while working. Several members were interested enough to keep very accurate records of the accomplishments of the club; also these same members made good displays of their work.

Accomplishments listed were:

1. Carrying out an outstanding 4-H Club program.
2. Sponsoring other youth programs.
3. Having recreation in some form at monthly meetings.
4. Building and equipping a recreation area.
5. Producing a greater part of the food supply.
6. Improving farm practices.
7. Improving homes.
8. Building a kitchen in their park.

Motivating factors for the continuation of the club. The two respondents listed in descending order of importance, the following three primary factors which they see as those motivating the continuation of the club today:

1. Because of a need seen by people in the community for some organization in which all age groups can take part.
2. Because of a desire for recreation and fellowship which can be enjoyed by the group.

3. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.

Those interviewed felt that the community club was the only organization which could include all age groups, all religious groups, and both sexes. It has been the experience of this club that recreation can help solve many problems. This group desires to keep pace with the present-day trends.

Listed as secondary motivating factors for the continuation of Club "H" were: "Because of a leader or leaders within the community who encourages the citizens to remain organized," "The Extension workers encourage the citizens to remain organized," "Sponsoring groups in an urban area encourage the community to remain organized," "Families within the community have a desire to improve the general appearance of the community," and "Because of the desire to improve farming practices in the community."

The County Agent listed the same three as the primary reasons for Club "H" continuing, and explained that this club has great pride in its past accomplishments. He also stated that they could recognize needs for further improvement. They have a good recreation program.

No secondary factors were listed by the Agent.

Problems today. The three primary problems listed in descending order of importance, as seen by the club respondents as those confronting the club today are:

1. Planning interesting and educational programs.
2. Getting all members of the community interested in the organization.
3. Obtaining willing leadership.

The leaders observe that it is difficult to plan programs today because of the competition from television, radio, and other attractions. Many members of this group are shifting from farming to some other occupation, and they are not as interested as when all their time was spent in the rural area. It is difficult to obtain willing leadership because their time is required by other organizations also.

No secondary problems were listed by the club respondents.

The County Agent gave as the primary problems, the three following listed in descending order of importance:

1. Getting all members of the community interested in the organization.
2. Planning programs to include all age groups.
3. Having good attendance at all meetings.

The Agent agreed with the club respondents that there were too many other things of interest to expect great interest in their organization. Factory shift-work in that vicinity makes it impossible for all members to attend meetings.

Again, no secondary problems were listed.

Comparisons. When asked to compare the status of Club "E" today with the status at the end of the year of organization, both the club

respondents and the Agent agreed that it is weaker. They also agreed that the status of the club is weaker today when compared with the year when it was an Area Winner. The club respondents considered the attitudes of the young members toward the community organization today, compared with the attitudes of the youth at the time the club was first organized, as being stronger. The Agent strongly disagreed and said their attitudes were weaker.

Major objectives of club for current year. The club has elected a Governing Board which can meet and make decisions concerning the club without calling the entire club together. Their aim for this year is to maintain their present community property and standing.

Predictions for the future of the club. Both the club respondents and the Agent interviewed said that the club is weaker now than at any other time in its history; they predict that it will remain about the same. The respondents said the club will continue because of the strong interest among the young people, because of a long history in the Community Club Improvement Program, and because of values which its members have already received. The Agent predicts that it will remain about the same until some special problem arises that will be of general interest to all members.

Characteristics of president. The typical president of Club "H" was male, married, and the father of two or three children. His age ranged from 25 to 45 years. One president had less than an eighth grade

education, one had some high school training, and one was a college graduate. Two of the presidents were professional people, while the third worked as a time-keeper in a factory. One of the presidents had lived in the community only ten years when elected to that office, but the others had spent their entire lives in the community. One president served as such for one year, another served a two-year term, and the third president was still serving in his first year. None of these presidents had previously held any other elective office in the club.

II. COMPARATIVE ANALYSIS OF FACTORS AFFECTING COMMUNITY CLUBS

One representative from each of the eight clubs completed the first part of the questionnaire concerning the beginning of his club, another representative from each of the eight clubs completed a second part of the questionnaire concerning the year when it was selected as an Area Winner, and both representatives from each of the eight clubs combined their thinking and completed a third part of the questionnaire concerning the present status of their club. In all, a total of sixteen community leaders were interviewed in the eight communities. The five County Agents interviewed completed all three parts of the questionnaire.

As stated earlier in the section in Chapter I entitled "Methods used in the study", a simple rating system was developed for comparative and composite analysis of the data. Those items marked as first in importance were given a score of four points for each time they were mentioned, those checked as second in importance received three points for each time they were mentioned, those ranked third in importance were

given two points for each mention, and all other reasons checked, the so-called secondary reasons, were assigned one point for each mention. A comparative rating was obtained for club representatives' and County Agents' answers to specified questionnaire items by dividing the total points received by the total points possible. A composite of the sum total of the answers of club representatives and Agents was obtained in the same fashion.

The Reasons for Club Organization and Continuation

Club representatives and Agents in the eight communities selected for participation in this investigation were asked to check the reasons that they believed were influential in originally causing their communities not only to organize but also later to continue through the years. There was no limit to the number of reasons the interviewees could check as definite reasons for organization, and a few additions were made. Following the listing of all reasons, affecting successful establishment respondents ranked the three most important reasons in their descending order of importance. A summary of the ratings of all reasons checked and given is presented in Tables I-IX together with brief explanatory discussion.

Based on the comparative rating system devised for the study, Table I indicated that the club representative considered the number one reason for organization to be: "Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves." A rating of 59.0 out of 100.0 was obtained by dividing the total points received by the total possible points.

TABLE I

SUMMARY OF THE FREQUENCIES WITH WHICH THE REASONS FOR ORIGINAL COMMUNITY ORGANIZATION WERE REPORTED BY CLUB REPRESENTATIVES OF EIGHT FORMER MIDDLE TENNESSEE AREA WINNERS TOGETHER WITH THEIR COMPARATIVE RATINGS

Item Considered	Rank Order of Importance [a]								Total Points Received [e]	Comparative Rating Given [f]
	First		Second		Third		Fourth [b]			
	No. [c] Rep.	Pts. [d] Recd.	No. [c] Rep.	Pts. [d] Recd.	No. [c] Rep.	Pts. [d] Recd.	No. [c] Rep.	Pts. [d] Recd.		
1. Because of a desire for recreation and fellowship which could be enjoyed by the group.	1	4	3	9	0	0	2	2	15	47.0
2. Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through the group meetings.	0	0	0	0	0	0	5	5	5	16.0
3. Because of a leader or leaders within the community who encouraged the citizens to organize.	0	0	2	6	2	4	5	5	15	47.0
4. The citizens of the community had a desire to excel in order to receive recognition and/or awards.	0	0	0	0	1	2	5	5	7	22.0
5. The Extension workers encouraged the citizens to become an organized group.	0	0	0	0	0	0	6	6	6	19.0
6. The community as a whole was interested in a specific project, and felt that through group action their goal could be more easily attained.	2	8	0	0	1	2	3	3	13	40.6

TABLE I (continued)

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f]
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
7. Sponsoring groups in an urban area encouraged the community to organize a club.	0	0	0	0	0	0	3	3	3	9.4
8. Other active community clubs in the county encouraged the citizens to organize a club.	0	0	0	0	0	0	2	2	2	6.3
9. Families within the community had a desire to improve the general appearance of the community.	1	4	0	0	1	2	6	6	12	37.5
10. Groups within the community had a desire to see the community organized	0	0	1	3	1	2	4	4	9	28.0
11. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.	2	8	2	6	1	2	3	3	19	59.0
12. Because of the desire to improve farming practices in the community.	0	0	0	0	0	0	6	6	6	19.0
13. Because of a need seen by people in the community for some organization in which all age groups could take part.	1	4	0	0	0	0	5	5	9	28.0

TABLE I (continued)

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f] *
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
14. Religious leaders and groups encouraged the citizens to organize a club.	0	0	0	0	0	0	2	2	2	6.3
15. Other--(Because of a desire to know neighbors better.)	1	4	0	0	0	0	0	0	4	12.5

[a]Points assigned for rating system are as follow: FIRST -4; SECOND -3; THIRD -2; FOURTH -1

[b]All items checked but not ranking first, second, or third in importance are considered as fourth.

[c]Frequency (number reporting) of mention of reason according to rank.

[d]Points received according to rank obtained by multiplying number reporting times the point value assigned in [a].

[e]Obtained by totaling points received under four rank headings.

[f]Obtained as a percentage to the nearest tenth of a number by dividing the total points received by the total points possible (32 total points were possible for club representatives).

*Ratings given do not add up to 100 percent since each rating represents only the comparative value of the individual item listed.

The two second most important reasons for organization each received a rating of 47.0. They were: "Because of a desire for recreation and fellowship which could be enjoyed by the group," and "Because of a leader or leaders within the community who encouraged the citizens to organize."

The third most important reason for organization was considered to be: "Because the community as a whole was interested in a specific project and felt that through group action their goal could be more easily attained." This reason received a comparative rating of 41.0 according to club representatives. "Because families within the community had a desire to improve the general appearance of the community," was considered as fourth in importance with a rating of 37.5.

Table II reveals that during the year when community organizations in the Middle Tennessee area were declared Area Winners, the most important reason for their continuation, as seen by the club representatives, was: "Because of a desire for recreation and fellowship which could be enjoyed by the group." This reason received a comparative rating of 50.0.

The second most important reason for continuation received a comparative rating of 42.5 and was: "The community as a whole was interested in a specific project; and felt that through group action their goal could be more easily attained."

"Because families within the community had a desire to improve the general appearance of the community" rated third in importance, with a comparative rating of 40.6.

There were four reasons, each of which received a comparative rating of 34.0, thus tying for fourth place of importance in reasons for the

TABLE II

SUMMARY OF THE FREQUENCIES WITH WHICH THE REASONS FOR THE CONTINUATION OF COMMUNITY ORGANIZATIONS UNTIL THEY WERE DECLARED AREA WINNERS WERE REPORTED BY CLUB REPRESENTATIVES OF EIGHT FORMER MIDDLE TENNESSEE AREA WINNERS TOGETHER WITH THEIR COMPARATIVE RATINGS

Item Considered	Rank Order of Importance[a]									
	First		Second		Third		Fourth[b]		Total Points Received[e]	Comparative Rating Given[f]
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
1. Because of a desire for recreation and and fellowship which could be enjoyed by the group.	3	12	1	3	0	0	1	1	16	50
2. Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through group meetings.	1	4	0	0	2	4	3	3	11	34
3. Because of a leader or leaders within the community who encouraged the continuation of the organization.	0	0	1	3	1	2	6	6	11	34
4. The citizens of the community had a desire to excel in order to receive recognition and/or awards.	1	4	0	0	2	4	3	3	11	34
5. The Extension workers encouraged the citizens to remain organized.	0	0	0	0	0	0	7	7	7	22
6. The community as a whole was interested in a specific project, and felt that through group action their goal could be more easily attained.	1	4	2	6	0	0	4	4	14	42.5

TABLE II (continued)

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f]
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
7. Sponsoring groups in an urban area encouraged the community to remain organized.	0	0	0	0	0	0	3	3	3	9.4
8. Other active community clubs in the county encouraged the citizens to remain organized.	0	0	0	0	0	0	0	0	0	0
9. Families within the community had a desire to improve the general appearance of the community.	0	0	2	6	1	2	5	5	13	40.6
10. Groups within the community had a desire to see the community remain organized.	0	0	0	0	1	2	4	4	6	19
11. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.	1	4	0	0	1	2	3	3	9	28
12. Because of the desire to improve farming practices in the community.	0	0	1	3	0	0	5	5	8	25
13. Because of a need seen by people in the community for some organization in which all age groups could take part.	1	4	1	3	0	0	4	4	11	34.3

TABLE II (continued)

Item Considered	Rank Order of Importance[a]									Comparative Rating Given[f] *
	First		Second		Third		Fourth[b]		Total Points Received[e]	
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
14. Religious leaders and groups encouraged the citizens to remain organized.	0	0	0	0	0	0	1	1	1	3.1
15. Other	0	0	0	0	0	0	0	0	0	0

[a] Points assigned for rating system are as follow: First -4; Second -3; Third -2; Fourth -1.

[b] All items checked but not ranking first, second, or third in importance are considered as fourth.

[c] Frequency (number reporting) of mention of reason according to rank.

[d] Points received according to rank obtained by multiplying number reporting times the point value assigned[a].

[e] Obtained by totaling points received under four rank headings.

[f] Obtained as a percentage to the nearest tenth of a number by dividing the total points received by the total points possible (32 total points were possible for club representatives).

* Ratings given do not add up to 100 percent since each rating represents only the comparative value of the individual item listed.

continuation of the clubs when Area Winners. The four reasons were: "Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through the group meetings," "Because of a leader or leaders within the community who encouraged the continuation of the organization," "The citizens of the community had a desire to excel in order to receive recognition and/or awards," and "Because of a need seen by the people in the community for some organization in which all age groups could take part."

Table III reveals that club representatives believed the main reason for the continuation of community organizations in the Middle Tennessee Area today to be: "Because of a desire for recreation and fellowship which can be enjoyed by the group." This reason received a comparative rating of 68.8.

The second most important reason for continuation, as seen by the club representatives, was: "Because of a need seen by people in the community for some organization in which all age groups can take part." This second reason received a comparative rating of 53.0.

Two reasons for continuation received the same comparative rating of 37.5, therefore placing them as third in importance. They were: "Because of a leader or leaders within the community who encourages the citizens to remain organized," and "Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves."

