



3-1978

Characteristics and problems of successful extension-related community clubs in Knox County, Tennessee, 1944-1977

Douglas E. Dalton

Follow this and additional works at: https://trace.tennessee.edu/utk_gradthes

Recommended Citation

Dalton, Douglas E., "Characteristics and problems of successful extension-related community clubs in Knox County, Tennessee, 1944-1977. " Master's Thesis, University of Tennessee, 1978.
https://trace.tennessee.edu/utk_gradthes/7932

This Thesis is brought to you for free and open access by the Graduate School at TRACE: Tennessee Research and Creative Exchange. It has been accepted for inclusion in Masters Theses by an authorized administrator of TRACE: Tennessee Research and Creative Exchange. For more information, please contact trace@utk.edu.

To the Graduate Council:

I am submitting herewith a thesis written by Douglas E. Dalton entitled "Characteristics and problems of successful extension-related community clubs in Knox County, Tennessee, 1944-1977." I have examined the final electronic copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science, with a major in Agricultural Extension.

Robert S. Dotson, Major Professor

We have read this thesis and recommend its acceptance:

Cecil E. Carter Jr, R. Gordon Holleman Jr

Accepted for the Council:

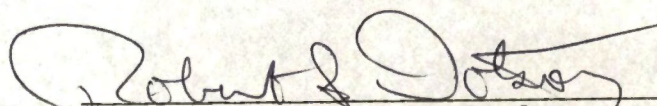
Carolyn R. Hodges

Vice Provost and Dean of the Graduate School

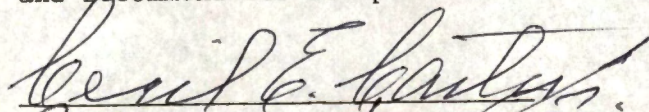
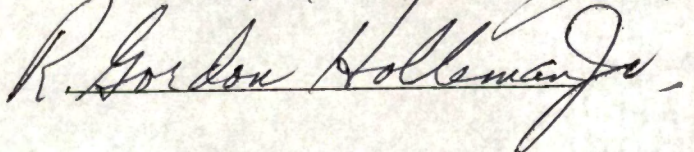
(Original signatures are on file with official student records.)

To the Graduate Council:

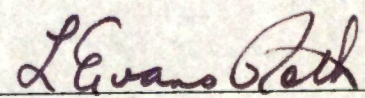
I am submitting herewith a thesis written by Douglas E. Dalton entitled "Characteristics and Problems of Successful Extension-Related Community Clubs in Knox County, Tennessee, 1944-1977." I recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science, with a major in Agricultural Extension.


Robert S. Dotson, Major Professor

We have read this thesis
and recommend its acceptance:

Accepted for the Council:


Vice Chancellor
Graduate Studies and Research

Ag-VetMed

Thesis

78

D348

cop. 2

CHARACTERISTICS AND PROBLEMS OF SUCCESSFUL EXTENSION-RELATED
COMMUNITY CLUBS IN KNOX COUNTY, TENNESSEE,
1944-1977

A Thesis
Presented for the
Master of Science
Degree
The University of Tennessee, Knoxville

Douglas E. Dalton

March 1978

1356509

ACKNOWLEDGMENTS

The writer wishes to express his sincere appreciation to his graduate committee chairman, Dr. Robert S. Dotson, Professor and Head of the Department of Agricultural Extension, for his guidance and assistance throughout this study. He also wishes to express his appreciation to the other members of his graduate committee, Dr. Cecil E. Carter, Jr., and Dr. R. Gordon Holleman, Jr., for their interest and very helpful suggestions; and to his wife, Anne, for her support and assistance.

Gratitude is also expressed to Knox County Community Club members for their cooperation in providing the basic information for the study, and to professionals, who at one time worked with Knox County Community Clubs, for their contributions of additional information.

The writer also gratefully acknowledges his fellow Knox County Extension Staff members, the District V Supervisory Staff and the administrators of the Extension Service and the Institute of Agriculture who made the opportunity for graduate study available.

ABSTRACT

Successful Knox County Community Clubs, organized prior to 1955 and active at the time of the study, were studied to compare and characterize the clubs and to identify factors contributing to their success. Information was derived primarily from interviews with key members from selected clubs, also from interviews with other key people associated with selected clubs during periods studied, from review of records, club reports, minutes, scrapbooks, library materials, etc.

Most clubs started because of special needs or interests of residents and because of the influence of Extension and other professionals. The East Tennessee Community Improvement Program influenced selected clubs' start, and also their continuation through the time of the study. During the study period, 1944-1977, communities grew in population and farming declined.

The major problems faced by clubs during the Formative Period, 1944-1954, were related to school, library and the need for community services; during Intermediate Years, 1955-1969, the problems mostly had to do with education, beautification, need for a community center, community services and parks and recreation; and in Recent Years, 1970-1977, basic club organization, land use planning and law enforcement were major problems. It was found that the clubs studied were successful in completing projects relating to specific community problems. They were receptive to help from

Extension and other outside resources, and cooperated well with county government and other public and private organizations.

Implications were drawn and recommendations made for use of the findings and for further study.

TABLE OF CONTENTS

CHAPTER	PAGE
I. INTRODUCTION	1
Background and Information	1
The Need for the Study	4
Purpose of the Study	6
Definition of Terms	7
II. REVIEW OF LITERATURE	8
Characterization of Community Clubs	8
Formation of Community Clubs	10
Continuation of Community Clubs	12
III. METHODS OF PROCEDURE	15
IV. FINDINGS OF THE STUDY	18
Reasons Given by Representatives of Selected Knox County Community Clubs for Original Club Organization	20
Reasons Given by Representatives for Continuation of Eleven Knox County Community Clubs Following the Formative Years	22
Ways the Community Improvement Program Influenced the Continuation of Selected Knox County Community Clubs	24
Sizes (i.e. Number of Families Within Their Boundaries) of Eleven Knox County Community Clubs	29
Length of Regular Meetings of Knox County Community Clubs	32
Nature of Regular Meetings of Eleven Knox County Community Clubs	34
Major Income Sources of Residents of Eleven Knox County Community Clubs	37
Problems Faced by Eleven Knox County Community Clubs	39
Major Projects of Eleven Successful Knox County Community Clubs	46
Sources of Help Given to Selected Knox County Community Clubs	52
Major Accomplishments of Knox County Community Clubs	55
Relative Success of Knox County Community Clubs	61
V. SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS	63
Summary of Findings	64
Implications	69
Recommendations	71

PAGE

BIBLIOGRAPHY 73

APPENDIX 77

VITA 81



101

LIST OF TABLES

TABLE	PAGE
1. Reasons Given by Club Representatives for the Start of Eleven Knox County Community Clubs During the Formative Years, 1944-1954	21
2. Reasons Given by Club Representatives for the Continuation of Eleven Knox County Community Clubs During the Intermediate Years, 1955-1969	23
3. Reasons Given by Club Representatives for Continuation of Eleven Knox County Community Clubs During Recent Years, 1970-1977	25
4. Ways the Community Improvement Program Influenced Continuation of Eleven Knox County Community Clubs During the Formative Years, 1944-1954	26
5. Influence of the Community Improvement Program on Eleven Knox County Community Clubs During the Intermediate Years, 1955-1969	28
6. Influence of the Community Improvement Program on Eleven Knox County Community Clubs During the Recent Years, 1970-1977	30
7. Sizes of Eleven Knox County Community Clubs During Each of the Three Study Periods	31
8. Length of Regular Meetings of Knox County Community Clubs During Each of the Three Time Periods, Formative Years, 1944-1954, Intermediate Years, 1955-1969, Recent Years, 1970-1977	33
9. Nature of Regular Monthly Meetings of Knox County Community Clubs During Three Study Periods, Formative Years, 1944-1954, Intermediate Years, 1955-1969, and Recent Years, 1970-1977	35
10. Major Income Sources of Residents of Eleven Knox County Community Clubs During Each of Three Time Periods, Formative Years, 1944-1954, Intermediate Years, 1955-1969 and Recent Years, 1970-1977	38
11. Major Problems Faced by Eleven Knox County Community Clubs During the Formative Years, 1944-1954	40

TABLE	PAGE
12. Major Problems Faced by Eleven Knox County Community Clubs During the Intermediate Years, 1955-1969	43
13. Major Problems Faced by Eleven Knox County Community Clubs During the Recent Years, 1970-1977	45
14. Major Projects of Eleven Knox County Community Clubs During the Formative Years, 1944-1954	47
15. Major Projects of Eleven Knox County Community Clubs During the Intermediate Years, 1955-1969	49
16. Major Projects of Eleven Knox County Community Clubs During the Recent Years, 1970-1977	51
17. Sources of Help for Selected Knox County Community Clubs During Each of the Three Time Periods, Formative Years, 1944-1954, Intermediate Years, 1955-1969, and Recent Years, 1970-1977	53
18. Major Accomplishments of Eleven Knox County Community Clubs During the Formative Years, 1944-1954	56
19. Major Accomplishments of Eleven Knox County Community Clubs During the Intermediate Years, 1955-1969	58
20. Major Accomplishments of Eleven Knox County Community Clubs During the Recent Years, 1970-1977	60
21. Relative Success of Knox County Community Clubs During Three Time Periods, Formative Years, 1944-1954, Intermediate Years, 1955-1969, and Recent Years, 1970-1977	62
22. Order in Which Knox County Community Clubs Organized	80