TABLE III

SUMMARY OF THE FREQUENCIES WITH WHICH THE PRESENT REASONS FOR THE CONTINUATION OF COMMUNITY ORGANIZATIONS WERE REPORTED BY CLUB REPRESENTATIVES OF EIGHT FORMER MIDDLE TENNESSEE AREA WINNERS TOGETHER WITH THEIR COMPARATIVE RATINGS

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f]
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
1. Because of a desire for recreation and fellowship which can be enjoyed by the group.	3	12	3	9	0	0	1	1	22	68.8
2. Because of a desire for educational information which can be secured through the Extension Office and dispersed to members of the community through the group meetings.	0	0	0	0	0	0	5	5	5	16.0
3. Because of a leader or leaders within the community who encourages the citizens to remain organized.	0	0	1	3	3	6	3	3	12	37.5
4. The citizens of the community have a desire to excel in order to receive recognition and/or awards.	0	0	0	0	0	0	2	2	2	6.2
5. The Extension workers encourage the citizens to remain organized.	0	0	1	3	1	2	4	4	9	28.0
6. The community as a whole is interested in a specific project, and feels that through group action their goals can be more easily attained.	1	4	0	0	0	0	3	3	7	22.0

TABLE III (continued)

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f]
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
7. Sponsoring groups in an urban area encourage the community to remain organized.	0	0	0	0	0	0	3	3	3	9.4
8. Other active community clubs in the county encourage the citizens to remain organized.	0	0	0	0	0	0	0	0	0	0.0
9. Families within the community have a desire to improve the general appearance of the community.	0	0	0	0	0	0	4	4	4	12.5
10. Groups within the community have a desire to see the community remain organized.	0	0	1	3	0	0	2	2	5	16.0
11. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.	0	0	2	6	2	4	2	2	12	37.5
12. Because of the desire to improve farming practices in the community.	1	4	0	0	1	2	3	3	9	28.0
13. Because of a need seen by people in the community for some organization in which all age groups can take part.	3	12	0	0	1	2	3	3	17	53.0

TABLE III (continued)

Item Considered	Rank Order of Importance[a]									
	First		Second		Third		Fourth[b]		Total Points Received[e]	Comparative Rating Given[f] *
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
14. Religious leaders and groups encourage the citizens to remain organized.	0	0	0	0	0	0	2	2	2	6.2
15. Other	0	0	0	0	0	0	0	0	0	0.0

[a] Points assigned for rating system are as follow: First -4; Second -3; Third -2; Fourth -1.

[b] All items checked but not ranking first, second, or third in importance are considered as fourth.

[c] Frequency (number reporting) of mention of reason according to rank.

[d] Points received according to rank obtained by multiplying number reporting times the point value assigned in[a].

[e] Obtained by totaling points received under four rank headings.

[f] Obtained as a percentage to the nearest tenth of a number by dividing the total points received by the total points possible (32 total points were possible for club representatives).

* Ratings given do not add up to 100 percent since each rating represents only the comparative value of the individual item listed.

There was also a tie in comparative ratings for fourth place of importance which was between: "The Extension workers encourage the citizens to remain organized," and "Because of the desire to improve farming practices in the community." These each received a comparative rating of 28.0.

Table IV indicates that the five Agents interviewed believed the main reason for the organization of community clubs in the Middle Tennessee Area was: "The community as a whole was interested in a specific project, and felt that through group action their goal could be more easily attained." The comparative rating given this reason was 65.0.

Actually, all other reasons for organization ranked far below the above given reason. However, the second, third, and fourth more important items ranked by Agents are listed below in their descending order of importance, together with their comparative ratings. They were as follow: "Because of a desire for recreation and fellowship which could be enjoyed by the group," rating 40.0; "Because of a need seen by people in the community for some organization in which all age groups could take part," rating 35.0; and "The citizens of the community had a desire to excel in order to receive recognition and/or awards," rating 30.0.

In Table V the Agents indicated that they believed the main reason for the continuation of community organizations until they were Area Winners was: "Because of a desire for recreation and fellowship which could be enjoyed by the group". This reason received a comparative rating

TABLE IV

SUMMARY OF THE FREQUENCIES WITH WHICH THE REASONS FOR ORIGINAL COMMUNITY ORGANIZATIONS WERE REPORTED BY COUNTY AGENTS WHO WORKED IN FIVE OF THE COUNTIES WHICH HAD FORMER MIDDLE TENNESSEE AREA WINNERS TOGETHER WITH THEIR COMPARATIVE RATINGS

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f]
	First		Second		Third		Fourth[b]			
	No. Rep.[c]	Pts. Recd.[d]	No. Rep.[c]	Pts. Recd.[d]	No. Rep.[c]	Pts. Recd.[d]	No. Rep.[c]	Pts. Recd.[d]		
1. Because of a desire for recreation and fellowship which could be enjoyed by the group.	1	4	0	0	1	2	2	2	8	40.0
2. Because of desire for educational information which could be secured through the Extension Office and dispersed to members of the community through the group meetings.	0	0	1	3	0	0	2	2	5	25.0
3. Because of a leader or leaders within the community who encouraged the citizens to organize.	0	0	0	0	0	0	3	3	3	15.0
4. The citizens of the community had a desire to excel in order to receive recognition and/or awards.	1	4	0	0	0	0	2	2	6	30.0
5. The Extension workers encouraged the citizens to become an organized group.	0	0	0	0	0	0	3	3	3	15.0
6. The community as a whole was interested in a specific project, and felt that through group action their goal could be more easily attained.	1	4	2	6	1	2	1	1	13	65.0

TABLE IV (continued)

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f]
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
7. Sponsoring groups in an urban area encouraged the community to organize a club.	0	0	0	0	0	0	2	2	2	10.0
8. Other active community clubs in the county encouraged the citizens to organize a club.	0	0	0	0	0	0	1	1	1	5.0
9. Families within the community had a desire to improve the general appearance of the community.	0	0	0	0	1	2	3	3	5	25.0
10. Groups within the community had a desire to see the community organized.	1	4	0	0	0	0	1	1	5	25.0
11. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.	0	0	1	3	0	0	0	0	3	15.0
12. Because of the desire to improve farming practices in the community.	0	0	0	0	0	0	1	1	1	5.0
13. Because of a need seen by people in the community for some organization in which all age groups could take part.	0	0	1	3	1	2	2	2	7	35.0

TABLE IV (continued)

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f] *
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
14. Religious leaders and groups encouraged the citizens to organize a club.	0	0	0	0	0	0	0	0	0	0.0
15. Other--A need for men to work with the women more closely.	1	4	0	0	0	0	0	0	4	20.0

[a] Points assigned for rating system are as follow: First -4; Second -3; Third -2; Fourth -1.

[b] All items checked but not ranking first, second, or third in importance are considered as fourth.

[c] Frequency (number reporting) of mention of reason according to rank.

[d] Points received according to rank obtained by multiplying number reporting times the point value assigned in[a].

[e] Obtained by totaling points received under four rank headings.

[f] Obtained as a percentage to the nearest tenth of a number by dividing the total points received by the total points possible (20 total points were possible by County Agents).

* Ratings given do not add up to 100 percent since each rating represents only the comparative value of the individual item listed.

TABLE V

SUMMARY OF THE FREQUENCIES WITH WHICH THE REASONS FOR THE CONTINUATION OF COMMUNITY ORGANIZATIONS UNTIL THEY WERE DECLARED AREA WINNER WERE REPORTED BY COUNTY AGENTS WHO WORKED IN FIVE OF THE COUNTIES WHICH HAD FORMER MIDDLE TENNESSEE AREA WINNERS TOGETHER WITH THEIR COMPARATIVE RATINGS

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f]
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
1. Because of a desire for recreation and fellowship which could be enjoyed by the group.	2	8	1	3	1	2	0	0	13	65.0
2. Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through the group meetings.	0	0	0	0	0	0	2	2	2	10.0
3. Because of a leader or leaders within the community who encouraged the continuation of the organization.	1	4	1	3	0	0	2	2	9	45.0
4. The citizens of the community had a desire to excel in order to receive recognition and/or awards.	0	0	2	6	1	2	1	1	9	45.0
5. The Extension workers encouraged the citizens to remain organized.	0	0	0	0	0	0	1	1	1	5.0
6. The community as a whole was interested in a specific project, and felt that through group action their goal could be more easily attained.	2	8	1	3	0	0	1	1	12	60.0

TABLE V (continued)

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f]
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
7. Sponsoring groups in an urban area encouraged the community to remain organized.	0	0	0	0	0	0	2	2	2	10.0
8. Other active community clubs in the county encouraged the citizens to remain organized.	0	0	0	0	0	0	2	2	2	10.0
9. Families within the community had a desire to improve the general appearance of the community.	0	0	0	0	0	0	4	4	4	20.0
10. Groups within the community had a desire to see the community remain organized.	0	0	0	0	1	2	1	1	3	15.0
11. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.	0	0	0	0	1	2	2	2	4	20.0
12. Because of the desire to improve farming practices in the community.	0	0	0	0	0	0	3	3	3	15.0
13. Because of a need seen by people in the community for some organization which all age groups could take part.	0	0	0	0	0	0	4	4	4	20.0
14. Religious leaders and groups encouraged the citizens to remain organized.	0	0	0	0	0	0	0	0	0	00.0

TABLE V (continued)

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f] *
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
15. Other--Youth and 4-H Club sponsored were considered important.	0	0	0	0	1	2	1	1	3	15.0

[a] Points assigned for rating system are as follow: First -4; Second -3; Third -2; Fourth -1.

[b] All items checked but not ranking first, second, or third in importance are considered as fourth.

[c] Frequency (number reporting) of mention of reason according to rank.

[d] Points received according to rank obtained by multiplying number reporting times the point value assigned in[a].

[e] Obtained by totaling points received under four rank headings.

[f] Obtained as a percentage to the nearest tenth of a number by dividing the total points received by the total points possible (20 total points were possible for County Agents).

* Ratings given do not add up to 100 percent since each rating represents only the comparative value of the individual item listed.

of 65.0.

Agents considered the second most important reason for continuation, with a comparative rating of 60.0, to be: "The community as a whole was interested in a specific project, and felt that through group action their goal could be more easily attained."

Two reasons received the same comparative rating of 45.0, which caused them to tie for third place in importance. They were: "Because of a leader or leaders in the community who encouraged the continuation of the organization," and "The citizens of the community had a desire to excel in order to receive recognition and/or awards."

Table VI reveals that the Agents continue to believe, as indicated by the comparative rating of 60.0, that the primary reason for the continuation of community organizations today is: "Because of a desire for recreation and fellowship which can be enjoyed by the group."

As at the time when clubs were Area Winners, the Agents still rank as the second most important reason for continuation: "The community as a whole is interested in a specific project, and feels that through group action their goal can be more easily attained." This reason was given a comparative rating of 55.0.

The comparative rating of 45.0 was received by two reasons, thus ranking them third in importance as reasons for the continuation of community organizations today. These reasons were: "Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves," and "Because of a need seen by people in the community for some organization in which all age groups can take part."

TABLE VI

SUMMARY OF THE FREQUENCIES WITH WHICH THE PRESENT REASONS FOR THE CONTINUATION OF COMMUNITY ORGANIZATIONS WERE REPORTED BY COUNTY AGENTS WHO WORKED IN FIVE OF THE COUNTIES WHICH HAD FORMER MIDDLE TENNESSEE AREA WINNERS TOGETHER WITH THEIR COMPARATIVE RATINGS

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f]
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
1. Because of a desire for recreation and fellowship which can be enjoyed by the group.	2	8	1	3	0	0	1	1	12	60.0
2. Because of a desire for educational information which can be secured through the Extension Office and dispersed to members of the community through the group meetings.	0	0	0	0	0	0	2	2	2	10.0
3. Because of a leader or leaders within the community who encourages the citizens to remain organized.	0	0	0	0	0	0	3	3	3	15.0
4. The citizens of the community have a desire to excel in order to receive recognition and/or awards.	0	0	0	0	0	0	0	0	0	0.0
5. The Extension workers encourage the citizens to remain organized.	0	0	0	0	0	0	2	2	2	10.0
6. The community as a whole is interested in a specific project, and feels that through group action their goal can be more easily attained.	2	8	1	3	0	0	0	0	11	55.0

TABLE VI (continued)

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f]
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
7. Sponsoring groups in an urban area encourage the community to remain organized.	0	0	0	0	0	0	1	1	1	5.0
8. Other active communities in the county encourage the citizens to remain organized.	0	0	0	0	0	0	1	1	1	5.0
9. Families within the community have a desire to improve the general appearance of the community.	0	0	0	0	2	4	2	2	6	30.0
10. Groups within the community have a desire to see the community remain organized.	0	0	0	0	0	0	3	3	3	15.0
11. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.	1	4	1	3	1	2	0	0	9	45.0
12. Because of the desire to improve farming practices in the community.	0	0	0	0	0	0	2	2	2	10.0
13. Because of a need seen by people in the community for some organization in which all age groups can take part.	0	0	1	3	2	4	2	2	9	45.0
14. Religious leaders and groups encourage the citizens to remain organized.	0	0	0	0	0	0	1	1	1	5.0
15. Other--A desire for development of a stronger county-wide organization.	0	0	1	3	0	0	0	0	3	15.0

TABLE VI (continued)

[a] Points assigned for rating system are as follow: First -4; Second -3; Third -2; Fourth -1.

[b] All items checked but not ranking first, second, or third in importance are considered as fourth.

[c] Frequency (number reporting) of mention of reason according to rank.

[d] Points received according to rank obtained by multiplying number reporting times the point value assigned in [a].

[e] Obtained by totaling points received under four rank headings.

[f] Obtained as a percentage to the nearest tenth of a number by dividing the total points received by the total points possible (20 total points were possible for County Agents).

* Ratings given do not add up to 100 percent since each rating represents only the comparative value of the individual item listed.