CHAPTER I

INTRODUCTION

A. BACKGROUND AND INFORMATION

The East Tennessee Community Improvement Program began in Knoxville in 1944. This program was designed to help improve rural communities and to foster better relations between rural and urban people in the area. Rural communities were encouraged to organize and compete with other Community Clubs in the effort to raise living standards (14:1).*

Pioneer work in community organization, which led to the establishment of the Program, was fostered by the Extension Service as early as 1920. Those early community groups were loosely organized with activities that were chiefly social and instructional in nature with county Extension agents presenting information on improved farm and home practices. They later faded out of existence to be replaced during the 30's and 40's by closely knit organizations with definite objectives and well-defined plans of action for solving their problems. Other groups, including 4-H and Home Demonstration Clubs, crop and livestock production and marketing groups, The Tennessee Home Food Supply Program, and the Community Victory Committee Organization, helped stimulate community group action (25). One such agricultural

*Numbers in parentheses refer to items in the alphabetically listed Bibliography; those after the colon are page numbers.

production organization, which had a tremendous effect on the organization of Knox County Community Clubs, was the joint University of Tennessee (i.e. Tennessee Agricultural Extension Service)--Tennessee Valley Authority Test Demonstration Program which began in 1937 and provided fertilizer to farmers free except for freight charges. These farmers' groups and watershed organizations (i.e. the latter formed when several TVA dams were being built in the area) became "Community Clubs" somewhere along the way (19).

The Community Club movement in Knox County and all of East Tennessee was boosted, when in 1943, the Extension Service, along with TVA personnel and several Knoxville area civic club leaders, formed a central committee to sponsor the East Tennessee Community Improvement Program. In March 1944, the plan was approved in a joint meeting of Rotary, Kiwanis, Civitan, Lions, Optimist, Exchange, Tourist Bureau, Chamber of Commerce and Junior Chamber of Commerce. It was agreed that each sponsoring organization would furnish two representatives to be responsible for setting up plans of sponsorship, rules and regulations and awards, and to thereafter maintain the program (29). The Agricultural Extension Service furnished advisory members without voting privilege.

The Community Club concept gained momentum, and by 1947, 19 Knox County communities had organized Community Clubs. In that year, leaders from all 19 communities met and voted to form a countywide organization of leaders from every Community Club. As a result the Knox County Community Council began to function in 1948. Its main

purpose, among others, was to identify problems which Community Clubs had in common and to plan and implement programs designed to work toward solving these problems (22).

As new clubs were formed and the Community Club program became a positive, influential force in the county, the Knox County Court approved funds in 1952 for hiring an Assistant County Agent, with the primary responsibility of working with the Knox County Community Clubs (22). The first such agent was B.L. Gilley, 1951-1957; followed by Robert Freeland, 1957-1962; then, James L. Pointer, 1963-1970; followed by the author, 1970-. Prior to Gilley's employment, H.P. Wood, 1944-1949, followed by N.E. Hison, 1949-1950, also worked with Community Clubs as part of their duties as Test Demonstration Special Agents (19).

From 1944 to 1976, as part of the Community Improvement Program in East Tennessee, the Extension Service, cooperating with the East Tennessee Community Improvement Program Central Committee, sponsored a community improvement contest, in which each participating East Tennessee county would conduct a county improvement contest sponsored by local business(es) and/or other organization(s). County winners would then compete for awards and prizes furnished by Knoxville area businesses and civic groups through the Central Committee..

The local sponsor for the Knox County contest was, from 1944 to the time of this study, the Tennessee Valley Agricultural and Industrial Fair. Each participating Knox County Community also was required, until 1977, to build a display booth at the Fair, depicting their club's activities.

Another contest to encourage community beautification, The East Tennessee Roadside Beautification and Clean-up Contest, was conducted beginning in 1971. The Central Committee dropped sponsorship of Community Clubs in 1976; however, the Tennessee Valley Agricultural and Industrial Fair continued, through the time of this study, to sponsor the Knox County contests.

Beginning in 1947, a separate Negro Community Improvement Contest was held each year until 1965 when the white and Negro programs were combined as one (11). Awards were made at the Annual East Tennessee Negro Farmers' Institute. The same rules applied as those for the white contest (28). From 1954 until 1965, Ester Hatcher was the Extension Agent giving leadership to the Negro program in Knox, Blount and Hawkins Counties. Miss Hatcher was preceded by Nancy P. Hampton, 1952 to 1954. Before Hampton, "Ruth Esther (Edmonson) Staffney, 1946-1952, worked for probably three years in the program before getting married and resigning." (11)

B. THE NEED FOR THE STUDY

Since the late 40's, the University of Tennessee Extension Service has encouraged community residents to organize into Community Clubs for collective action aimed at improving the quality of living of community residents. During the late 40's and 50's, Community Club organization grew to become a major channel for Extension's Community Resource Development efforts.

As a result, Community Clubs were started in every East Tennessee County. Through them, Extension agents were able to teach

more effectively, and the time and effort of Extension agents and specialists was expended more efficiently as they worked with key community leaders and in group meetings with community residents.

The late 60's and 70's saw a change in emphasis of Extension Resource Development, statewide, from the local Community Club concept to a county-wide Resource Development Committee concept (24). By the mid-70's, only a few county Extension staffs in East Tennessee were still making efforts to encourage Community Club organization (23). Knox County, with an agent assigned to work part-time with Community Clubs, still had an active county council of Community Clubs including representatives from 25 active Community Clubs. In 1977, 70.88 man days were expended by the Knox County Extension staff in Community Resource Development (27).

The Community Club Program in Knox County may have had several reasons for its success. These might include: (a) Knox County has had an agent working since 1952 primarily with Community Clubs and Extension's efforts in Community Club work in the county have been unequalled anywhere else in East Tennessee, perhaps even in the state; (b) the Knox County Council of Community Clubs had a successful start with high interest and strong support and, at the time of this study continued to be active with an average attendance of 53 leaders representing 16 communities attending its bi-monthly meetings in 1977; (c) Knox County government began ongoing support of the program in 1952 when it made funds available to hire an additional agent to work with Community Clubs; (d) the Tennessee Valley Agricultural and Industrial Fair sponsored the County Community Improvement Contest

from 1944 to the time of this study and the Central Committee sponsored the East Tennessee Awards or area Community Improvement Contest until 1977 (19).

In return for more than 30 years of leadership and sponsorship, the people of Knox County have received many benefits. Surely, obvious benefits might include the development of recreational facilities and programs, the development of the Knoxville-Knox County Library System, and cleaner, more beautiful communities.

However, little formal attempt has been made to evaluate the Knox County Community Club Program. Information from this study should help give answers to such questions as: In what ways has the program been successful? Why? What problems have been faced and overcome at different stages of growth and development? What problems are currently being faced? What factors assure success? What does the future hold? How can Extension do a better job in assisting Community Clubs in Knox County?

To the answers of these and other questions the present study is being addressed.

C. PURPOSE OF THE STUDY

It was the general purpose of this study to identify notable characteristics and problems of 11 successful Knox County Community Clubs which have stayed active since the formative years, 1944-1954. More specifically the purposes were:

1. To study, compare and characterize selected Community Clubs during each of three designated periods, namely: 1944-1954,

Formative Years; 1955-1969, Intermediate Years; and 1970-1977, Recent Years.

2. To identify factors contributing to the formation and continuation of Community Clubs in Knox County. ✓

D. DEFINITION OF TERMS

Since there is considerable variation in terminology, the following terms are defined to ensure a uniform interpretation of this study:

Community. A group of people living within defined boundaries who share common interests and problems. A county may contain many such units.

Community Club. A self-directed, democratic, non-tax supported, organization open to all residents of a community for the purpose of collectively improving the community.

East Tennessee Community Improvement Program. A program, sponsored by Knoxville area businesses and civic groups and the Extension Service, in which worthy Community Club organization is encouraged. A contest was held each year, 1944-1976, among county winning Community Clubs, with recognition and cash awards for winners.

Knox County Community Improvement Contest. The first phase of the East Tennessee Program sponsored by the Tennessee Valley Agricultural and Industrial Fair, with cash prizes and recognition for participating clubs. The winning clubs, until 1977, competed with other county winners in the East Tennessee Contest.

CHAPTER II

REVIEW OF LITERATURE

In order to establish a concept of Community Clubs, their successful establishment and continuation, a review of pertinent literature was made under each of three headings: (a) Characterization of Community Clubs; (b) Formation of Community Clubs; and (c) Continuation of Community Clubs.

A. CHARACTERIZATION OF COMMUNITY CLUBS

Extension has worked with several types of organizations. One such type, the "Whole-Community Organization" or Community Club, functioned as one large group representing all the community. Since "people live by families and communities much more than they live by counties" (21:15), there are usually several communities within a given county. Each Community Club within a county usually has officers and functional committees "to handle various phases of its program, including farm projects, home projects, and community development" (21:17).

At least two things have been noted to cause Community Clubs to differ from other types of organizations. First, the membership of a Community Club is based on the family, and secondly, the only requirement for membership for residents living within the community is to come and participate (10). A Community Club is simply a group of families living in a well-defined area, working cooperatively to bring about desired changes (23:1).