Based on the composite rating system devised for the study, Table VII indicates that the club representative and Agents considered the number one reason for organization to be: "The community as a whole was interested in a specific project, and felt that through group action their goal could be more easily attained." A rating of 50.0 out of 100.0 possible was obtained by dividing the total points received by both the club representative and Agents by the sum total of points possible (52).

The second most important reason, with a comparative rating of 44.0, was: "Because of a desire for recreation and fellowship which could be enjoyed by the group."

"Because of a desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves," rated as the third most important reason for club organization, with a composite rating of 42.0.

As indicated by Table VIII, at the time when community organizations were Area Winners, the main reason for their continuation was: "Because of a desire for recreation and fellowship which could be enjoyed by the group." The composite rating given this reason was 55.8.

At this period in the history of the clubs, the composite rating of 50.0, indicated that the second most important reason for the continuation of the organizations was: "The community as a whole was interested in a specific project, and felt that through group action their goal could be more easily attained."

TABLE VII

COMPARATIVE AND COMPOSITE RATINGS GIVEN BY CLUB REPRESENTATIVES AND AGENTS INTERVIEWED CONCERNING REASONS FOR THE ORIGINAL ORGANIZATION OF COMMUNITY CLUBS IN THE MIDDLE TENNESSEE AREA

Items Considered	Club Representatives' Comparative Rating *	Agents' Comparative Rating **	Composite Rating ***
1. Because of a desire for recreation and fellowship which could be enjoyed by the group.	47.0	40.0	44.0
2. Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through the group meetings.	16.0	25.0	19.0
3. Because of a leader or leaders within the community who encouraged the citizens to organize.	47.0	15.0	34.6
4. The citizens of the community had a desire to excel in order receive recognition and/or awards.	22.0	30.0	25.0
5. The Extension workers encouraged the citizens to become an organized group.	19.0	15.0	17.0
6. The community as a whole was interested in a specific project, and felt that through group action their goal could be more easily attained.	40.6	65.0	50.0
7. Sponsoring groups in an urban area encouraged the community to organize a club.	9.4	10.0	9.6
8. Other active community clubs in the county encouraged the citizens to organize a club.	6.3	5.0	5.8
9. Families within the community had a desire to improve the general appearance of the community.	37.5	25.0	13.0

TABLE VII (Continued)

Items Considered	Club Representatives' Comparative Rating *	Agents' Comparative Rating **	Composite Rating ***
10. Groups within the community had a desire to see the community organized.	28.0	25.0	27.0
11. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.	59.0	15.0	42.0
12. Because of the desire to improve farming practices in the community.	19.0	5.0	13.0
13. Because of a need seen by people in the community for some organization in which all age groups could take part.	27.0	35.0	30.8
14. Religious leaders and groups encouraged the citizens to organize a club.	6.3	0.0	3.8
15. Others--Because of a desire to know neighbors better; and the need for men to work more closely with the women.	12.5	20.0	15.0

* Comparative ratings copied from Table I, where they were computed.

** Comparative ratings copied from Table IV, where they were computed.

*** Obtained as a percentage by dividing the total points received by both the club representatives (Table I) and the Agents (Table IV), by the total points possible (52).

TABLE VIII

COMPARATIVE AND COMPOSITE RATINGS GIVEN BY CLUB REPRESENTATIVES AND AGENTS INTERVIEWED CONCERNING REASONS FOR THE CONTINUATION OF COMMUNITY CLUBS UNTIL THEY WERE AREA WINNERS IN THE MIDDLE TENNESSEE AREA

Items Considered	Club Representatives' Comparative Rating *	Agents' Comparative Rating **	Composite Rating ***
1. Because of a desire for recreation and fellowship which could be enjoyed by the group.	50.0	65.0	55.8
2. Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through the group meetings.	34.0	10.0	25.0
3. Because of a leader or leaders within the community who encouraged the continuation of the organization.	34.0	45.0	38.0
4. The citizens of the community had a desire to excel in order to receive recognition and/or awards.	34.0	45.0	38.0
5. The Extension workers encouraged the citizens to remain organized.	22.0	5.0	15.0
6. The community as a whole was interested in a specific project, and felt that through group action their goals could be more easily attained.	42.5	60.0	50.0
7. Sponsoring groups in an urban area encouraged the community to remain organized.	9.4	10.0	9.6
8. Other active community clubs in the county encouraged the citizens to remain organized.	0.0	10.0	3.8

TABLE VIII (continued)

Items Considered	Club Representatives' Comparative Rating *	Agents' Comparative Rating **	Composite Rating ***
9. Families within the community had a desire to improve the general appearance of the community.	40.6	20.0	32.7
10. Groups within the community had a desire to see the community remain organized.	19.0	15.0	17.0
11. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.	28.0	20.0	25.0
12. Because of the desire to improve farming practices in the community.	25.0	15.0	21.0
13. Because of a need seen by people in the community for some organization in which all age groups could take part.	34.3	20.0	29.0
14. Religious leaders and groups encouraged the citizens to remain organized.	3.1	0.0	2.0
15. Other--A desire for development of a county-wide organization.	0.0	15.0	5.8

* Comparative ratings copies from Table II, where they were computed.

** Comparative ratings copied from Table V, where they were computed.

*** Obtained as a percentage by dividing the sum total of points received by both the club representatives (Table II) and the Agents (Table V), by the sum total of points possible (52).

Two reasons received the same composite rating of 30.0, thus tying them for third in importance as reasons for continuation. These reasons were: "Because of a leader or leaders within the community who encouraged the continuation of the organization," and "The citizens of the community had a desire to excel in order to receive recognition and/or awards."

Table IX indicates that today, stronger than ever before, the composite rating being 65.0, both the club representatives and Agents believed the main reason for the continuation of the community clubs studied was: "Because of a desire for recreation and fellowship which can be enjoyed by the group."

The second most important reason for continuation, as indicated by a composite rating of 50.0, was: "Because of a need seen by people in the community for some organization in which all age groups can take part."

"Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves," was indicated to be the third most important reason for continuation today. This was shown by a composite rating of 40.0.

The Problems Confronting the Club at Organization and During Continuation

Club representatives and Agents in the eight communities selected for participation in this investigation were asked to check the problems they believe confronted their club at its time of beginning and then to do likewise for the other periods of history studied. Following the checking of the problems listed, respondents ranked the three most

TABLE IX

COMPARATIVE AND COMPOSITE RATINGS GIVEN BY CLUB REPRESENTATIVES AND AGENTS INTERVIEWED CONCERNING REASONS FOR THE PRESENT CONTINUATION OF COMMUNITY CLUBS IN THE MIDDLE TENNESSEE AREA

Items Considered	Club Representatives' Comparative Ratings *	Agents' Comparative Ratings **	Composite Rating ***
1. Because of a desire for recreation and fellowship which can be enjoyed by the group.	68.8	60.0	65.0
2. Because of a desire for educational information which can be secured through the Extension Office and dispersed to members of the community through the group meetings.	16.0	10.0	13.0
3. Because of a leader or leaders within the community who encourages the citizens to remain organized.	37.5	15.0	29.0
4. The citizens of the community have a desire to excel in order to receive recognition and/or awards.	6.2	0.0	3.8
5. The Extension workers encourage the citizens to remain organized.	28.0	10.0	21.0
6. The community as a whole is interested in a specific project, and felt that through group action their goal can be more easily attained.	22.0	55.0	15.0
7. Sponsoring groups in an urban area encourage the community to remain organized.	9.4	5.0	7.7
8. Other active community clubs in the county encourage the citizens to remain organized.	0.0	5.0	2.0

TABLE IX (continued)

Items Considered	Club Representatives' Comparative Rating *	Agents' Comparative Rating **	Composite Rating ***
9. Families within the community have a desire to improve the general appearance of the community.	12.5	30.0	19.0
10. Groups within the community have a desire to see the community remain organized.	16.0	15.0	15.0
11. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves.	37.5	45.0	40.0
12. Because of the desire to improve farming practices in the community.	28.0	10.0	21.0
13. Because of a need seen by people in the community for some organization in which all age groups can take part.	53.0	45.0	50.0
14. Religious leaders and groups encourage the citizens to remain organized.	6.2	5.0	5.8
15. Other--A desire for development of a stronger county-wide organization	0.0	15.0	5.8

* Comparative ratings copied from Table III, where they were computed.

** Comparative ratings copied from Table VI, where they were computed.

*** Obtained as a percentage by dividing the sum total of points received by both the club representatives (Table III) and the Agents (Table VI), by the sum total of points possible (52).

important problems in their descending order of importance. A summary of the ratings of all problems checked and given is presented in Tables X-XIX together with explanatory discussion.

Based on the comparative rating system devised for the study and the opinions of club representatives interviewed, Table X indicates that the number one problem confronting community clubs at the time of their beginning was: "Getting all members of the community interested in the organization." A comparative rating of 78.0 out of 100.0 was obtained by dividing total points received by the total points possible.

Two problems received an identical comparative rating of 31.0, thus causing them to tie as the second most important problems. They were: "Planning programs to include all age groups," and "The work to be accomplished by the club fell on the shoulders of a few."

The third most important problem at the time of organization was: "Overworked leadership"; this problem received a comparative rating of 28.0.

Table XI reveals that, at the time when the communities were Area Winners, the club representatives considered the most outstanding problem confronting them to be: "Obtaining willing leadership." This problem was received by a comparative rating of 53.0.

Analysis of the questionnaires of club representatives indicated that the second most important problem of importance was: "Getting all members of the community interested in the organization." This was indicated by the comparative rating of 50.0 which it received.

TABLE X

SUMMARY OF THE FREQUENCIES WITH WHICH THE PROBLEMS CONFRONTING COMMUNITY CLUBS AT THE TIMES OF THEIR BEGINNING WERE REPORTED BY CLUB REPRESENTATIVES OF EIGHT FORMER MIDDLE TENNESSEE AREA WINNERS TOGETHER WITH THEIR COMPARATIVE RATINGS

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f] *
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
1. Obtaining willing leadership.	1	4	0	0	1	2	1	1	7	22.0
2. Securing an adequate meeting place.	0	0	0	0	0	0	2	2	2	6.0
3. Getting all members of the community interested in the organization.	6	24	0	0	0	0	1	1	25	78.0
4. Having good attendance at meetings.	0	0	1	3	0	0	2	2	5	16.0
5. Establishing a community boundary line.	0	0	1	3	0	0	1	1	4	12.5
6. Planning interesting and educational programs.	0	0	0	0	0	0	4	4	4	12.5
7. Planning programs to include all age groups.	0	0	1	3	3	6	1	1	10	31.0
8. Obtaining sponsorship.	1	4	0	0	0	0	1	1	5	16.0
9. Securing adequate funds to carry out projects.	0	0	1	3	1	2	1	1	6	19.0
10. Overworked leadership.	0	0	1	3	2	4	2	2	9	28.0
11. Petty politics in the community.	0	0	1	3	0	0	1	1	4	12.5

TABLE X (continued)

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f] *
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
12. The work to be accomplished by the club fell on the shoulders of a few.	0	0	2	6	1	2	2	2	10	31.0
13. Other	0	0	0	0	0	0	0	0	0	0.0

[a] Points assigned for rating system are as follow: First -4; Second -3; Third -2; Fourth -1.

[b] All items checked but not ranking first, second, or third in importance are considered fourth.

[c] Frequency (number reporting) of mention of problem according to rank.

[d] Points received according to rank obtained by multiplying number reporting times the point value assigned in[a].

[e] Obtained by totaling points received under four rank headings.

[f] Obtained as a percentage to the nearest tenth of a number by dividing the total points received by the total points possible (32 total points were possible for club representatives).

* Ratings given do not add up to 100 percent since the rating represents only the comparative value of the individual item listed.

TABLE XI

SUMMARY OF THE FREQUENCIES WITH WHICH THE PROBLEMS CONFRONTING COMMUNITY CLUBS WHEN THEY WERE AREA WINNERS WERE REPORTED BY CLUB REPRESENTATIVES OF EIGHT FORMER MIDDLE TENNESSEE AREA WINNERS TOGETHER WITH THEIR COMPARATIVE RATINGS

Item Considered	Rank Order of Importance[a]									
	First		Second		Third		Fourth[b]		Total Points Received[e]	Comparative Rating Given[f] *
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
1. Obtaining willing leadership.	3	12	1	3	0	0	2	2	17	53.0
2. Securing an adequate meeting place.	1	4	1	3	0	0	0	0	7	22.0
3. Getting all members of the community interested in the organization.	2	8	1	3	1	2	3	3	16	50.0
4. Having good attendance at meetings.	0	0	2	6	1	2	1	1	9	28.0
5. Establishing a community boundary line.	0	0	0	0	0	0	0	0	0	0.0
6. Planning interesting and educational programs.	0	0	0	0	2	4	3	3	7	22.0
7. Planning programs to include all age groups.	1	4	0	0	1	2	5	5	11	34.3
8. Obtaining sponsorship.	0	0	0	0	0	0	3	3	3	9.4
9. Securing adequate funds to carry out projects.	0	0	1	3	1	2	3	3	8	25.0
10. Overworked leadership.	1	4	0	0	0	0	2	2	6	19.0
11. Petty politics in the community.	0	0	0	0	1	2	0	0	2	6.0

TABLE XI (continued)

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating * Given[f]
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
12. The work to be accomplished by the club fell on the shoulders of a few.	0	0	1	3	0	0	2	2	5	16.0
13. Other.	0	0	0	0	0	0	0	0	0	0.0

[a] Points assigned for rating system are as follow: First -4; Second -3; Third -2; Fourth -1.

[b] All items checked but not ranking first, second, or third in importance are considered as fourth.