According to Gilley (10), membership in a Community Club is dependent upon living in a well-defined, apparently geographical, area. Murray, Brimm, and Miles further expanded this concept of community. They indicated that, "in setting up community boundaries for membership, one important factor is the bonds of common interest such as schools, churches, businesses (or industry), kinships, etc." They agreed that geographic factors such as ridges, creeks and roads, which limit or unite a community, should be considered. They recommended that each club make its own determination of who shall be members (20:7).

There are many kinds of recognized communities, ranging from "those which may have only spatial boundaries in common to those which consist of a commonality of interest among persons living in widely-dispersed locations" (6). As people and their interests are varied, so are communities and their organizations. Communities, or neighborhoods, in Knox County, as one can see as he plots them on a map, or drives through them, differ in many obvious ways, including population density, level of living, availability of services, some being within the Knoxville City limits and some in the rural Knox County setting.

Miles, in discussing the job to be done by Extension in working with Community Clubs, recognized that differences exist from community to community. She wrote, "Adjustments in procedures must be made in recognition of the variations in communities, and Extension workers must understand the people and their culture, resource potential . . ." (17:36).

Although communities differ in size, culture, and types of boundaries, all Community Clubs are very much alike in that the families within defined community boundaries generally cooperate democratically to bring about desired changes, and in that everyone within the boundaries can be a member or participant. Moe listed six major points which may help to clarify the Community Club concept and introduce the second heading in this Review of Literature, Formation of Community Clubs. He wrote:

1. There are geographic and demographic units which may be regarded as social (sociological) units--communities.
2. There are interests and problems common to all or a majority of the citizens of a community which can be met more effectively by community action than by individual action.
3. The members of a community can recognize and explicitly define their own common interests and problems, including the conditions which produce the problems.
4. The members of the community can work out and agree on action appropriate to achieve their interests and meet their problems. Usually this will require the assistance of specialists in various fields.
5. Community members, by working together, can carry out the agreed-upon action which will achieve their interests and meet their problems.
6. In defining their common interests and problems, in deciding upon action, and in carrying out the action, members of the community will acquire understandings and skills which will make them more effective as citizens, both individually and collectively (18:122).

B. FORMATION OF COMMUNITY CLUBS

Community Clubs have been formed for various reasons. Outside influence from Extension agents or other professionals or non-professionals, often has helped arouse interest in organization for community-wide problem solving, but usually, initial interest in

organizing successful Community Clubs originated from within the community. As one Extension agent, who worked closely with Community Clubs, pointed out, "Overemphasis of outside influence may only arouse a false interest in community improvement which may cause it to flare up and later die" (12:5). A study of successful Middle Tennessee Community Clubs revealed that reasons born within a community group offered greater motivation for the successful establishment of a Community Club than did extrinsic reasons supplied from without. Also, factors contributing to successful establishment of those clubs "tended to be similar throughout the area but varied in importance from one local, rural-community situation to another" (15:8).

Luna, in his study of successful Middle Tennessee Community Clubs, found that the most important reason given for original organization of Community Clubs studied was that "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 second most important reason for the original organizations was "because of a desire for recreation and fellowship which could be enjoyed by the group," and the third ranking reason for organization was "because of a desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves" (14:184).

Once a leader or leaders were aroused by either an inside or outside stimulus, a steering committee was usually formed.

Extension agents or leaders from a neighboring club guided the community leaders through the steps involved in getting organized. The steering committee's basic function was to coordinate the efforts made in advance of an organizational meeting of the whole community. These duties often included selection of a committee chairman, establishment of temporary community boundaries, contacting all families in the community, inviting them to participate, appointing a nominating committee, and planning the organizational meeting (23:5).

The organizational meeting preferably opened with a statement telling the purpose of the club, this done by someone thoroughly familiar with the Community Club concept, and who had lots of enthusiasm for it. After discussion, a vote was usually taken on whether or not to proceed. If the group decided to organize for united effort, then the election of officers would take place (23:6), or a nominating committee could be appointed during the organizational meeting instead of by the steering committee, and if so, the officers would be elected at the second meeting (20:6).

Later, as the planning process continued, the group should have adopted a constitution and by-laws to help prevent misunderstandings, and the club should have incorporated to relieve each club member of individual liability (23:20).

C. CONTINUATION OF COMMUNITY CLUBS

Reasons for continuation of Community Clubs were largely the same as those reasons for clubs' organization. Luna, in a study

of successful Middle Tennessee Community Clubs, found that:

1. Every reason for either continuation or organization arose from within the club.
2. "Because of a desire for recreation and fellowship which could be enjoyed by the group" ranked as the most important reason for continuation.
3. "The community as a whole was interested in a specific project, and felt that through group action their goals could be more easily attained" ranked as the second most important reason for continuation of the clubs.
4. "Because of the desire of the citizens of the community to cooperatively strive toward a higher standard of living for themselves" ranked third in importance for continuation (14:184).

Luna and Dotson (15) later summarized, that problems associated with the identification and development of local leadership, emerged as major obstacles to continuation of Community Clubs.

An Extension Agent experienced with working with Community Clubs seemed to agree that local leadership is of major importance.

Gilly wrote,

In an organized community the burden of doing things or getting things done usually falls on the shoulders of a relatively small group of individuals who may be referred to as leaders. Take the faithful few out of churches, the lodges, the schools, etc., and see what happens (10).

Luna and Dotson also noted that "As projects undertaken by developing Community Clubs tended to grow to complexity, projects were harder to identify or agree upon, and so as a result members lost interest" (15:8).

To further understand the situation faced by maturing Community Clubs, perhaps comparing developing clubs with maturing individuals is helpful. Bennett observed that "A group can go through a process of growth toward maturity similar to the process

of growth and maturation of an individual," including encountering obstacles along the way (3:52). Miles listed four major obstacles to community development which were given by 50 percent or more of the county Extension agents in Tennessee in 1959. They included:

1. Competition of television, other meetings and activities
2. People are too busy
3. Jealousy, factions, cliques, etc. in the community
4. Lack of planning by community leaders (17:104).

Continuation of Community Clubs, then, has never been automatic, and many Community Clubs, for some reason or reasons at some point have simply ceased to exist.

CHAPTER III

METHODS OF PROCEDURE

At the time of the study, the Community Club program in Knox County had a history of active continuation in many communities since 1944. Between 1944 and 1977, many changes occurred in terms of community leadership, needs and problems. Logically, three major time intervals emerged as useful study periods, namely:

1. 1944-1954 - The Formative Years. During this period the selected clubs were organized and successfully established.
2. 1955-1969 - The Intermediate Years. This was a time of continuation of the selected clubs and several other clubs, and marked the beginning and/or end of some other clubs not selected.
3. 1970-1977 - The Recent Years. This was a period of further maturation of the communities and a time when the State Extension Community Resource Development approach was more oriented toward County Resource Development Committees and away from the Community Club concept, and a time when the East Tennessee Central Committee finally dropped sponsorship of the East Tennessee Community Improvement Program.

The Community Clubs were selected for this program on the basis of the following four criteria:

1. Clubs selected must have existed prior to 1955.
2. They must have been active at the time of the study.

3. They must have been affiliated with and active in the Knox County Council of Community Clubs at the time of the study.
4. They must have participated in the Community Improvement Contest between 1970 and 1977.

Sources of information for this study were identified as including:

1. Community Club leaders who had been members of their selected club since it was organized or as long as possible.
2. Professionals who were associated with one or more of the selected clubs.
3. Documents, including scrapbooks, minutes, histories, Extension records and related materials.

The methods of collecting the above-mentioned information consisted of:

1. Interviews with key members (i.e. leaders) of the selected Community Clubs who were active during each of the three time periods studied.
2. Interviews with other knowledgeable people (e.g. professionals) associated with the clubs during the periods studied.
3. Review of records and reports of clubs, also minutes, scrapbooks, etc.
4. Review of related library materials.

A data collection form was developed for use in the study (see Appendix). The form was divided into six main headings:

I. Community Club Characteristics; II. Major Problems Faced During the Period; III. Major Projects Worked on During the Period; I.V. Who Helped?; V. What Was Accomplished?; and VI. How Successfully Were the Projects Completed During the Period?

Each selected leader or professional was interviewed in person, and a separate interview form was used for each designated period for each selected Community Club. A separate form also was used to collect data from each item reviewed or studied.

Data collected were summarized under appropriate headings and, when possible, tallied and tabled for interpretation.

CHAPTER IV

FINDINGS OF THE STUDY

Information was obtained primarily from interviews of representatives from 11 Knox County Community Clubs. A sample interview form is found in the Appendix. Clubs included were Club 1, Arminda; Club 2, Ball Camp; Club 3, Carter; Club 4, Corryton; Club 5, Gibbs; Club 6, John Sevier; Club 7, Karns; Club 8, Mascot; Club 9, Melton Hill; Club 10, Millertown; and Club 11, Ritta (see Figure 1). Hereafter, clubs will be referred to by number. Findings made from the study will be presented under headings corresponding to items mentioned in the interview form namely: (a) Reasons Given by Representatives of Selected Knox County Community Clubs for Original Club Organization; (b) Reasons Given by Club Representatives for Continuation of Eleven Knox County Community Clubs Following the Formative Years; (c) Ways the Community Improvement Program Influenced the Continuation of Selected Knox County Community Clubs; (d) Sizes (i.e. Number of Families Within Their Boundaries) of Eleven Knox County Community Clubs; (e) Length of Regular Meetings of Knox County Community Clubs; (f) Nature of Regular Meetings of Eleven Knox County Community Clubs; (g) Major Income Sources of Residents of Eleven Knox County Community Clubs; (h) Major Projects of Eleven Successful Knox County Community Clubs; (i) Sources of Help Given to Selected Knox County Community Clubs; (j) Major Accomplishments of Knox County Community Clubs, and (k) Relative Success of Knox County Community Clubs.