[c] Frequency (number reporting) of mention of problem according to rank.

[d] Points received according to rank obtained by multiplying number reporting times the point value assigned in[a].

[e] Obtained by totaling points received under four rank headings.

[f] Obtained as a percentage to the nearest tenth of a number by dividing the total points received by the total points possible (32 total points were possible for each club representative).

* Ratings given do not add up to 100 percent since each rating represents only the comparative value of the individual item listed.

"Planning programs to include all age groups," was indicated to be the third most outstanding problem with a comparative rating of 34.3.

Table XII reveals that, as expressed by ratings made from interviewing the club representatives, problems confronting community organizations at the time of the study were quite varied. However, one problem stood out ahead of all others with a comparative rating of 78.0. This problem was: "Getting all members of the community interested in the organization."

Three problems received identical comparative ratings of 34.3, thus tying them as the second most important problems at the time of the study. These three were: "Obtaining willing leadership," "Having good attendance at meetings," and "The work to be accomplished by the club falls on the shoulders of a few."

Again, in third place of importance as problems confronting community organizations at the time of the study, three other problems received the same comparative ratings of 22.0. These were: "Planning interesting and educational programs," "Planning programs to include all age groups," and "Securing adequate funds to carry out projects."

Table XIII indicated that the five Agents interviewed saw the most outstanding problem which confronted community organizations at the time of their beginning to be: "Getting all members of the community interested in the organization." This was indicated by a comparative rating of 75.0.

The second most important problem, as indicated by the comparative rating of 40.0, was: "Having good attendance at meetings."

TABLE XII

SUMMARY OF THE FREQUENCIES WITH WHICH THE PROBLEMS PRESENTLY CONFRONTING COMMUNITY CLUBS WERE REPORTED BY CLUB REPRESENTATIVES OF EIGHT FORMER MIDDLE TENNESSEE AREA WINNERS TOGETHER WITH THEIR COMPARATIVE RATINGS

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating* Given[f]
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
1. Obtaining willing leadership.	1	4	1	3	2	4	0	0	11	34.3
2. Securing an adequate meeting place.	0	0	0	0	0	0	0	0	0	0.0
3. Getting all members of the community interested in the organization.	4	16	3	9	0	0	0	0	25	78.0
4. Having good attendance at meetings.	2	8	0	0	0	0	3	3	11	34.3
5. Establishing a community boundary line.	0	0	0	0	0	0	0	0	0	0.0
6. Planning interesting and educational programs.	1	4	0	0	0	0	3	3	7	22.0
7. Planning programs to include all age groups.	0	0	0	0	3	6	1	1	7	22.0
8. Obtaining sponsorship.	0	0	0	0	0	0	1	1	1	3.1
9. Securing adequate funds to carry out projects.	0	0	2	6	0	0	1	1	7	22.0
10. Overworked leadership.	0	0	0	0	0	0	3	3	3	9.4
11. Petty politics in the community.	0	0	1	3	0	0	0	0	3	9.4

TABLE XII (continued)

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f] *
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
12. The work to be accomplished by the club falls on the shoulders of a few.	0	0	1	3	3	6	2	2	11	34.3
13. Other.	0	0	0	0	0	0	0	0	0	0.0

[a] Points assigned for rating system are as follow: First -4; Second -3; Third -2; Fourth -1.

[b] All items checked but not ranking first, second, or third in importance are considered as fourth.

[c] Frequency (number reporting) of mention of problem according to rank.

[d] Points received according to rank obtained by multiplying number reporting times the point value assigned in[a].

[e] Obtained by totaling points received under four rank headings.

[f] Obtained as a percentage to the nearest tenth of a number by dividing the total points received by the total points possible (32 total points were possible for club representatives).

* Ratings given do not add up to 100 percent since each rating represents only the comparative value of the individual item listed.

TABLE XIII

SUMMARY OF THE FREQUENCIES WITH WHICH THE PROBLEMS CONFRONTING COMMUNITY CLUBS AT THE TIMES OF THEIR BEGINNING WERE REPORTED BY THE AGENTS WHO WERE WORKING WITH FIVE FORMER MIDDLE TENNESSEE AREA WINNERS TOGETHER WITH THEIR COMPARATIVE RATINGS

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating * Given[f]
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
1. Obtaining willing leadership.	0	0	0	0	0	0	0	0	0	0.0
2. Securing an adequate meeting place.	1	4	0	0	0	0	0	0	4	20.0
3. Getting all members of the community interested in the organization.	2	8	2	6	0	0	1	1	15	75.0
4. Having good attendance at meetings.	0	0	2	6	0	0	2	2	8	40.0
5. Establishing a community boundary line.	0	0	0	0	0	0	2	2	2	10.0
6. Planning interesting and educational programs.	0	0	1	3	1	2	0	0	5	25.0
7. Planning programs to include all age groups.	1	4	0	0	0	0	2	2	6	30.0
8. Obtaining sponsorship.	0	0	0	0	0	0	1	1	1	5.0
9. Securing adequate funds to carry out projects.	0	0	0	0	1	2	2	2	4	20.0
10. Overworked leadership.	0	0	0	0	1	2	1	1	3	15.0
11. Petty politics in the community.	0	0	0	0	0	0	2	2	2	10.0

TABLE XIII (Continued)

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f] *
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
12. The work to be accomplished by the club fell on the shoulders of a few.	1	4	0	0	1	2	1	1	7	35.0
13. Other.	0	0	0	0	0	0	0	0	0	0.0

[a] Points assigned for rating system are as follow: First -4; Second -3; Third -2; Fourth -1.

[b] All items checked but not ranking first, second, or third in importance are considered as fourth.

[c] Frequency (number reporting) of mention of problem according to rank.

[d] Points received according to rank obtained by multiplying number reporting times the point value assigned in[a].

[e] Obtained by totaling points received under four rank headings.

[f] Obtained as a percentage to the nearest tenth of a number by dividing the total points received by the total points possible (20 total points were possible for County Agent).

* Ratings given do not add up to 100 percent since each rating represents only the comparative value of the individual item listed.

A comparative rating of 35.0, made the third most important problem: "The work to be accomplished by the club fell on the shoulders of a few."

Table XIV reveals that during the times when the community organizations studied were Area Winners, the Agents considered the outstanding problem confronting them to be: "Getting all members of the community interested in the organization." This was indicated by the comparative rating of 80.0 which was received by this problem.

The second most important problem was seen to be: "Planning interesting and educational programs." The comparative rating given this problem was 65.0.

"Overworked leadership," received a comparative rating of 55.0, and was therefore ranked as the third most important problem of the community organizations studied during the year when they were Area Winners.

In Table XV indications are that, as the Agents viewed the situation, the most outstanding problem confronting community organizations at the time of the study remained: "Getting all members of the community interested in the organization." This was indicated by the comparative rating of 90.0 which this problem received.

"Having good attendance at meetings," was the second most important problem, with a comparative rating of 45.0.

Two of the problems listed received identical comparative ratings of 35.0, thus making them appear to be the third most important problems at the time of the study. They were: "Planning interesting and educational programs," and "Planning programs to include all age groups."

TABLE XIV

SUMMARY OF THE FREQUENCIES WITH WHICH THE PROBLEMS CONFRONTING COMMUNITY CLUBS WHEN THEY WERE AREA WINNERS WERE REPORTED BY THE AGENTS WHO WERE WORKING WITH FIVE FORMER MIDDLE TENNESSEE AREA WINNERS TOGETHER WITH THEIR COMPARATIVE RATINGS

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f] *
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
1. Obtaining willing leadership.	0	0	0	0	0	0	0	0	0	0.0
2. Securing an adequate meeting place.	0	0	0	0	0	0	0	0	0	0.0
3. Getting all members of the community interested in the organization.	3	12	1	3	0	0	1	1	16	80.0
4. Having good attendance at meetings.	0	0	0	0	0	0	1	1	1	5.0
5. Establishing a community boundary line.	0	0	0	0	0	0	1	1	1	5.0
6. Planning interesting and educational programs.	1	4	3	9	0	0	0	0	13	65.0
7. Planning programs to include all age groups.	0	0	0	0	2	4	1	1	5	25.0
8. Obtaining sponsorship.	0	0	0	0	0	0	0	0	0	0.0
9. Securing adequate funds to carry out projects.	0	0	0	0	0	0	1	1	1	5.0
10. Overworked leadership.	1	4	1	3	2	4	0	0	11	55.0
11. Petty politics in the community.	0	0	0	0	0	0	2	2	2	10.0

TABLE XIV (continued)

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Ration Given[f] *
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
12. The work to be accomplished by the club fell on the shoulders of a few.	0	0	0	0	1	2	1	1	3	15.0
13. Other.	0	0	0	0	0	0	0	0	0	0.0

[a] Points assigned for rating system are as follow: First -4; Second -3; Third -2; Fourth -1.

[b] All items checked but not ranking first, second, or third in importance are considered as fourth.

[c] Frequency (number reporting) of mention of problem according to rank.

[d] Points received according to rank obtained by multiplying number reporting times the point value assigned in[a].

[e] Obtained by totaling points received under four rank headings.

[f] Obtained as a percentage to the nearest tenth of a number by dividing the total points received by the total points possible (20 total points were possible for County Agents).

* Ratings given do not add up to 100 percent since each rating represents only the comparative value of the individual item listed.

TABLE XV

SUMMARY OF THE FREQUENCIES WITH WHICH THE PROBLEMS PRESENTLY CONFRONTING COMMUNITY CLUBS WERE REPORTED BY THE AGENTS WHO WERE WORKING WITH FIVE FORMER MIDDLE TENNESSEE AREA WINNERS TOGETHER WITH THEIR COMPARATIVE RATINGS

Item Considered	Rank Order of Importance[a]								Total Points Received[e]	Comparative Rating Given[f]
	First		Second		Third		Fourth[b]			
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
1. Obtaining willing leadership.	0	0	0	0	0	0	0	0	0	0.0
2. Securing an adequate meeting place.	0	0	0	0	0	0	0	0	0	0.0
3. Getting all members of the community interested in the organization.	3	12	2	6	0	0	0	0	18	90.0
4. Having good attendance at meetings.	1	4	14	3	1	2	0	0	9	45.0
5. Establishing a community boundary line.	0	0	0	0	0	0	1	1	1	5.0
6. Planning interesting and educational programs.	0	0	1	3	2	4	0	0	7	35.0
7. Planning programs to include all age groups.	0	0	1	3	1	2	2	2	7	35.0
8. Obtaining sponsorship.	0	0	0	0	0	0	0	0	0	0.0
9. Securing adequate funds to carry out projects.	0	0	0	0	0	0	1	1	1	5.0
10. Overworked leadership.	1	4	0	0	0	0	0	0	4	20.0
11. Petty politics in the community.	0	0	0	0	0	0	1	1	1	5.0

TABLE XV (continued)

Item Considered	Rank Order of Importance[a]									Comparative Rating Given[f] *
	First		Second		Third		Fourth[b]		Total Points Received[e]	
	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.	No.[c] Rep.	Pts.[d] Recd.		
12. The work to be accomplished by the club falls on the shoulders of a few.	0	0	0	0	1	2	2	2	4	20.0
13. Other.	0	0	0	0	0	0	0	0	0	0.0

[a] Points assigned for rating system are as follow: First -4; Second -3; Third -2; Fourth -1.

[b] All items checked but not ranking first, second, or third in importance are considered as fourth.

[c] Frequency (number reporting) of mention of problem according to rank.

[d] Points received according to rank obtained by multiplying number reporting times the point value assigned in[a].

[e] Obtained by totaling points received under four rank headings.

[f] Obtained as a percentage to the nearest tenth of a number by dividing the total points received by the total points possible (20 total points were possible for County Agents).

* Ratings given do not add up to 100 percent since each rating represents only the comparative value of the individual item listed.

Based on the composite rating system devised for the study, Table XVI shows that statements made by club representatives and Agents would indicate that the number one problem confronting community organizations studied at the time of their beginning was: "Getting all members of the community interested in the organization." A composite rating of 77.0 out of 100.0 possible was obtained by dividing the sum total of points received by the club representatives and Agents by the sum total of points possible (52).

"The work to be accomplished by the club fell on the shoulders of a few," received a composite rate of 32.5, and therefore ranked as the second most outstanding problem.

The third problem of importance was: "Planning programs to include all age groups." This problem received a composite rating of 30.8.

Table XVII indicates that during the year when the community organizations were Area Winners, the composite rating still favored: "Getting all members of the community interested in the organization," as the number one problem. The composite rating given this problem was 61.5.

The second problem of importance during this period, as indicated by a composite rating of 38.0, was: "Planning interesting and educational programs."

Two of the problems listed received identical composite ratings of 32.7, thus forcing them into a tie as the third most outstanding problems. These two were: "Obtaining willing leadership," and "Overworked leadership."

TABLE XVI

COMPARATIVE AND COMPOSITE RATINGS GIVEN BY CLUB REPRESENTATIVES AND AGENTS INTERVIEWED CONCERNING PROBLEMS CONFRONTING COMMUNITY CLUBS WHEN THEY ORIGINALLY ORGANIZED IN THE MIDDLE TENNESSEE AREA

Item Considered	Club Representatives' Comparative Rating *	Agents' Comparative Rating **	Composite Rating ***
1. Obtaining willing leadership.	22.0	0.0	13.0
2. Securing an adequate meeting place.	6.0	20.0	11.5
3. Getting all members of the community interested in the organization.	78.0	75.0	77.0
4. Having good attendance at meetings.	16.0	40.0	25.0
5. Establishing a community boundary line.	12.5	10.0	11.5
6. Planning interesting and educational programs.	12.5	25.0	17.0
7. Planning programs to include all age groups.	31.0	30.0	30.8
8. Obtaining sponsorship.	16.0	5.0	11.5
9. Securing adequate funds to carry out projects.	19.0	20.0	19.0
10. Overworked leadership.	28.0	15.0	23.0
11. Petty politics in the community.	12.5	10.0	11.5

TABLE XVI (continued)

Item Considered	Club Representatives' Comparative Rating *	Agents' Comparative Rating **	Composite Rating ***
12. The work to be accomplished by the club fell on the shoulders of a few.	31.0	35.0	32.7
13. Other.	0.0	0.0	0.0

* Comparative ratings copied from Table X, where they were computed.