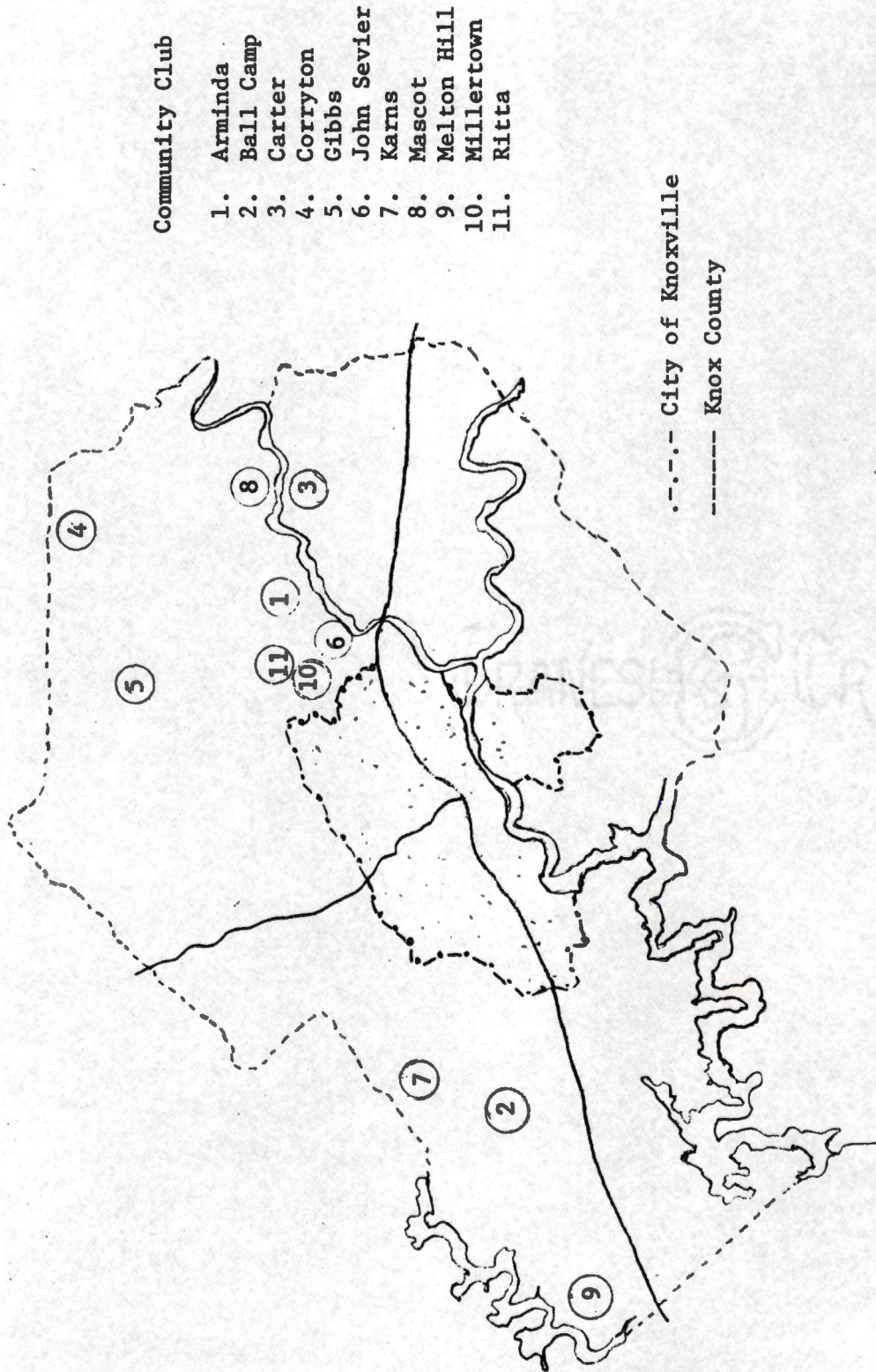


Figure 1. Locations of Knox County Community Clubs Studied.

A. REASONS GIVEN BY REPRESENTATIVES OF SELECTED KNOX COUNTY
COMMUNITY CLUBS FOR ORIGINAL CLUB ORGANIZATION

All clubs selected for study were organized during the Formative Years, 1944-1954. Community Club representatives interviewed were asked to give reasons for their clubs' original organization. A summary of the reasons and their frequency of mention is presented in Table 1. As seen, Reason 1, "Special community needs or interests," was the most-frequently mentioned reason. Examples include attraction of desirable business, services, citizens, etc. Representatives from 4 clubs mentioned Reason 1 (1, 8, 7, 5).

The two second most-frequently mentioned reasons (i.e. with three mentioning each), Reason 2, "Extension professionals sold us on it," and Reason 3, "Non-Extension professionals sold us on it," were similar and accounted together for responses from five of the 11 clubs (4, 12, 13, 16, 26).

Reason 4, "Began as another organization," was mentioned for two clubs, namely: Club 9, Melton Hill, which started as a UT-TVA test demonstration farmers' group, and Club 11, Ritta, which started as a watershed organization when TVA dams were being built (9, 2).

One other reason, Reason 5, "Had 'good' leaders," was mentioned by one Community Club (26).

In brief summary, then, it appears that most Knox County Clubs studied began because of community needs or interests and the encouragement of Extension or other professionals, and possibly the presence of good leadership.

TABLE 1

REASONS GIVEN BY CLUB REPRESENTATIVES FOR THE START OF ELEVEN KNOX COUNTY
COMMUNITY CLUBS DURING THE FORMATIVE YEARS, 1944-1954

Reason Given	Organized Community Club*											Total
	1	2	3	4	5	6	7	8	9	10	11	
1. Special community need or interest	X	X			X					X		4
2. Extension professional sold us on it			X			X	X					3
3. Non-Extension professional sold us on it				X			X	X				3
4. Began as another organization								X		X		2
5. Had "good" leaders							X					1
TOTAL	1	1	1	1	1	1	3	1	1	1	1	13**

*Key to Clubs: Club 1, Arminda; Club 2, Ball Camp; Club 3, Carter; Club 4, Corryton; Club 5, Gibbs; Club 6, John Sevier; Club 7, Karns; Club 8, Mascot; Club 9, Melton Hill; Club 10, Millertown; and Club 11, Ritta.

**Total responses exceed number of clubs since one of the clubs gave three reasons.

B. REASONS GIVEN BY REPRESENTATIVES FOR CONTINUATION OF
ELEVEN KNOX COUNTY COMMUNITY CLUBS FOLLOWING
THE FORMATIVE YEARS

During the Intermediate Years, 1955-1969

Community Club representatives were asked to give reasons for continuation of their clubs during the Intermediate Years. Their reasons and frequency of mention are summarized in Table 2. The most-frequently given reason, as seen, was Reason 1, "Success of previous and ongoing programs." Examples were completed or partially finished buildings and ownership of real estate and personal property. Representatives from eight clubs mentioned Reason 1 (1, 12, 6, 7, 4, 5, 2, 5).

The two second most-frequently given reasons were Reason 2, "Special community needs or interests," for example, to keep out a quarry, and Reason 3, "Needed a community center," each with two mentions (4, 8, 9, 12).

Three other reasons, mentioned one time each, were: Reason 4, "Because of the Community Improvement Program"; Reason 5, "Because of the influence of the County Council of Community Clubs"; and Reason 6, "To help the local school," for example, providing learning materials and improving facilities (7, 2).

It seems, then, that the clubs studied continued through the Intermediate Years because they had been successful during the Formative Years. Also, the need for wise, efficient land use planning and for a place to meet were somewhat important, and schools and outside influences were of lesser importance.

TABLE 2

REASONS GIVEN BY CLUB REPRESENTATIVES FOR THE CONTINUATION OF ELEVEN KNOX COUNTY COMMUNITY CLUBS DURING THE INTERMEDIATE YEARS, 1955-1969

Reasons Given	Knox County Community Club											Total
	1	2	3	4	5	6	7	8	9	10	11	
1. Success of previous and ongoing programs	X		X	X	X	X	X	X		X	X	8
2. Special Community needs or interests			X			X						2
3. Needed a Community center			X						X			2
4. Because of the Community Improvement Program					X							1
5. Because of the influence of County Council of Community Clubs					X							1
6. To help the local school										X		1
TOTAL	1	1	2	1	3	1	1	1	1	1	2	15*

*Total Responses exceed number of clubs since three clubs gave more than one reason.

During the Recent Years, 1970-1977

When asked the reasons for their clubs' continuation through the Recent Years, representatives from 10 clubs, all but the one from Club 9, mentioned only one, Reason 1, "Success of previous or ongoing programs" (1, 8, 12, 16, 7, 4, 26, 13, 5, 2). This is shown in Table 3. Reason 2, "Special community needs or interests" and Reason 3, "Needed a community center," were both mentioned for Club 9 (9).

In general, then, clubs continued during Recent Years, it would seem, mainly because they had developed a history of successful problem solving through the group efforts of interested residents.