** Comparative ratings copied from Table XIII, where they were computed.

*** Obtained as a percentage by dividing the total points received by both the club representatives (Table X) and the Agents (Table XIII), by the total points possible (52).

TABLE XVII

COMPARATIVE AND COMPOSITE RATINGS GIVEN BY CLUB REPRESENTATIVES AND AGENTS INTERVIEWED CONCERNING PROBLEMS CONFRONTING CLUBS WHEN THEY WERE AREA WINNERS IN THE MIDDLE TENNESSEE AREA

Item Considered	Club Representatives' Comparative Rating *	Agents' Comparative Rating **	Composite Rating ***
1. Obtaining willing leadership.	53.0	0.0	32.7
2. Securing an adequate meeting place.	22.0	0.0	7.3
3. Getting all members of the community interested in the organization.	50.0	80.0	61.5
4. Having good attendance at meetings.	28.0	5.0	19.0
5. Establishing a community boundary line.	0.0	5.0	2.0
6. Planning interesting and educational programs.	22.0	65.0	38.0
7. Planning programs to include all age groups.	34.3	25.0	30.8
8. Obtaining sponsorship.	9.4	0.0	5.8
9. Securing adequate funds to carry out projects.	25.0	5.0	17.0
10. Overworked leadership.	19.0	55.0	32.7
11. Petty politics in the community.	6.0	10.0	7.7
12. The work to be accomplished by the club fell on the shoulders of a few.	16.0	15.0	15.0
13. Other.	0.0	0.0	0.0

TABLE XVII (continued)

* Comparative ratings copied from Table XI, where they were computed.

** Comparative ratings copied from Table XIV, where they were computed.

*** Obtained as a percentage by dividing the total points received by both the club representatives (Table XI), and the Agents (Table XIV), by the total points possible (52).

It would appear that at the time of the study, as shown in Table XVIII, the main problem confronting community organizations remained: "Getting all members of the community interested in the organization." A composite rating of 83.0 was given this problem.

"Having good attendance at meetings," was considered the second most outstanding problem at the time of the study, this problem receiving a composite rating of 38.0.

The third most important problem appeared to be: "The work to be accomplished by the club falls on the shoulders of a few." This problem was given a composite rating of 29.0.

Projects Undertaken

A summary of all projects undertaken by the eight clubs under study was made for each of the time periods concerned. The list of projects was secured from two main sources: (1) record books kept by club secretaries through the years of organization, and (2) interviews with club representatives.

In order to develop a classification system for use in listing of the projects, Lovelace, Gambill, and Jones' authoritative listing was used as a guide.[26] Table XIX gives the total number of times each project was mentioned as indicated for each time period.

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[26] Inez Lovelace, Eugene Gambill, and Milburn Jones, Projects of Organized Rural Communities. Agricultural Extension Service publication 322 (Knoxville: University of Tennessee 1952). pp. 2-8.

TABLE XVIII

COMPARATIVE AND COMPOSITE RATINGS GIVEN BY CLUB REPRESENTATIVES AND AGENTS INTERVIEWED CONCERNING PROBLEMS PRESENTLY CONFRONTING COMMUNITY CLUBS IN THE MIDDLE TENNESSEE AREA

Item Considered	Club Representatives' Comparative Rating *	Agents' Comparative Rating **	Composite Rating ***
1. Obtaining willing leadership.	34.3	0.0	21.0
2. Securing an adequate meeting place.	0.0	0.0	0.0
3. Getting all members of the community interested in the organization.	78.0	90.0	83.0
4. Having good attendance at meetings.	34.3	45.0	38.0
5. Establishing a community boundary line.	0.0	5.0	2.0
6. Planning interesting and educational programs.	22.0	35.0	27.0
7. Planning programs to include all age groups.	22.0	35.0	27.0
8. Obtaining sponsorship.	3.1	0.0	2.0
9. Securing adequate funds to carry out projects.	22.0	5.0	15.0
10. Overworked leadership.	9.4	20.0	13.0
11. Petty politics in the community.	9.4	5.0	7.7
12. The work to be accomplished by the club falls on the shoulders of a few.	34.3	20.0	29.0
13. Other.	0.0	0.0	0.0

TABLE XVIII (continued)

* Comparative ratings copied from Table XII, where they were computed.

** Comparative ratings copied from Table XV, where they were computed.

*** Obtained as a percentage by dividing the total points received by both the club representatives (Table XII) and the Agents (Table XV), by the total points possible (52).

TABLE XIX

A SUMMARY OF PROJECTS UNDER MAJOR HEADINGS WHICH WERE UNDERTAKEN BY THE EIGHT AREA WINNING CLUBS IN MIDDLE TENNESSEE DURING THEIR YEARS OF ORGANIZATION, WHEN DECLARED AREA WINNERS, AND AT PRESENT BY FREQUENCY OF SECRETARIES AND CLUB REPRESENTATIVES REPORTING

Major Project Heading	Year of Organization No. Reporting	Year When Area Winner No. Reporting	Present Year No. Reporting	Total of Three Periods No. Reporting
1. School Improvements	7	1	2	10
2. Library Facilities	0	0	0	0
3. Church	3	5	0	8
4. Community Center	3	3	5	11
5. Recreation	1	4	1	6
6. Youth Activities	2	3	1	6
7. Community Services	12	9	5	26
8. Educational Programs and Activities	16	24	6	46
9. Acts of Neighborliness	1	2	1	4
10. Other Good Citizenship Activities	4	2	0	6
11. Raising Funds	2	0	1	3
Total Projects Undertaken Each Year or Period	51	53	22	126

Inspection of Table XIX discloses that "Educational programs and activities" included the largest number of community projects undertaken in each of the periods studied, with: 16 such projects being reported during the year of organization (an average of two per club); 24 being reported during the year of Area Winning (an average of three per club); 6 being reported during the present year (slightly less than one project per club), and 4 being reported for the total of the three periods (an average of just less than six projects per club for three periods).

The second most frequently mentioned project grouping was that of "Community services." This later category included a total of: 12 such projects in the year of organization (an average of one and one-half per club); 9 in the year of Area Winning (slightly more than one per club); 5 during the present year (an average of less than a single project per club), and 26 for the total of the three periods (an average of more than three per club). Note that more total projects were undertaken (or reported) during the year of Area Winning than in either of the other two periods studied.

Data in Table XX indicate that of the thirteen interviewed, concerning this report, nine believed the status of their club to be weaker today than it had been at the end of the first year of organization.

Table XXI indicates that of the thirteen interviewed concerning this point, ten believed the status of their club to be weaker today than it was at the date it was declared Area Winner. Consideration, then, of Tables XX and XXI together would indicate that in the main condition of most of the

TABLE XX

COMPARISON AND TOTALS OF THE PRESENT STATUS REPORTS OF EIGHT AREA WINNING CLUBS WITH THEIR STATUS REPORTS AT THE END OF THE FIRST YEAR OF ORGANIZATION CONCERNING INTEREST OF MEMBERS BY NUMBER AND PERCENTAGE

Degree of Comparison	Club Representatives *		Agents **		Total ***	
	No. Reporting	Percent	No. Reporting	Percent	No. Reporting	Percent
1. Stronger	2	25.0	0	0.0	2	15.4
2. Weaker	6	75.0	3	60.0	9	69.2
3. About the same	0	0.0	2	40.0	2	15.4
Total	8	100.0	5	100.0	13	100.0

* Highest possible number for club representatives -8

** Highest possible number for Agents -5

*** Highest possible total number -13

TABLE XXI

COMPARISON AND TOTALS OF THE PRESENT STATUS REPORTS OF EIGHT AREA WINNING CLUBS WITH THEIR STATUS REPORTS AT THE DATES OF WINNING THE AREA AWARD CONCERNING INTEREST OF MEMBERS BY NUMBER AND PERCENTAGE

Degree of Comparison	Club Representatives *		Agents **		Total ***	
	No. Reporting	Percent	No. Reporting	Percent	No. Reporting	Percent
1. Stronger	1	12.5	0	0.0	1	7.7
2. Weaker	6	75.0	4	80.0	10	77.0
3. About the same	1	12.5	1	20.0	2	15.3
Total	8	100.0	5	100.0	13	100.0

* Highest possible number for club representatives -8

** Highest possible number for Agents -5

*** Highest possible total number -13

clubs included in this study was, at the time of this study, at a relatively low spot in its history. Reference to the number of projects undertaken for the year of the study (Table XIX) also points to a much less active organization than former years.

According to Table XXII, five of the eight club representatives considered the attitudes of their youth toward community organization weaker today than when the club became active; three of the five Agents considered the attitudes of the youth to be about the same; in the picture out of a possible thirteen, six considered the attitudes of the youth, at the time of this study to be weaker. This is in harmony with the conditions discussed in Tables XIX through XXI above.

Table XXIII shows that of all thirteen people interviewed, nine thought their club would continue about the same, three thought it would continue stronger; while one said it would become weaker. Since the previous four tables have disclosed that the general interest in and condition of clubs at the time of the study were at relatively low levels, Table XXIII would indicate that the average club had possibly reached a leveling-off point, or plateau, in the life of its community organization.

Table XXIV reveals that the typical club president of the Area Winning Communities studied was male, married and the father of two children. The typical president had lived an average of 22 years in his community before being elected to the office of president. The average length of time the typical president served in other elective offices prior to each of the three years mentioned were: the organizational year, 3 months; year of Area Winning, 11 months; and the present year, 14 months.

TABLE XXII

COMPARISON AND TOTALS OF THE APPARENT PRESENT ATTITUDES OF THE YOUNG MEMBERS OF THE EIGHT AREA WINNING CLUBS TOWARD COMMUNITY ORGANIZATIONS WITH THE ATTITUDES OF THE YOUTH AT THE TIME THE CLUBS FIRST BECAME ACTIVE BY NUMBER AND PERCENTAGES

Degree of Comparison	Club Representatives *		Agents **		Total ***	
	No. Reporting	Percent	No. Reporting	Percent	No. Reporting	Percent
1. Stronger	2	25.0	1	20.0	3	24.0
2. Weaker	5	62.5	1	20.0	6	46.0
3. About the same	1	12.5	3	60.0	4	30.0
Total	8	100.0	5	100.0	13	100.0

* Highest possible number for club representatives -8

** Highest possible number for Agents -5

*** Highest possible total number -13

TABLE XXIII

A SUMMARY OF PREDICTIONS AND TOTALS CONCERNING THE FUTURE CONTINUATION AND GROWTH OF THE EIGHT AREA WINNING CLUBS REPORTED BY THOSE INTERVIEWED BY NUMBER AND PERCENTAGES

Predictions	Club Representatives *		Agents **		Total ***	
	No. Reporting	Percent	No. Reporting	Percent	No. Reporting	Percent
1. Will continue stronger	3	37.5	0	0.0	3	23.0
2. Will continue weaker	1	12.5	0	0.0	1	8.0
3. Will continue about the same	4	50.0	5	100.0	9	69.0
Total	8	100.0	5	100.0	13	100.0

* Highest possible number for club representatives -8

** Highest possible number for Agents -5

*** Highest possible total number -13

TABLE XXIV

COMPARISON AND TOTALS OF CHARACTERISTICS OF PRESIDENT OF THE EIGHT AREA WINNING CLUBS DURING THE YEARS WHEN ORGANIZED, AT THE TIMES THEY WERE WINNERS, AND AT PRESENT BY NUMBER OF CLUB REPRESENTATIVES REPORTING

Characteristics of Presidents	Year of Organization No. Reporting or Number of Unit Stated	Year When Area Winner No. Reporting or Number of Unit Stated	Present Number Reporting or Unit Stated	Total Number Reporting or Unit Stated
1. Sex:				
a. Male	8	8	8	24
b. Female	0	0	0	0
2. Marital Status:				
a. Married	8	8	8	8
b. Other	0	0	0	0
3. Average number of children:	2	2	2	2
4. Age:				
a. 25-34 years	1	3	1	5
b. 35-44 years	4	3	1	8
c. 45-54 years	3	2	5	10
d. 55-64 years	0	0	1	1
5. Highest grade level attained:				
a. 8th grade or less	0	1	2	3
b. Some high school	1	1	3	5
c. High school graduate	2	3	3	8
d. Some college or special training beyong high school	1	2	0	3
e. College graduate	5	1	0	6
6. Main occupation:				
a. Farmer	7	7	5	19
b. Professional person	1	1	0	2
c. Skilled worker	0	0	3	3

TABLE XXIV (continued)

Characteristics of President	Year of Organization No. Reporting or Number of Unit Stated	Year When Area Winner No. Reporting or Number of Unit Stated	Present Number Reporting Or Unit Stated	Total Number Reporting or Unit Stated
7. Average number of years lived in the community when elected:	23	20	29	22
8. Average number of years served as president:	2	2	2	2
9. Average number of months held other elective office:	3	11	14	8

The typical president had served an average of 8 months in other elective positions during the total of the three years specifically mentioned. The typical president's occupational choice during the year of organization and the year of Area Winning was farming. However, at the time of this study, skilled workers are being elected to the position of leadership in the clubs. The presidents age during the year of organization ranged between 35 and 44 years, but as the club continued the presidents age increased somewhat. The average age for all presidents in the study was 42 years.

The typical educational level of presidents during the year of organization and Area Winning was that of high school graduate, plus some college training. Several were college graduates. The educational level of the presidents at the time of this study was shifting toward a lower educational level, with less than a high school diploma.

CHAPTER IV

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

According to 1959 reports, there were 160 organized community improvement clubs in thirty-one counties in the Middle Tennessee Community Improvement Area.

The Tennessee Agricultural Extension Service has a strong vested interest in the future successful establishment and continuation of community organizations in the State since it views the community club as an important channel for Extension educational programs at the county level.

The Middle Tennessee Community Improvement Area had its beginning in 1945 with headquarters in Nashville and sponsored by the Chamber of Commerce of that city. Its main objective from the Chamber of Commerce point of view was, and has continued to be, to bring about better rural-urban relationships. Following 1945, one community in the Middle Tennessee Community Improvement Area was declared Area Winner for each year for fourteen consecutive years until 1959, the year when the entire nature of the program was changed. At the time of this study, only eight of the fourteen former Area Winners were still actively organized. Such a situation provoked this study which was made in an effort to determine the factors affecting the organization and continuation of these organized, local community clubs.

The investigation upon which this thesis is based was made by interviewing two representatives from each of the eight currently active

Area Winning communities in Middle Tennessee and five County Agents who had been working in their respective counties when these clubs were originally organized.

Questionnaires for the interviews were developed to consider the various factors affecting community club organization and continuation. Because of the relatively small number of persons interviewed for the study, a simple rating system was developed for a more precise comparison of the answers received from community club representatives and Agents in the counties. Data for other questionnaire items were analyzed either by tabulation of the frequency of mention or by tabulation of frequencies of mention and their conversion into simple percentages.

I. SUMMARY

Reason for organization and continuation. A summary of the findings of this investigation concerning reasons for the organization and continuation of the eight clubs studied includes:

1. Every reason for organization or continuation ranking as primary (first, second, or third in importance) was a reason that arose from within the club, a need felt by the group, or a desire for something they could accomplish together.

2. The most important reason given for original organization of community clubs studied was "The community as a whole was interested in a specific project, and felt that through group action their goal could be more easily attained."

3. During the period when the clubs were Area Winners the second most important reason for continuation was the same as the number one reason given for the original year of organization stated above in 2. Later, for the year when the study was conducted, this same reason did not appear to be one of the three primary reasons for continuation.

4. "Because of a desire for recreation and fellowship which could be enjoyed by the group" ranked as the second most important reason for the original organizations of the community clubs studied; however, later, during both periods of continuation included, the above stated reason ranked first in importance.

5. Both during the year of original organization and during the present time, the reason for organization and continuation which ranked third in importance was "Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves." During the year when the clubs were Area Winners, the reason stated ranked only fifth in importance.

6. "The citizens of the community had a desire to excel in order to receive recognition and/or awards" was apparently not one of the primary reasons for organization, and the only period of history during which this reason ranked high was when the clubs were Area Winners.

7. Apparently no single outside force (such as religious leaders or groups, other clubs already organized in the county, urban sponsoring groups, or Extension workers) played the outstanding role in encouraging either the original organization or continuation of these clubs.

Problems in organization and continuation. A summary of the findings of this investigation concerning problems confronting the clubs during their organization and continuation are as follow:

1. Throughout the entire history of all clubs studied, the foremost problem has always been "Getting all members of the community interested in the organization."

2. During the year of organization, the second most important problem was: "The work to be accomplished by the club fell on the shoulders of a few." At the present time, this same problem ranks third in importance; whereas, during the year when the clubs were Area Winners, this was not even considered as one of the major problems.

3. "Planning programs to include all age groups" during the year of organization ranked as the third most important problem confronting the clubs. During the other two periods of history under study, this same problem ranked fourth among the problems listed.

4. During the year when the clubs were Area Winners, tabulations indicate that "Obtaining willing leadership" and "Overworked leadership" tied for the third place rank of importance among problems listed; however, the above problems did not rank among the three primary problems in either of the other two periods studied.

5. The problem of "Petty politics in the community" has apparently never been an outstanding one in any of the clubs studied.

Projects undertaken. Secretaries' records and interview data provided sources for the following information:

1. Throughout the various histories of the clubs, the greatest

number of projects undertaken fell under the heading "Educational Programs and Activities." A few of the items listed most frequently under this category were "Building and improving homes," "Improving pastures," "Improving lawns," and "Encouraging an adequate production of the home food supply."

2. The heading under which the second greatest number of community projects fell in all time periods studied was that of "Community Services." Items included, but were not limited to, "Building roads," "Securing electricity," "Securing telephones," and "Improving mail boxes."

3. The projects undertaken during the original year of organization were usually, but not always, less expensive and less time-consuming than they were in later years. Such projects as securing needed roads, providing electricity, improving mail boxes, constructing boundary signs, and caring for cemeteries were typical of those undertaken during the year of original organization.

4. The clubs undertook, and presumably completed, more projects during the year when they were Area Winners than they did during either of the other two periods studied. Some specific projects reported for the year of area winning included such items as building a tower to accommodate the Ground Observers Corps, purchasing a fire truck and fire hall, purchasing a play area and equipment, and sponsoring youth activities (all of which letter projects were more time consuming and expensive than those undertaken during the beginning year).

5. For the community improvement year during which the study was

conducted, projects undertaken by the clubs totaled fewer than one-half the number of those projects undertaken either during the year of organization or the year of Area Winning. Projects underway at the time of the study included a larger number of apparently individual projects such as "Improving homes," "Improving farm practices," and "Helping shut-ins."

Opinions concerning comparative strength of clubs. A summary of the findings of this investigation concerning the comparative strength of the eight clubs studied includes:

1. When comparing the present status of their club with its status at the end of the first year of organization, nine out of a possible thirteen persons interviewed believed the status to be weaker at present than at other earlier times.

2. Of the thirteen persons interviewed concerning the strength of the clubs today as compared with their statuses when they were Area Winners, ten of the interviewees considered their clubs to be weaker.

3. When comparing the favorableness of the attitudes of the young members of the clubs at the time of the study in support of the clubs with the attitudes of the youth at the times the clubs began, seven of the thirteen persons interviewed said such favorable attitudes were either about the same or stronger. Six, however, believed that youth support for their clubs was weaker.

Predictions of future strength of clubs. The findings concerning the future of all clubs studied were as follows:

1. After having indicated that, in some areas, their clubs were weaker than ever before; nine of the thirteen interviewees predicted that their clubs would continue about the same.

Characteristics of the president. After summarizing all information concerning the presidents during the three periods of community club history under study, the following is a concise picture of a typical president of one of these clubs.

1. The president was male, married, and the father of two children.
2. The president's age averaged 42 years.
3. The president was a high school graduate who had received some training in college.
4. The typical president was a farmer by occupational choice.
5. The president had lived in the community for about 22 years when elected to office.
6. The average term served by the president was two years.

II. CONCLUSIONS

1. Factors contributing to the successful establishment and continuation of community clubs in the Middle Tennessee Area tend to be similar throughout the area but vary in degree of importance, as you go from one local, rural-community situation to another.
2. Intrinsic reasons, those born within a community group as mutual needs or interests, tend to offer greater motivation for the successful establishment and continuation of community clubs

than do extrinsic ones supplied from without.

3. Problems associated with the identification and development of adequate local leadership emerge as major obstacles to both successful establishment and continuation of community improvement clubs.
4. Any satisfactory and lasting community organization must be based on the needs of local family interests.
5. The projects undertaken by developing community clubs tend to grow in complexity and expense over time. Members lose interest when they complete all of the apparent community projects they are capable of identifying or agreeing upon as worthy undertakings.
6. Without specific, agreeable projects to undertake, community club members, even in older, established clubs, will tend to lose interest in attending meetings. They will devote more and more of their efforts to other, more personally satisfying endeavors.
7. The largest number of projects undertaken by the community clubs may be classified as being educational in nature. This verifies the findings of previous studies concerning the appropriateness and use of community organizations as an important channel for Extension education.
8. There is an apparent life cycle in the histories of most community organizations in Middle Tennessee. Beginning, maturation,

successful continuation, and possible death come about at different rates and times depending on a combination of the reasons seen by members for continuation, the emergence of skillful, dedicated leaders at times of particular need, and the continuing identification and undertaking of worthy projects. All clubs studied showed the need for identification of vital new undertakings.

9. The picture of the typical community club president developed in this investigation is one of a mature, locally-reared, relatively well-educated man who has had some leadership opportunities prior to his election to the presidency. The continuing farm orientation of such leaders is shown by their full-time or part-time selection of farming as an occupation.

III. RECOMMENDATIONS

A number of recommendations will be made below to provide possible guidelines for those interested in applying the findings of this investigation to future Extension Programs and research.

1. Since it was discovered in this study that the most important reason listed by club representatives and Agents for the original organizations of their community clubs was because of mutual interest by members of each group in cooperatively completing a specific project (Satisfying a felt need), and since this finding is further substantiated by hypotheses propounded and opinions expressed in literature cited earlier,

it is therefore recommended that Extension workers concerned with the work of assisting communities to become successfully established should continue to devote considerable and possibly increasing efforts to helping members of a new (unorganized) community identify appropriate major problems as bases for the selection of specific, worthwhile projects needing organized, cooperative action.

2. Since it was observed in this study that the projects undertaken during the original years of organization in the eight clubs (which were classified for purposes of this study as successfully established community clubs), were usually, but not always, less expensive and less time-consuming than those undertaken in later years, it is recommended that the Extension workers who assist the beginning communities to organize should devote considerable, or increased effort, to helping such clubs explore possible alternative projects of the type mentioned above which might be of interest to newly-organized groups. Such projects might include: securing, through group support and action, improvement of roads and bridges; erecting boundary and road markers; improving the appearance and uniformity of mail boxes; improving lawns and homes; cleaning fence rows; improving school grounds; and securing and/or improving an adequate meeting place.

3. Since it was ascertained in the investigation that following their year of Area Winning most clubs studied have tended to become somewhat weaker as far as motivation and interest are concerned, since they tended to "run out of" worthwhile projects to undertake as organized groups, and since a desire for recreation and fellowship tended to become

the prime reason for their continuation; it is therefore recommended that interested Extension Agents should continue to devote considerable and possibly increasing amounts of time to helping the leaders of such community clubs uncover present and future major community needs which will serve as bases for the selection of meaningful specific projects needed for the successful continuation and continued growth of the clubs. It should be noted here that the problem of identifying new worthwhile projects tended to become more complex and difficult over time.

4. Since it was revealed in the study that, as the communities progressed in age and degree of establishment, the projects undertaken, and presumably completed, grew in expense, consumption of time, and complexity, and since following the completion of such projects the groups were inclined to develop rather complacent attitudes regarding the statuses of their clubs; it is therefore recommended that Extension workers (in areas where clubs are growing older and such conditions as those cited are to be expected to develop) should devote increasingly large amounts of time to helping community leaders identify and consider the most pressing needs of the community which could be used as bases for the formulation of worthwhile projects.

5. Since the greatest problem reported by the sum total of the club representatives and County Agents interviewed for the study during all three periods of history investigated was that of getting all the people in each community interested in organizing a new and/or continuing an already existing club, it is recommended that Extension Agents help leaders

of those communities to use appropriate techniques for getting people interested and willing to participate.

6. Since opinions expressed in literature cited earlier revealed that people who understand the facts are willing to participate in any organization from which they derive benefits and in which they have an interest, and since community leaders polled in this study needways for creating interest in their members, it is hereby recommended that Extension workers consider making concerted efforts toward explaining to the citizens of the community, and being certain that they understand, the specific benefits which can be derived from the concerted action of families joined together in an organized community group.

7. Since it was discovered in this study that among the primary reasons for organization and/or continuation of community clubs have been the desire for fellowship and recreation, the interest of the group in a specific project, and the need seen for an organization in which all age groups can participate, in view of the fact that previously cited literature and hypotheses have indicated that "what is good for, or works for one community, may not be good for, or work for another community," and recognizing an Agent's need for a thorough understanding of how to interpret the reactions of people, and of how to motivate people and communicate with them before the need for specific projects or activities of interest to all age groups can be perceived and taken advantage of; it is therefore recommended that responsible Extension workers receive training in social science (human relations) areas in order that they might be better prepared to work with and advise the widely differing individuals who make up the various county groups.

8. Since this study has indicated that clubs tend to develop a self-satisfied apathetic attitude and that they may be incapable of themselves identifying projects worthy of undertaking, it is therefore recommended that clubs, when necessary, be provided with the assistance of especially trained State level personnel who will help ferret out any needs which are not apparent to local or county people and assist them in formulating projects based on such needs.

9. It is recommended that research be conducted to determine the comparative effectiveness of various methods for interesting members of a community in the establishment of an active community organization and in its successful continuation.

10. Since Extension recognizes community development as one of the nine major areas of program emphasis for Extension education, it is recommended that the Extension Agent consider his role in the field of community development as a serious educational responsibility. He should seek to help community clubs identify their strengths and weaknesses both at the time of organization and thereafter as the members move together toward increasingly higher, through more complex, levels of organized community living.

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APPENDICES

CRANES CREST

APPENDIX A

COOPERATIVE EXTENSION WORK
AGRICULTURE AND HOME ECONOMICS
STATE OF TENNESSEE

University of Tennessee
College of Agriculture
U. S. Department of
Agriculture Cooperating

Extension Service
County Agent And Home
Demonstration Work

April 27, 1960

To: County Agricultural Agents of Marshall, Lincoln, Sumner, Bedford, Lawrence, and Wilson Counties

Dear County Agent:

Mr. Roy M. Luna, County Agent of Cannon County, is working on a thesis entitled "Successful Establishment and Continuation of Community Clubs in the Middle Tennessee Area." He proposes to study all clubs in the area which have been declared area winners, have been established at least five years, and are active today. He will conduct the survey through personal interviews with two leaders from each club and the County Agents of the counties in which the communities are located.