C. WAYS THE COMMUNITY IMPROVEMENT PROGRAM INFLUENCED THE CONTINUATION
OF SELECTED KNOX COUNTY COMMUNITY CLUBS

During the Formative Years, 1944-1954

Table 4 summarizes responses regarding ways the Community Improvement Program influenced club continuation. Representatives of six of the 11 clubs mentioned ways the program had influenced them to continue during the period 1944-1954. Most, five clubs, gave Response 1, "It helped to keep up interest" (1, 4, 13, 9, 5).

The second most-frequently mentioned reason, Response 2, "It caused self-evaluation," was given by two clubs (5, 2).

Response 3, "It helped financially," was mentioned only once (2).

Five other clubs felt the Community Improvement Program had no influence on their continuation during the Formative Years (8, 12, 16, 7, 26).

TABLE 3

REASONS GIVEN BY CLUB REPRESENTATIVES FOR CONTINUATION OF ELEVEN KNOX COUNTY
COMMUNITY CLUBS DURING RECENT YEARS, 1970-1977

Reasons Given	Knox County Community Club											Total
	1	2	3	4	5	6	7	8	9	10	11	
1. Success of previous or ongoing programs	X	X	X	X	X	X	X	X	X	X	X	10
2. Special Community needs or interests									X			1
3. Need a Community center									X			1
TOTAL	1	1	1	1	1	1	1	1	2	1	1	12*

*Total responses exceed number of clubs since one club gave two reasons.

TABLE 4

WAYS THE COMMUNITY IMPROVEMENT PROGRAM INFLUENCED CONTINUATION OF ELEVEN KNOX COUNTY
COMMUNITY CLUBS DURING THE FORMATIVE YEARS, 1944-1954

Response Given	Knox County Community Club											Total
	1	2	3	4	5	6	7	8	9	10	11	
1. It helped to keep up interest	X					X		X	X	X		5
2. It caused self-evaluation										X	X	2
3. It helped financially											X	1
4. It had no influence				X	X	X				X		5
TOTAL	1	1	1	1	1	1	1	1	1	2	2	13*

*Total responses exceed the total number of clubs since two clubs gave two reasons.

In summary, the Community Improvement Program apparently influenced continuation of the majority of the clubs during the Formative Years. Ways the program influenced continuation included stimulation of interest, encouragement to self-evaluate and financial assistance.

During the Intermediate Years, 1955-1969

During this period, continuation of 10 of the 11 selected clubs was influenced by the Community Improvement Program, as seen in Table 5. Reason 1, "It helped keep up interest," was the most-frequently given response (1, 8, 16, 7, 4, 13, 5, 2). "It helped financially," Reason 2, was mentioned second most-frequently.

Four other reasons, Reason 3, "It brought people closer together"; Reason 4, "It caused self-evaluation"; Reason 5, "It helped in setting goals"; and Reason 6, "Recognition of community and leaders" were other reasons mentioned one time each (4, 2, 6, 2).

The representative from Club 3 responded with Reason 5, "Yes with no reason," and the representative from Club 9 gave Reason 7, "No influence" (12, 9).

Continuation for almost all the clubs was influenced during this period by the Community Improvement Program, its main influence being that it helped keep up the interest of residents in the Community Club. Other related reasons indicate that the program helped financially, and it helped the members to evaluate their programs and set goals. In addition it brought people closer together and brought them recognition for their efforts.

TABLE 5

INFLUENCE OF THE COMMUNITY IMPROVEMENT PROGRAM ON ELEVEN KNOX COUNTY COMMUNITY CLUBS DURING THE INTERMEDIATE YEARS, 1955-1969

Response Given	Knox County Community Club											Total
	1	2	3	4	5	6	7	8	9	10	11	
1. It helped keep up interest	X	X		X	X	X		X		X	X	8
2. It helped financially		X			X							2
3. It brought people closer together						X						1
4. It caused self-evaluation							X					1
5. It helped in setting goals											X	1
6. Recognition of Community and leaders								X				1
7. No influence									X			1
8. Yes, with no response given										X		1
TOTAL	1	2	1	1	2	2	2	1	1	1	2	16*

*Total responses exceed the total number of clubs since five clubs gave two responses.

During the Recent Years, 1970-1977

Table 6 shows that in Recent Years, 6 of the 11 selected clubs' continuation reportedly was not influenced by the Community Club Program. Representatives of six clubs gave Reason 1, "It had no influence" (1, 8, 12, 6, 4, 5). Representatives of four of the five clubs that were influenced by the program mentioned Reason 2, "It helped keep up interest" (7, 26, 9, 2).

Two other reasons, Reason 3, "It helped us to keep records," and Reason 4, "It provided recognition of the community and leaders," were mentioned one time each (9, 13).

A majority of club representatives, then, did not feel that the Community Improvement Program had strongly influenced the continuation of their clubs during Recent Years. Most of the club representatives who felt that the program did influence their clubs' continuation felt that the preparation and competition helped them to maintain the interest of residents in the club.

D. SIZES (i.e. NUMBER OF FAMILIES WITHIN THEIR BOUNDARIES)
OF ELEVEN KNOX COUNTY COMMUNITY CLUBS

During the Formative Years, 1944-1954

As seen in Table 7, five clubs had "Less than 200 families" within their boundaries during the Formative Years; three clubs had "200 to 500" families; and three clubs had "500 or more" families (1, 7, 9, 5, 2, 16, 4, 13, 8, 12, 26). In brief summation, of the 11 clubs studied, five were relatively small, three medium sized and three relatively large.

TABLE 6

INFLUENCE OF THE COMMUNITY IMPROVEMENT PROGRAM ON ELEVEN KNOX COUNTY COMMUNITY CLUBS DURING THE RECENT YEARS, 1970-1977

Response Given	Knox County Community Club											Total
	1	2	3	4	5	6	7	8	9	10	11	
1. It had no influence	X	X	X	X	X	X				X		6
2. It helped keep up interest					X		X		X		X	4
3. It helped us to keep records								X				1
4. It provided recognition of the Community and leaders									X			1
TOTAL	1	1	1	1	1	1	1	1	2	1	1	12*

*Total responses exceed the total number of communities since one club gave two responses.

TABLE 7

SIZES* OF ELEVEN KNOX COUNTY COMMUNITY CLUBS DURING EACH OF THE THREE STUDY PERIODS

Knox County Community Club	Formative Years, 1944-1954		Intermediate Years, 1955-1969		Recent Years, 1970-1977		Total
	Less than 200	500 or more	Less than 200	500 or more	Less than 200	500 or more	
1	X		X		X		3
2		X		X		X	3
3		X		X		X	3
4		X		X		X	3
5	X			X		X	3
6		X		X		X	3
7		X		X		X	3
8		X		X		X	3
9	X				X		3
10	X			X		X	3
11	X			X		X	3
TOTAL	5	3	2	6	1	5	33**

*Number of families within their boundaries.

**Total responses exceed the number of clubs since each club had three responses.

During the Intermediate Years, 1955-1969

Table 7 reveals that during Intermediate Years, six Community Clubs had "200 to 500" families within their boundaries; while three clubs had "400 or more families (16, 7, 4, 13, 5, 2, 8, 12, 26). Only two clubs had "Less than 200 families (1, 9). Six of the clubs during this period, then, were middle sized, three were large and two were small.

During the Recent Years, 1970-1977

During Recent Years, club representatives indicated that five communities had "200 to 500" families; five communities had "500 or more" families; and only one community had "Less than 200" families living within its boundaries (1, 4, 13, 5, 2, 8, 12, 16, 7, 26, 9). Thus, clubs have grown in size through the years.

E. LENGTH OF REGULAR MEETINGS OF KNOX COUNTY COMMUNITY CLUBS

During the Formative Years, 1944-1954

Club representatives interviewed were asked the approximate length of their regular meetings. Table 8 shows their responses and the frequencies of their responses. During the Formative Years, six clubs had regular meetings which lasted "1 1/2 to 2 hours" (16, 7, 26, 13, 9, 5). Four clubs had meetings lasting "1 to 1 1/2 hours" and one club had meetings lasting "2 hours or longer" (1, 8, 12, 4, 2).

Four clubs, then, had relatively short meetings; one had long meetings' and most, six, had meetings lasting 1 1/2 to 2 hours.

TABLE 8

LENGTH OF REGULAR MEETINGS OF KNOX COUNTY COMMUNITY CLUBS DURING EACH OF THE THREE TIME PERIODS, FORMATIVE YEARS, 1944-1954, INTERMEDIATE YEARS, 1955-1969, RECENT YEARS, 1970-1977

Time Periods and Length of Meetings	Knox County Community Club											Total
	1	2	3	4	5	6	7	8	9	10	11	
<u>Formative Years, 1944-1954</u>												
1 - 1 1/2 hours	X	X	X			X						4
1 1/2 - 2 hours				X	X	X	X	X	X			6
2 hours or more										X		1
<u>Intermediate Years, 1955-1969</u>												
1 - 1 1/2 hours		X	X			X		X				4
1 1/2 - 2 hours	X			X	X	X			X			5
2 hours or more									X	X		2
<u>Recent Years, 1970-1977</u>												
Less than 1 hour			X		X							2
1 - 1 1/2 hours		X				X		X				3
1 1/2 - 2 hours	X			X		X	X	X	X			5
2 hours or more										X		1
Called only						X			X			2
<u>Total</u>	3	3	3	3	3	4	3	3	3	4	3	35*

*Totals exceed communities since each had at least three responses.