I will appreciate it if you will give him your cooperation in this study.

Very truly yours,

V. W. Darter
Director

CC: Mr. M. E. Jones
Mr. Roy M. Luna

5016 Wilford Road
Knoxville 18, Tennessee
March 31, 1960

Dear Sir:

As you may know, I am on leave from my work as County Agricultural Agent while doing graduate work at The University of Tennessee.

For my thesis I am doing a study on "The Successful Establishment and Continuation of Community Clubs in the Nashville Area." In order to determine the successful clubs to be studied, I have chosen all clubs in the area which have been area winners, have been established four years or longer, and are continuing to meet as organized clubs.

I find that there is one club in your county which falls in this category, The _____Community.

At a later date it will be necessary for me to visit your county and talk with two of the leaders of this club. You will receive later correspondence from me concerning my visit, which will be arranged conveniently for you and the club leaders.

At present I need to make a study of the records of the club; needed are, the first record book the club ever kept, the record book for the year during which the club was declared Area Winner, and the 1958 record book. I especially need Form #321, "Summary of Tennessee Families Report Sheet for 1958, which I am sure will be in each book.

I am enclosing $1.00, which I hope will cover postage. I assure you that I will take every precaution to take care of these records, and will return them to you as soon as possible.

I realize this will be a bother to you, but I feel that when such information is tabulated, it may be helpful to all agents and groups who are interested in community clubs. I will be happy to share my findings with you.

I will appreciate your immediate attention to this matter, and hope that I can be of service to you in the future.

Very truly yours,

Roy M. Luna

5016 Wilford Road
Knoxville 18, Tennessee
May 4, 1960

Dear Sir:

Previously, I have corresponded with you concerning my efforts toward writing a thesis entitled, "The Successful Establishment and Continuation of Community Clubs in The Nashville Area."

Certainly I realize how busy you, as an agent, are and I shall trouble you as little as possible; however, I do need your assistance and cooperation and will appreciate them greatly.

I am needing to work out a schedule for my personal interview with you and the leaders from The _____Club. I hope that arrangements can be made for the week of June 6. The week prior to that will end another quarter of school, and I will need to complete the interviews as soon afterwards as possible in order to complete tabulations by mid-July.

Will you please check your calendar for the week of June 6, and make notations of times when an interview will be convenient for you and these leaders. I will call you some time during the week of May 9, to confirm a definite time for the interview.

I have prepared a questionnaire to cover three different periods in the club's existence: the year the club organized, the year the club was declared Area Winner, and the present status of the club. I shall need to interview two leaders. The only requirement is that both leaders should have been active in the club at the time of its organization. One leader is to complete the part of the questionnaire concerning the year of organization; the other will complete the part for the year when the club was an Area Winner; and, finally, the two together will complete the part of the questionnaire concerning the present status of the club. At the same time, in the counties where you as County Agent have been working during the entire life of the club, I shall ask that you too, complete all three parts of the questionnaire.

I will appreciate it if you will ask each club to help you select two leaders for interview at a date which will be agreeable to us all.

Yours very truly,

Roy M. Luna

APPENDIX B

ORGANIZATIONAL QUESTIONNAIRE

GENERAL INFORMATION:

Name of Club_____ County_____

Year of Organization_____

Your position in the club that year_____

I. This first question consists of a set of statements which may include reasons why your community club was originally organized.

A. Will you please make a check ( ) in the column at the RIGHT beside those statements which were reasons for your club's organization.
B. Then, will you please rank the THREE most important reasons in the LEFT column by placing a "1" by the most important, a "2" by the next most important, and a "3" by the third most important.

_____1. Because of a desire for recreation and fellowship which could be enjoyed by the group. ( )

_____2. Because of a desire for educational information which could be secured through the Extension Office and dispersed to members of the community through the group meetings. ( )

_____3. Because of a leader or leaders within the community who encouraged the citizens to organize. ( )

_____4. The citizens of the community had a desire to excel in order to receive recognition and/or awards. ( )

_____5. The Extension workers encouraged the citizens to become an organized group. ( )

_____6. The community as a whole was interested in a specific project (s), such as a new school, improved roads, or telephones; and felt that through group action their goal (s), could be more easily attained. ( )

_____7. Sponsoring groups in an urban area encouraged the community to organize a club. ( )

_____8. Other active community clubs in the county encouraged the citizens to organize a club. ( )

_____9. Families within the community had a desire to improve the general appearance of the community. ( )

_____10. Groups within the community had a desire to see the community organized. Such groups might include the Parent-Teacher Association, Garden Club, Home Demonstration Club, and others. ( )

_____11. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves. ( )

_____12. Because of the desire to improve farming practices in the community. ( )

_____13. Because of a need seen by people in the community for some organization in which all age groups could take part. ( )

_____14. Religious leaders and groups encouraged the citizens to organize a club. ( )

_____15. Other (Please state) _____ ( )

II. Please describe in detail each of the three most important reasons listed in "B" of number I.

1.

2.

3.

III. This question consists of a set of problems which your club may have encountered when becoming organized.

A. Will you please make a check ( ) in the column at the RIGHT beside those problems which your club did encounter.
B. Then, will you please rank the THREE most important problems in the column at the LEFT by placing a "1" by the most important, a "2" by the next most important, and a "3" by the third most important.

_____	1. Obtaining willing leadership.	( )
_____	2. Securing an adequate meeting place.	( )
_____	3. Getting all members of the community interested in the organization.	( )
_____	4. Having good attendance at meetings.	( )
_____	5. Establishing a community boundary line.	( )
_____	6. Planning interesting and educational programs.	( )
_____	7. Planning programs to include all age groups.	( )
_____	8. Obtaining sponsorship.	( )
_____	9. Securing adequate funds to carry out projects.	( )
_____	10. Overworked leadership.	( )
_____	11. Petty politics in the community.	( )
_____	12. The work to be accomplished by the club fell on the shoulders of a few.	( )
_____	13. Other (Please state)_____	( )

IV. Please describe in detail each of the three most important problems checked in "B" part of number III.

1.

2.

3.

Please, to the best of your knowledge, fill the blanks below concerning the president of the club the year your club became organized. Please check ( ) each correct answer.

I. The president was _____male_____female.

II. The president was _____single, _____married,_____widowed,

_____other. If married, number of children at that time_____.

III. The age of your president at that time was:

_____15--24
_____25--34
_____35--44
_____45--54
_____55--64
_____65--over

IV. The highest grade your president completed in school was:

_____8th grade or less
_____some high school
_____high school graduate
_____some college or special training beyond high school
_____college graduate

V. The main occupation of your president was:

_____farmer
_____professional person
_____skilled worker
_____other (please specify) _____

VI. How many years had your president lived in the community prior to his election?
_____Total number of years in the community.

VII. Check all the positions which this person had held in the club until now.

_____president _____number of years
_____vice president _____number of years
_____secretary _____number of years
_____treasurer _____number of years
_____other elective office (Please specify)_____

QUESTIONNAIRE FOR THE YEAR THE CLUB WAS AREA WINNER

GENERAL INFORMATION:

Name of Club_____ County_____

In what year was your club declared Area Winner?_____

How many years had your club been organized when declared Area Winner?_____

I. This first question consists of a set of statements which may include reasons for the continuation and growth of your club from the date of organization until the date of winning.

A. Will you please make a check ( ) in the column at the RIGHT beside those statements which were reasons for the growth and continuation of your club up to the time selected as an Area Winner.

B. Then, will you please rank the THREE most important reasons in the LEFT column by placing a "1" by the most important, a "2" by the next most important, and a "3" by the third most important.

_____1. Because of a desire for recreation and fellowship which could be enjoyed by the group. ( )

_____2. Because of a desire for educational information which could be secured through the Extension Office and dispersed to the members of the community through the group meetings. ( )

_____3. Because of a leader or leaders within the community who encouraged the continuation of the organization. ( )

_____4. The citizens of the community had a desire to excel in order to receive recognition and/or awards. ( )

_____5. The Extension workers encouraged the citizens to remain organized. ( )

_____6. The community as a whole was interested in a specific project (s), such as a new school, improved roads, or telephones; and felt that through group action their goal (s), could be more easily attained. ( )

_____7. Sponsoring groups in an urban area encouraged the community to remain organized. ( )

_____8. Other active community clubs in the county encouraged the citizens to remain organized. ( )

_____9. Families within the community had a desire to improve the general appearance of the community. ( )

_____10. Groups within the community had a desire to see the community remain organized. Such groups might include the Parent-Teacher Association, Garden Club, Home Demonstration Club, and others. ( )

_____11. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves. ( )

_____12. Because of the desire to improve farming practices in the community. ( )

_____13. Because of a need seen by people in the community for some organization in which all age groups could take part. ( )

_____14. Religious leaders and groups encouraged the citizens to remain organized. ( )

_____15. Other (Please state)_____ ( )

II. Please describe in detail each of the three most important reasons listed in "B" of number I.

1.

2.

3.

III. This question consists of a set of problems which your club may have encountered during the year it was declared Area Winner.

A. Will you please make a check ( ) in the column at the RIGHT beside those problems which your club did encounter.
B. Then, will you please rank the THREE most important problems in the column at the LEFT by placing a "1" by the most important, a "2" by the next most important, and a "3" by the third most important.

_____	1. Obtaining willing leadership.	( )
_____	2. Securing an adequate meeting place.	( )
_____	3. Getting all members of the community interested in the organization.	( )
_____	4. Having good attendance at meetings.	( )
_____	5. Establishing a community boundary line.	( )
_____	6. Planning interesting and educational programs.	( )
_____	7. Planning programs to include all age groups.	( )
_____	8. Obtaining sponsorship.	( )
_____	9. Securing adequate funds to carry out projects.	( )
_____	10. Overworked leadership.	( )
_____	11. Petty politics in the community.	( )
_____	12. The work to be accomplished by the club fell on the shoulders of a few.	( )
_____	13. Other (Please state)_____	( )

IV. Please describe in detail each of the three most important problems checked in "B" part of number III.

1.

2.

3.

V. In your opinion, what were some of the outstanding accomplishments of your club which caused you to be declared Area Winner?

CHARACTERISTICS OF LEADERSHIP

Please, to the best of your knowledge, fill the blanks below concerning the president of the club the year your club was declared Area Winner. Please check ( ) the correct answer.

I. The president was _____male_____female.

II. The president was _____single,_____married,_____widowed,

_____other. If married, number of children at that time_____.

III. The age of your president at that time was:
_____15--24
_____25--34
_____35--44
_____45--54
_____55--64
_____65--over

IV. The highest grade your president completed in school was:
_____8th grade or less
_____some high school
_____high school graduate
_____some college or special training beyond high school
_____college graduate

V. The main occupation of your president was:
_____farmer
_____professional person
_____skilled worker
_____other (Please specify)_____

VI. How many years had your president lived in the community prior to his election?

_____Total number of years in the community.

VII. Check all the positions which this person had held in the club until now.

_____president _____number of years
_____vice president _____number of years
_____secretary _____number of years
_____treasurer _____number of years

other elective office (Please specify)_____

QUESTIONNAIRE CONCERNING PRESENT STATUS OF CLUB

GENERAL INFORMATION:

Name of Club_____County_____

Age of Club_____

I. This first question consists of a set of statements which are possible motivating factors for the continuation of your club.

A. Will you please make a check ( ) in the column at the RIGHT beside those reasons which may presently be motivating the growth and continuation of your club.
B. Then, will you please rank the THREE most important reasons in the LEFT column by placing a "1" by the most important, a "2" by the next most important, and a "3" by the third most important.

_____1. Because of a desire for recreation and fellowship which can be enjoyed by the group. ( )

_____2. Because of a desire for educational information which can be secured through the Extension Office and dispersed to members of the community through the group meetings. ( )

_____3. Because of a leader or leaders within the community who encouraged the citizens to remain organized. ( )

_____4. The citizens of the community have a desire to excel in order to receive recognition and/or awards. ( )

_____5. The Extension workers encourage the citizens to remain organized. ( )

_____6. The community as a whole is interested in a specific project (s), such as a new school, improved roads, or telephones; and feels that through group action their goal (s) can be more easily attained. ( )

_____7. Sponsoring groups in an urban area encourage the community to remain organized. ( )

_____8. Other active community clubs in the county encourage the citizens to remain organized. ( )

_____9. Families within the community have a desire to improve the general appearance of the community. ( )

_____10. Groups within the community have a desire to see the community remain organized. Such groups may include the Parent-Teachers Association, Garden Club, Home Demonstration Club, and others. ( )

_____11. Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves. ( )

_____12. Because of the desire to improve farming practices in the community. ( )

_____13. Because of a need seen by people in the community for some organization in which all age groups can take part. ( )

_____14. Religious leaders and groups encourage the citizens to remain organized. ( )

_____15. Other (Please state)_____ ( )

II. Please describe in detail each of the three most important reasons listed in "B" of number I.

1.

2.

3.

III. This question consists of a set of problems which your club may be encountering today.

A. Will you please make a check ( ) in the column at the RIGHT beside those problems which your club may be encountering at the present time.

B. Then, will you please rank the THREE most important problems in the column at the LEFT by placing a "1" by the most important, a "2" by the next most important, and a "3" by the third most important.