During the Intermediate Years, 1955-1969

During this period, five clubs had meetings which lasted "1 1/2 to 2 hours" (1, 16, 7, 26, 9). Regular meetings of four clubs lasted "1 to 1 1/2 hours," and meetings of two clubs lasted "2 hours or more" (8, 12, 4, 13, 5, 2). Four clubs' meetings, then, were relatively short, two relatively long, and five clubs somewhere between.

During the Recent Years, 1970-1977

According to club representatives, five clubs had regular meetings "1 1/2 to 2 hours" long (1, 16, 26, 9, 5). Meetings of three clubs lasted "1 to 1 1/2 hours" (8, 4, 13). Two clubs had meetings lasting "Less than 1 hour," and one club had meetings lasting "2 hours or more" (12, 7, 2).

To briefly summarize, during Recent Years, five Community Clubs held relatively short meetings, one relatively long, and three somewhere in between. Two reported having "called" meetings.

F. NATURE OF REGULAR MEETINGS OF ELEVEN KNOX
COUNTY COMMUNITY CLUBS

During the Formative Years, 1944-1954

As seen in Table 9, club representatives indicated that during this period, seven clubs held meetings which consisted mainly of "Business and education" (1, 12, 16, 7, 4, 9, 5). Three other clubs had, as main components of their meetings, "Business, education and social" (8, 26, 2). One other club had "Mainly businss" as the nature of the club's meeting (13).

TABLE 9

NATURE OF REGULAR MONTHLY MEETINGS OF KNOX COUNTY COMMUNITY CLUBS DURING THREE STUDY PERIODS, FORMATIVE YEARS, 1944-1954, INTERMEDIATE YEARS, 1955-1969, AND RECENT YEARS, 1970-1977

Time Period and Nature of Meetings	Knox County Community Club											Total
	1	2	3	4	5	6	7	8	9	10	11	
<u>Formative Years, 1944-1954</u>												
Mainly Business							X					1
Business and Education	X	X	X	X	X	X		X	X	X		7
Business, Education and Social		X				X				X		3
<u>Intermediate Years, 1955-1969</u>												
Mainly Business	X							X				2
Business and Education			X	X	X							3
Business, Education and Social	X					X	X		X	X		5
Business, Education and Devotion						X						1
<u>Recent Years, 1970-1977</u>												
Mainly Business	X		X									2
Business and Education				X	X			X				3
Business, Education and Social		X				X			X	X		4
Business, Education and Devotion						X			X			2
<u>Totals</u>	3	3	3	3	3	3	3	3	3	3	3	33*

*Totals exceed communities since each had three responses.

In brief summary, representatives of 10 of the 11 clubs studied mentioned as the nature of their early club meetings, business and education. Three of those 10 clubs included devotions in addition to business and education.

During the Intermediate Years, 1955-1969

According to Table 9, the nature of club meetings during this period, of five clubs was "Business, education and social" (8, 26, 13, 5, 2). Three clubs had meetings consisting of "Business and education"; two clubs had meetings consisting of "Mainly business," and the nature of one club's meetings was "Business, education and devotion" (12, 16, 7, 1, 9, 4).

Nine of 11 clubs studied, then, according to club representatives included both business and education as the nature of their regular club meetings. Representatives from five of those nine clubs also mentioned social as a major part of their meetings and two of the nine clubs included devotions. Two other clubs' meetings consisted mainly of business.

During the Recent Years, 1970-1977

When asked the nature of their regular Community Club meetings during the Recent Years, representatives from four clubs mentioned "Business, education and social"; representatives from three clubs mentioned "Business and education"; representatives from two clubs mentioned "Mainly business"; and two clubs mentioned "Business, education and devotion" (8, 26, 5, 2, 16, 7, 13, 1, 12, 4, 9).

G. MAJOR INCOME SOURCES OF RESIDENTS OF ELEVEN
KNOX COUNTY COMMUNITY CLUBS

During the Formative Years, 1944-1954

Community Club representatives were asked to give the major income sources of the residents of their communities. During the Formative Years, "Mostly non-farm" was, as seen in Table 10, mentioned most-frequently. Six clubs mentioned "Mostly non-farm" (1, 8, 12, 4, 26, 5). Mentioned second most-frequently, five times, by clubs was "Mostly farm" (16, 7, 13, 9, 2).

Three of the "Mostly non-farm" communities according to the representatives considered farming still important as an income source.

During the Intermediate Years, 1955-1969

"Mostly non-farm" was the response given most-frequently during this period. Representatives of eight clubs mentioned "Mostly non-farm"; while "Mostly farm" was mentioned by only three clubs (1, 8, 12, 4, 26, 13, 5, 2, 16, 7, 9).

During the Recent Years, 1970-1977

During this period, all 11 clubs' representatives mentioned as their major income source, "Mostly non-farm" (1, 8, 12, 16, 7, 4, 26, 13, 9, 5, 2).

TABLE 10

MAJOR INCOME SOURCES OF RESIDENTS OF ELEVEN KNOX COUNTY COMMUNITY CLUBS DURING EACH OF THREE TIME PERIODS, FORMATIVE YEARS, 1944-1954, INTERMEDIATE YEARS, 1955-1969 AND RECENT YEARS, 1970-1977

Knox County Community Club	Time Periods						Total
	Formative Years, 1944-1954		Intermediate Years, 1955-1969		Recent Years, 1970-1977		
	Mostly Farm	Mostly Non-Farm	Mostly Farm	Mostly Non-Farm	Mostly Farm	Mostly Non-Farm	
1		X		X		X	3
2		X		X		X	3
3		X		X		X	3
4	X					X	3
5	X		X			X	3
6		X		X		X	3
7		X				X	3
8	X					X	3
9	X					X	3
10		X			X	X	3
11	X					X	3
TOTAL	5	6	3	8	0	11	33*

*Totals exceed number of communities since each had three responses.

H. PROBLEMS FACED BY ELEVEN KNOX
COUNTY COMMUNITY CLUBS

During the Formative Years, 1944-1954

As seen in Table 11, Problem area 1, "Community services (i.e. water, electricity, etc.)" and Problem area 2, "Education" which included school and library needs, were the two most-frequently mentioned problem areas with five mentions each (16, 7, 4, 26, 9, 13, 5, 2). The third most-frequently mentioned problem area, "Law enforcement and crime prevention" (i.e. burglary and vandalism), was mentioned by representatives of three clubs (8, 12, 13).

Five other problem areas, mentioned two times each, were Problem area 4, "Need for beautification," Problem area 5, "Community organization," including fund raising, basic organization and club communication, and Problem area 6, "Farm production," Problem area 7, "Health and welfare (i.e. Civil Defense)" and Problem area 8, "Parks and recreation" (12, 9, 7, 13, 16, 8, 2, 1).

Four problem areas were mentioned one time each. Community Club 11 mentioned Problem area 9, "Community Center"; Club 1 mentioned Problem area 10, "General improvement"; Club 10 mentioned Problem area 11, "Land use planning"; and Club 4 mentioned Problem area 12 "Roads" (2, 1, 5, 16).

In summary, most of the problems faced, during the Formative Years, by selected Community Clubs, were, according to club representatives, related to securing or improving community services and to educational needs. Other important problems of the period included

TABLE 11

MAJOR PROBLEMS FACED BY ELEVEN KNOX COUNTY COMMUNITY CLUBS DURING THE FORMATIVE YEARS, 1944-1954

Problem Area Given	Knox County Community Club											Total	
	1	2	3	4	5	6	7	8	9	10	11		
1. Community services				X	X	X	X		X				5
2. Education					X			X	X	X	X		5
3. Law enforcement and crime prevention			X	X				X					3
4. Need for beautification				X					X				2
5. Community organization					X	X							2
6. Farm production							X			X			2
7. Health and welfare (i.e. including civil defense)											X		2
8. Parks and recreation								X					2
9. Community center											X		1
10. General improvement												X	1
11. Land use planning												X	1

TABLE 11 (Continued)

Problem Area Given	Knox County Community Club											Total
	1	2	3	4	5	6	7	8	9	10	11	
12. Roads				X								1
TOTAL	2	2	3	3	3	2	1	2	4	2	3	27*

*Total responses exceed the number of communities since ten clubs' representatives gave more than one response.

burglary and vandalism, littering, the need to improve farm production practices, the need for improvement of recreation programs and facilities, health and welfare needs, and the need to improve basic organization.

During the Intermediate Years, 1955-1969

Table 12 shows the problem areas faced by selected clubs during the Intermediate Years and the frequency of mention by club representatives of each problem area. The most-frequently mentioned was Problem area 1, "Education" which was mentioned by representatives from seven clubs (1, 8, 16, 7, 26, 13, 2). Second, in frequency of mention, was a tie between Problem area 2, "Need for beautification" and Problem area 3, "Community center needed" mentioned by representatives of five clubs (1, 8, 12, 4, 5, 7, 26, 9).

A tie also existed for the fourth most-frequently mentioned problem area, between Problem area 4, "Community services," which included phone, electricity, water and similar services; and Problem area 5, "Parks and recreation," which included organized recreation programs and facilities. Both Problem areas 4 and 5 were mentioned four times each (7, 4, 9, 2, 8, 12, 16, 26).

Sixth in frequency of mention was Problem area 6, "Land use planning," which included opposition of strip mining, taverns, beer licenses, etc., or promotion of needed businesses, industry, housing, etc. Problem area 6 was mentioned by representatives from three clubs (8, 4, 5).

TABLE 12

MAJOR PROBLEMS FACED BY ELEVEN KNOX COUNTY COMMUNITY CLUBS DURING THE INTERMEDIATE YEARS, 1955-1969

Problem Area Given	Knox County Community Club											Total	
	1	2	3	4	5	6	7	8	9	10	11		
1. Education	X	X		X	X		X	X			X	7	
2. Need for beautification	X	X	X		X				X			5	
3. Community center needed			X		X		X		X	X		5	
4. Community services					X	X			X		X	4	
5. Parks and recreation		X	X	X			X					4	
6. Land use planning		X			X				X			3	
7. Law enforcement and crime prevention								X				2	
8. Roads									X			2	
9. Community organization									X			1	
10. Youth (i.e. not necessarily related to recreation)									X			1	
TOTAL	2	4	4	2	3	3	3	5	2	2	4	3	34*

*Total responses exceed the number of clubs since all clubs' representatives gave more

Two problem areas received two mentions each; Problem area 7, "Law enforcement and crime prevention" and Problem area 8, "Roads" (12, 13, 5, 2).

"Community organization," Problem area 9, which included leadership development and organization structure improvement (i.e. constitution and by-laws, charter, etc.), received one mention (26). "Youth (i.e. not necessarily related to recreation)," Problem area 10, including 4-H, Scouts, etc., also accounted for one mention (26).

In summary, Knox County Community Clubs faced a wide range of problems during the Intermediate Years, including those associated with school and library needs, beautification needs, and also, the problem of not having a meeting place for the club and other organizations and groups in the community. Other problems, somewhat less important, according to club representatives, included obtaining needed services, like water and electricity, providing recreation for residents, attracting desirable business, industry, etc., and fighting the encroachment of undesirable business and industry, as well as, the influx of other elements believed by members to be undesirable. Additional problems with fewer mentions included bad roads, burglarism and vandalism, basic club organization and youth development.

During the Recent Years, 1970-1977

As seen in Table 13, the two most-frequently mentioned problem areas during Recent Years were Problem area 1, "Community organization,"

TABLE 13

MAJOR PROBLEMS FACED BY ELEVEN KNOX COUNTY COMMUNITY CLUBS DURING THE RECENT YEARS, 1970-1977

Problem Area Given	Knox County Community Club											Total
	1	2	3	4	5	6	7	8	9	10	11	
1. Community organization	X			X		X		X		X		5
2. Land use planning		X						X	X	X	X	5
3. Law enforcement and crime prevention			X	X	X	X						4
4. Beautification		X		X					X			3
5. Parks and recreation			X			X				X		3
6. Community services							X		X			2
7. Economic development							X	X				2
8. Education							X	X				2
9. Roads							X			X		2
10. Youth development				X						X		2
TOTAL	1	2	2	4	1	3	4	4	3	2	4	30*

*Total problems given exceed communities since nine clubs' representatives gave more than one response.

mentioned by representatives from five clubs and Problem area 2, "Land use planning," which also received five mentions (1, 16, 4, 13, 5, 8, 9, 2). The third most-frequently mentioned problem area was Problem area 3, "Law enforcement and crime prevention," mentioned by representatives from four clubs (12, 16, 7, 4).

Problem area 4 "Beautification," and Problem area 5, "Parks and recreation," both received three mentions (8, 16, 9, 12, 4, 2).

Five other problem areas, Problem area 6, "Community services"; Problem area 7, "Economic development"; Problem area 8, "Education"; Problem area 9, "Roads"; and Problem area 10, "Youth development"; each received two mentions (26, 9, 13, 2, 16).

In brief summary, the problems faced most often by clubs during the Recent Years included basic club organization (i.e. leadership development, fund raising, the Community Improvement Contest, etc.), land use, law enforcement, beautification needs, and the need for recreation for residents.

Other less-frequently mentioned problems of this period included those in the area of community services (i.e. like sewerage), economic development, schools and libraries, roads and youth development.

I. MAJOR PROJECTS OF ELEVEN SUCCESSFUL KNOX COUNTY COMMUNITY CLUBS

During the Formative Years, 1944-1954

As seen in Table 14, the major project area, Project area 1, mentioned most-frequently during this period by representatives from selected clubs was "education" with seven mentions (12, 7, 26, 13, 9,

TABLE 14

MAJOR PROJECTS OF ELEVEN KNOX COUNTY COMMUNITY CLUBS DURING THE FORMATIVE YEARS, 1944-1954

Project Area	Knox County Community Club											Total	
	1	2	3	4	5	6	7	8	9	10	11		
1. Education			X		X		X	X	X	X	X	X	7
2. Beautification	X	X	X				X	X					5
3. Community organization	X				X		X	X			X		5
4. Community services				X	X	X		X					4
5. Health and welfare			X				X				X		3
6. Community center										X			2
7. Farm production				X				X					2
8. Parks and recreation								X					2
9. Land use planning										X			1
10. Roads				X									1
11. Youth development											X		1
TOTAL	2	2	4	3	3	1	3	5	3	3	4	4	33*

*Total responses exceed the number of clubs since ten clubs' representatives gave more than one response.

5, 2). "Beautification," Project area 2, and "Community organization," Project area 3, were each mentioned five times (1, 8, 12, 13, 9, 7, 26, 2). Ranking fourth and fifth, respectively, in frequency of response were Project area 4, "Community services," and Project area 5, "Health and welfare." Mentioning Project area 4 were representatives from four clubs (16, 7, 4, 13). Representatives from three clubs mentioned Project area 5 (8, 26, 5).

Project areas receiving mentions from representatives from two Community Clubs each were Project area 6, "Community center"; Project area 7, "Farm production"; and Project area 8, "Parks and recreation" (12, 5, 16, 9, 12, 13).

Mentioned one time each were Project areas 9, "Land use planning," 10, "Roads," and 11, "Youth development" (5, 16, 2).

In summary, Community Club projects during the Formative Years were most-frequently conducted in the areas of education (i.e. including schools and public libraries), beautification, community organization (i.e. fund raising, contests, community fairs, newsletters, etc.), community services and health and welfare. Other important projects were conducted in the areas of farm production, community center construction or improvement, and parks and recreation development.

During the Intermediate Years, 1955-1969

Table 15 shows that representatives from nine Community Clubs responded with the most-frequently mentioned project area, "Community organization," Project area 1 (1, 8, 12, 7, 4, 26, 13, 9, 5). Tied for the second most-frequently mentioned response with six responses

TABLE 15

MAJOR PROJECTS OF ELEVEN KNOX COUNTY COMMUNITY CLUBS DURING THE INTERMEDIATE YEARS, 1955-1969

Project Area	Knox County Community Club											Total
	1	2	3	4	5	6	7	8	9	10	11	
1. Community organization	X	X	X	X	X	X	X	X	X	X		9
2. Community center			X		X	X	X	X	X	X		6
3. Health and welfare	X				X	X	X	X	X	X		6
4. Community services					X	X	X	X	X		X	5
5. Parks and recreation	X	X	X	X	X	X						5
6. Education	X			X		X				X		4
7. Land use planning	X					X			X	X		4
8. Beautification			X		X				X			3
9. Roads									X	X		2
10. Youth development							X	X				2
11. Farm production									X			1
12. Senior citizens								X				1
TOTAL	1	5	4	2	5	5	6	5	4	8	3	48*

*Total responses exceed the total number of clubs since ten clubs' representatives gave more than one response.

each were Project area 2, "Community center" (12, 7, 26, 13, 9, 5), and Project area 3, "Health and welfare" (18, 7, 4, 13, 9, 5).

Project area 4, "Community services," and Project area 5, "Parks and recreation," both received five responses (7, 4, 9, 2, 8, 12, 16, 7, 26).

Tied for sixth with four mentions each were Project area 6, "Education," and Project area 7, "Land use planning" (8, 16, 26, 5, 4, 9).

Representatives from three clubs mentioned Project area 8, "Beautification" (12, 4, 5). Two other project areas, "Roads" and "Youth development," Project areas 9 and 10, respectively both received two mentions (5, 2, 26, 13). Two other project areas, 11, "Farm production," and 12, "Senior citizens," received one mention each (5, 13).

In summary, "Community club organization" maintenance projects were mentioned most-frequently, with "Community centers," "Health and welfare," "Community services," and "Parks and recreation" related projects, also being very important during this period. Somewhat less important projects during this period were in areas of "Education," "Land use planning," "Roads," and "Youth development."

During the Recent Years, 1970-1977

As Table 16 indicates, the project areas most-frequently mentioned by club representatives were Project area 1, "Community organization," mentioned eight times; Project area 2, "Community center," and Project area 3, "Parks and recreation," each mentioned

TABLE 16

MAJOR PROJECTS OF ELEVEN KNOX COUNTY COMMUNITY CLUBS DURING THE RECENT YEARS, 1970-1977

Project Area	Knox County Community Club											Total
	1	2	3	4	5	6	7	8	9	10	11	
1. Community organization	X	X	X		X	X	X	X	X			8
2. Community center				X	X		X	X	X	X	X	7
3. Parks and recreation	X	X	X	X	X	X					X	7
4. Youth development		X			X		X	X	X	X		6
5. Beautification		X		X		X		X	X			5
6. Education		X		X						X		3
7. Land use planning		X							X	X		3
8. Law enforcement and crime prevention				X			X		X			3
9. Community services		X					X					2
10. Roads											X	1
TOTALS	2	7	2	2	5	4	3	5	4	5	4	45*

*Total responses exceed the number of clubs since all clubs' representatives gave more than one response.

seven times; Project area 4, "Youth development," mentioned six times; and Project area 5, "Beautification," mentioned five times (1, 8, 12, 4, 7, 26, 13, 9, 16, 5, 2).