_____	1. Obtaining willing leadership.	( )
_____	2. Securing an adequate meeting place.	( )
_____	3. Getting all members of the community interested in the organization.	( )
_____	4. Having good attendance at meetings.	( )
_____	5. Establishing a community boundary line.	( )
_____	6. Planning interesting and educational programs.	( )
_____	7. Planning programs to include all age groups.	( )
_____	8. Obtaining sponsorship.	( )
_____	9. Securing adequate funds to carry out projects.	( )
_____	10. Overworked leadership.	( )
_____	11. Petty politics in the community.	( )
_____	12. The work to be accomplished by the club falls on the shoulders of a few.	( )
_____	13. Other (Please state)_____	( )

IV. Please describe in detail each of the three most important problems checked in "B" part of number III.

1.

2.

3.

VI. Please check ( )

How do you compare your club today with the status at the end of the first year of organization, as to the interest of the members?

1. Stronger ( )
2. Weaker ( )
3. About the same ( )

VII. Please check ( )

How do you compare your club today with its status at the date of winning the area award, as to the interest of members?

1. Stronger ( )
2. Weaker ( )
3. About the same ( )

VIII. In your opinion, how do the attitudes of the young members of the club toward community organization today compare with the attitudes of youth at the time the club first became active?

1. Stronger ( )
2. Weaker ( )
3. About the same ( )

IX. What were the major objectives of the club in 1959-1960?

X. What do you predict for the future continuation and growth of your club?

1. I believe the club will continue stronger. ( )
2. I believe the club will continue weaker. ( )
3. I believe the club will continue about the same. ( )
4. Other (Please state)_____ ( )

XI. Why do you make such predictions (in X above)?

CHARACTERISTICS OF LEADERSHIP

Please, to the best of your knowledge, fill in the blanks below concerning the president of your club at the present time. Please check ( ) each correct answer.

I. The president is _____male_____female.

II. The president is _____single,_____married,_____widowed,_____or other. If married, number of children_____.

III. The age of your president is:
_____15--24
_____25--34
_____35--44
_____45--54
_____55--64
_____65--over

IV. The highest grade your president has completed in school is:
_____8th grade or less
_____some high school
_____high school graduate
_____some college or special training beyong high school
_____college graduate

V. The main occupation of your president is:
_____farmer
_____professional person
_____skilled worker
_____other (Please specify)_____

VI. How many years has your president lived in the community prior to his election?
_____Total number of years in the community.

VII. Check all the positions which this person has held in the club until now.

_____president	_____number of years
_____vice president	_____number of years
_____secretary	_____number of years
_____treasurer	_____number of years

_____other elective office (Please specify)_____

APPENDIX C

SUMMARY OF PROJECTS UNDERTAKEN BY COMMUNITY ORGANIZATIONS DURING THE YEARS WHEN THEY WERE ORGANIZED, DURING THE YEARS WHEN THEY WERE DECLARED AREA WINNERS, AND AT PRESENT*

Project Undertaken	Frequency of Mention
A. WHEN THEY WERE ORGANIZED	
1. Educational Programs and Activities	16
a. Placing community club exhibits at the county fair	
b. Soil Testing	
c. Improving pastures	
d. Improving lawns	
e. Adopting club emblem	
f. Adopting constitution and by-laws	
g. Selecting board of trustees	
h. Encouraging adequate production of home food supply	
i. Building farm ponds	
j. Building and improving homes	
2. Community Services	12
a. Building roads	
b. Securing electricity	
c. Securing telephones	
d. Painting bridges	
e. Improving condition of cemetery	
f. Improving mail boxes	
g. Constructing boundary signs	
h. Cleaning fence rows	
3. School Improvements	7
a. Improving school grounds	
b. Improving school building	
c. Adding lunch room to school building	
d. Improving lighting in school	
4. Other Good Citizenship Activities	4
a. Holding Rabies clinics	
b. Contributing to tuberculosis fund	
c. Contributing to an orphanage	
d. Encouraging rat eradication program	
5. Church	3
a. Improving roads and parking areas at church buildings	

Project Undertaken	Frequency of Mention
6. Community Center	3
a. Improving already existant club house	
b. Building a club house	
7. Youth Activities	2
a. Sponsoring 4-H Club trip to camp	
8. Raising Funds	2
a. Holding bake sales	
b. Charging a membership fee of $1.00 per member	
9. Acts of Neighborliness	1
a. Helping sick neighbors	
10. Recreation	1
a. Building a roadside park in community	
11. Library Facilities	0
B. DURING THE YEARS WHEN THEY WERE DECLARED AREA WINNERS	
1. Educational Programs and Activities	24
a. Improving homes	
b. Promoting preservation of wild life	
c. Securing a charter	
d. Sponsoring the Green Pasture Program	
e. Encouraging canning and deep freeze projects	
f. Improving all farm practices	
g. Helping to organize new clubs	
h. Developing leadership	
2. Community Services	9
a. Securing road improvement	
b. Securing additional telephones in community	
c. Building tower to accomodate the Ground Observers Corps	
d. Purchasing a fire hall and fire truck	
e. Building bridges	
f. Beautifying the community in general	
g. Erecting road and community markers	
h. Lettering mail boxes	
3. Church	5
a. Improving church buildings	
b. Adding Sunday School rooms	

Project Undertaken	Frequency of Mention
4. Recreation	4
a. Sponsoring softball teams and purchasing ground for play area	
b. Having recreation at monthly meetings	
c. Building outdoor furnace in community park	
d. Having a sound and well planned recreational program for all age groups	
5. Community Center	3
a. Remodeling club house	
b. Adding kitchen to community building	
6. Youth Activities	3
a. Working with Boy Scouts and Brownies	
b. Sponsoring 4-H Club Dairy Show	
c. Sponsoring an outstanding 4-H Club program	
7. Acts of Neighborliness	2
a. Helping fellow community member when in need	
b. Preparing baskets for needy families	
8. Other Good Citizenship Activities	2
a. Sponsoring health program for community	
b. Assisting with X-Ray and Rabies clinics	
9. School Improvements	1
a. Rewiring school and planting shrubs	
10. Library Facilities	0
11. Raising Funds	0
C. AT THE TIME OF THE STUDY	
1. Educational Programs and Activities	6
a. Striving toward better attendance at meetings	
b. Improving homes	
c. Improving farm practices	
d. Electing a governing board	
2. Community Center	5
a. Equipping kitchen in center	
b. Painting building and hanging draperies	
c. Improving club house grounds	
d. Maintaining present property	

Project Undertaken	Frequency of Mention
3. School Improvements	2
a. Assisting with school program	
b. Installing playground equipment	
4. Community Services	2
a. Securing a community dumping site	
b. Continuing to work for the completion of main highway through community	
5. Recreation	1
a. Providing wholesome recreation enjoyed by the group	
6. Youth Activities	1
a. Training and recreation for the youth	
7. Acts of Neighborliness	1
a. Helping shut-ins'	
8. Raising Funds	1
9. Library Facilities	0
10. Church	0
11. Other Good Citizenship Activities	0

* Adopted from Lovelace, Gambill, and Jones, Projects of Organized Rural Communities, Agricultural Extension Service Publication 332 (Knoxville: University of Tennessee, 1952), pp. 2-8.

APPENDIX D

GUIDE SHEET
FOR
SCORING TENNESSEE COMMUNITIES

Base your score on progress made during current year only: -

I. COMMUNITY ORGANIZATION - PLANNING AND DEVELOPMENT ----------400

Such as:

1. Development of social, economic, educational and religious activities
2. Improvement and development of schools, churches, roads
3. Communications, electric service, etc. through co-operative effort
4. Beautification of the community
5. Development and utilization of leadership
6. Active support of youth organizations and activities
7. Utilization and conservation of all natural and personal resources
8. Development of good citizenship, public interest, neighborliness and good will

---

II. DEVELOPING A SOUND SYSTEM OF FARMING AND OTHER INDUSTRIES AND RESOURCES, AND SOUND USE OF INCOME ----------300

Such as:

1. Development of a balanced system of farming
2. Soil improvement
3. Crop improvement
4. Livestock improvement
5. Improvement in farm buildings, fences, mechanization, etc.
6. Improvement and development of sources of income, farm and non-farming.

III. DEVELOPING A SOUND SYSTEM OF HOME MANAGEMENT, HOME IMPROVEMENT, AND FAMILY LIVING ----------300

Such as:

1. Family food supply and nutrition for vigorous health
2. Beautification and maintenance of home and surroundings
3. Home conveniences, comfort, sanitation, and general livability

TOTAL SCORE----------1000

Remember a community includes every activity in it!

C1-10,760
October, 1955

APPENDIX E

ANALYSES OF FACTORS AFFECTING INDIVIDUAL COMMUNITY CLUBS

_____County _____Community

Period Covered _____19_____ to _____19_____

(Each question on this form is a summary of current year activities of all families reporting)

Number of families in the community_____
Number of families participating in the Community Improvement Program_____
Number of families making report_____
Number of families that are full-time farmers_____
Number of families that are part-time farmers_____
Number of families that are non-farmers_____

I. INCREASING INCOME

FAMILY FOOD SUPPLY

1. Number of families producing and conserving as much as 1/4_____ 1/2_____3/4_____total food used.
2. Number of spring gardens_____fall gardens_____
3. Number producing home meat supply_____
4. Number of families that their food plan includes using current year's preserved food_____carrying foods over from past year_____
5. Approximate amount food canned_____food frozen_____ food preserved in other ways_____
6. Number of persons using this food_____
7. Number of families with own milk supply_____, poultry and eggs for home use_____small fruits for home use_____
8. Number of home freezers_____

FARMING ACTIVITIES

1. Number families making farm and home plan . . . . . .
2. Number families keeping farm and home records . . . . . .
3. Number families making conservation plan . . . . . .
4. Acres in improved permanent pasture seeded . . . . . .
5. Acres in winter pasture . . . . . .
6. Tons silage put up . . . . . .
7. Acres hybrid corn . . . . . .
8. Number of farms producing 70 or more bushels corn per acre. . .
9. Tons lime used . . . . . .
10. Tons fertilizer used . . . . . .

11. Acres of alfalfa . . . . . _____
12. Number soil tests made . . . . . _____
13. Acres small fruit (strawberries, etc.) . . . . . _____
14. Acres trees planted . . . . . _____
15. Number dairy cows . . . . . _____
16. Pounds Grade A milk sold . . . . . _____
17. Pounds Grade C milk sold . . . . . _____
18. Cows bred artificially . . . . . _____
19. Number of beef cows . . . . . _____
. Number beef cattle marketed . . . . . _____
20. Number beef cattle tested for TB and Bangs' . . . . . _____
21. Number dairy cattle tested for TB and Bangs' . . . . . _____
22. Number sheep in flock . . . . . _____
23. Number broilers grown . . . . . _____
24. Number hens in commercial egg flock . . . . . _____
25. Amount invested in new machinery . . . . . _____
26. Investments made in new farm buildings . . . . . _____
. Investments made in remodeling buildings . . . . . _____
27. Number gates hung . . . . . _____
28. Rods of new fence built . . . . . _____
29. Number family members employed off farm . . . . . _____
30. Number family members commuting . . . . . _____
31. Number family members employed in community . . . . . _____

II. HOME IMPROVEMENTS

1. Homes refinished outside . . . . . _____
inside . . . . . _____
2. Houses remodeled . . . . . _____
3. New roofs added . . . . . _____
4. Kitchens re-arranged for efficiency . . . . . _____
5. Kitchens remodeled . . . . . _____
6. Running water added . . . . . _____
7. Bathrooms installed . . . . . _____
8. Approved outside toilet built . . . . . _____
9. House insulated . . . . . _____
10. Central heat put in . . . . . _____
11. Electrical wiring improved . . . . . _____
12. Home lighting improved . . . . . _____
13. Telephone installed . . . . . _____
14. Storage space built for food . . . . . _____
clothing . . . . . _____
equipment . . . . . _____
15. New homes built . . . . . _____
16. Number that have insurance on homes and buildings . . . . . _____
17. Amount invested in home furnishings. . . . . _____
electrical equipment . . . . . _____
home improvement . . . . . _____
18. Lawns seeded . . . . . _____
19. Shrubbery added . . . . . _____
20. Drive and walks improved . . . . . _____
21. Other - List _____

III. YOUTH ACTIVITIES AND PROGRAMS

1. Number of boys _____ girls _____ in community.
2. Number of children who are members of FFA _____ FHA _____ 4-H _____
   Girl Scouts _____ Boy Scouts _____ Wildlife Club _____ Other _____

IV. COMMUNITY ACTIVITIES

Participation in Church, School and Other Organizations and Activities

Church:
1. Number of members of community attending church regularly _____

School:
1. Number of family members attending P.T.A. Meetings _____
2. Number children enrolled in elementary school _____ high school _____
   college _____

Other Organizations:
1. Number community members belonging to: Home Demonstration Clubs _____
   Farm Bureau _____ Grange _____ Womens Club _____ Civic Club _____
   Other _____
2. List projects Home Demonstration Club and Community Organizations worked on jointly. _____
3. What project did the Home Demonstration Club carry out for improvement in the community _____
   _____

V. HEALTH AND WELFARE

1. List health clinics in which community members took part _____
2. Number of youth that have been inoculated against typhoid _____
   whooping cough _____ polio _____ smallpox _____ chest X-ray _____ Other _____
3. Number that participated in rat control this year _____
4. Number of dogs vaccinated for rabies _____
5. Number of families having water supply inspected _____
6. Number homes improved screens _____
7. Did the community help promote a community garbage disposal _____
8. Does your community have a health committee _____

VI. SUMMARY

Summarize in outline form on additional pages:
1. Youth community projects in which boys and girls participated.
2. Recreation provided for youth in community.
3. Major community projects in which families participated.
4. Major church projects in which families participated.
5. Major projects in school improvement in which families participated.
6. List anything done not included under other headings.

Form 321-Revised Sept.