Tied for sixth most-frequently mentioned project areas, with three mentions each, were: Project area 6, "Education," Project area 7, "Land use planning," and Project area 8, "Law enforcement and crime prevention" (8, 16, 5, 8, 26, 9).

Project area 9, "Community services," received two mentions and Project area 10, "Roads," received only one (8, 26, 2).

Basic organization maintenance, community centers, parks and recreation, youth development and beautification, then, were the most frequently mentioned club project areas during Recent Years. Education, land use planning, law and order, and community services also were important.

J. SOURCES OF HELP GIVEN TO SELECTED KNOX COUNTY COMMUNITY CLUBS

During the Formative Years, 1944-1954

As seen in Table 17, Source 1, "Local government officials and/or organizations," received the most mentions, seven, during this period. Source 1 included county and city welfare, school, roads and recreation employees, as well as government organizations like TVA, Civil Defense, etc. (8, 12, 7, 13, 9, 5, 2).

Source 2, "UT Extension Service," was mentioned second most-frequently by representatives from five clubs (1, 16, 4, 26, 9). Source 3, "Non-Extension professionals (i.e. Vocational Agriculture instructors and other educators)," received three mentions from club

TABLE 17

SOURCES OF HELP FOR SELECTED KNOX COUNTY COMMUNITY CLUBS DURING EACH OF THE THREE TIME PERIODS, FORMATIVE YEARS, 1944-1954, INTERMEDIATE YEARS, 1955-1969, AND RECENT YEARS, 1970-1977

Time Period and Source of Help	Knox County Community Club											Total	
	1	2	3	4	5	6	7	8	9	10	11		
<u>Formative Years, 1944-1954</u>													
Local government office and/or organizations		X	X		X		X	X	X	X	X		7
UT Extension Service	X			X		X	X						5
Non-Extension professionals				X		X	X						3
Local business			X					X					2
<u>Intermediate Years, 1955-1969</u>													
Local government officials and/or organizations		X		X	X	X	X	X	X	X	X		11
UT Extension Service	X			X	X	X							10
Civic clubs			X		X								2
Local business							X						1
Other community leaders	X								X				1
None						X							1
<u>Recent Years, 1970-1977</u>													
Local government officials and/or organizations		X	X	X		X	X	X	X	X	X		7
Other community leaders	X	X					X	X					2
Civic clubs													2
UT Extension Service			X		X		X						1
Local business									X				1
None						X							1
<u>Total</u>	4	4	4	4	4	4	7	5	4	4	3		48

representatives (16, 4, 26). "Local business" (i.e. retail stores), Source 4, received two mentions during this period (12, 13).

Community Clubs, then, it appears, received most help from the Extension Service and local government during the Formative Years. "Non-Extension professionals" and "Local business" also helped.

During the Intermediate Years, 1955-1969

As indicated in Table 17, during the Intermediate Years, Source 1, "Local government officials and/or organizations," was most frequently named, representatives of six clubs so indicating (8, 16, 7, 26, 13, 5, 2).

"UT Extension Service," Source 2, was the second most-frequently mentioned source of help, with four mentions (1, 7, 26, 5). Representatives of two clubs mentioned Source 3, "Civic clubs" (i.e. Optimists, Ruritan, etc.) and Source 4, "Local business" was mentioned by the representative from one club (12, 7, 13). Representatives of two clubs did not mention a source of help during this period, as indicated under Source 6, "None."

During Intermediate Years, then, government and Extension were the chief sources of help for community clubs.

During the Recent Years, 1970-1977

As seen in Table 17, during the Recent Years, 7 of the 11 clubs according to their representatives, received assistance from Source 1, "Local government officials and/or organizations" (1, 8, 16, 26, 9, 5, 2). Following Source 1 in frequency of mention was

Source 2, "Other community leaders," and Source 3, "Civic clubs," each with two mentions (8, 26, 12, 7).

"UT Extension Service," Source 4, and "Local business," Source 5, were each mentioned one time by representatives of clubs (26, 13).

The most frequently mentioned sources of help for Community Clubs during Recent Years, then, were government and, perhaps, "Other community leaders" and civic clubs.

K. MAJOR ACCOMPLISHMENTS OF KNOX COUNTY COMMUNITY CLUBS

During the Formative Years, 1944-1954

When asked what major accomplishments their clubs had made during this study period, representatives of four clubs, as seen in Table 18, mentioned accomplishments made in "Community services," Accomplishment area 1 (16, 7, 4, 26). Examples included obtaining or extending utility water and/or electricity.

The four second most-frequently mentioned Accomplishment areas, with three mentions each were, Accomplishment area 2, "Community organization"; Accomplishment area 3, "Education"; Accomplishment area 4, "Farm"; and Accomplishment area 5, "Parks and recreation" (1, 26, 13, 7, 9, 2, 16).

Three other Accomplishment areas, 6, "Beautification"; 7, "Community center" and 8, "Health and welfare", each received two mentions, and Accomplishment area 9, "Roads," received one mention (26, 13, 9, 8, 5).

TABLE 18

MAJOR ACCOMPLISHMENTS OF ELEVEN KNOX COUNTY COMMUNITY CLUBS DURING THE FORMATIVE YEARS, 1944-1954

Accomplishment Area	Knox County Community Club											
	1	2	3	4	5	6	7	8	9	10	11	Total
1. Community services				X	X	X	X					4
2. Community organization	X						X	X				3
3. Education					X				X		X	3
4. Farm				X				X	X			3
5. Parks and recreation			X					X		X		3
6. Beautification								X	X			2
7. Community center										X	X	2
8. Health and welfare									X			2
9. Roads									X			1
TOTAL	1	1	1	3	2	1	2	5	3	2	3	23*

*Total responses exceed the number of clubs since seven clubs' representatives gave more than one response.

In summary, it seems that the major accomplishments, during the Formative Years, were obtaining adequate services, especially water and electricity, learning to function as an organization, improving schools and libraries, improving farm production practices and creating better recreation facilities and programs. Beautification, construction and improvement of community centers, the establishment of Civil Defense programs also were important during this period.

During the Intermediate Years, 1955-1969

Six accomplishment areas received four or more mentions each during the Intermediate Years, as seen in Table 19. The most frequently mentioned Accomplishment area 1, "Parks and recreation," received a total of eight mentions from representatives of clubs (1, 8, 12, 16, 7, 26, 13, 9). The second most frequently mentioned accomplishment area was reported by seven clubs each and was Accomplishment area 2, "Community center." Accomplishment area 3, "Community services," was third in order and was mentioned by representatives of five clubs, Accomplishment area 4, "Education," also was mentioned by representatives of five clubs (8, 7, 4, 13, 9, 2, 16, 26, 5). Two Accomplishment areas had four mentions each, Area 5, "Community organization," and Area 6, "Health and welfare" (1, 26, 13, 2, 8, 4).

Accomplishment areas 7, "Land use planning," and 8, "Youth," received two mentions each by representatives from two clubs (8, 26, 13). Accomplishment areas 9, "Beautification," and 10, "Roads," received one mention each (12, 5).

TABLE 19

MAJOR ACCOMPLISHMENTS OF ELEVEN KNOX COUNTY COMMUNITY CLUBS DURING THE INTERMEDIATE YEARS, 1955-1969

Accomplishment Area	Knox County Community Club											Total	
	1	2	3	4	5	6	7	8	9	10	11		
1. Parks and recreation	X	X	X	X	X	X	X	X	X				8
2. Community center			X		X	X	X	X	X	X	X		7
3. Community services		X		X	X	X	X	X	X		X		6
4. Education		X		X			X			X	X		5
5. Community organization							X	X		X	X		4
6. Health and welfare		X	X			X				X			4
7. Land use planning							X						2
8. Youth							X	X					2
9. Beautification									X				1
10. Roads										X			1
TOTAL	3	5	3	2	3	2	6	5	3	3	5		40*

*Total responses exceed the number of clubs since all clubs' representatives gave more than one response.

In summary, Community Clubs' accomplishments in the Intermediate Years were concerned mostly with obtaining needed recreational facilities and opportunities, securing adequate club buildings, obtaining needed utilities and other services, improving schools and libraries and providing for the health and welfare of residents (i.e. helping neighbors in time of need, providing for health clinics, polio, x-ray, and Civil Defense programs). Youth development, land use planning, beautification, and improved roads were secondary areas of accomplishment.

During the Recent Years, 1970-1977

The three most-frequently mentioned accomplishment areas of the selected Community Clubs during Recent Years, each with six mentions, were: Accomplishment area 1, "Community center," Accomplishment area 2, "Community organization," and Area 3, "Parks and recreation" (8, 7, 26, 13, 9, 2, 4, 1), (see Table 20).

Accomplishment area 4, "Beautification," ranked fourth in frequency of mention, along with Accomplishment area 5, "Land use planning (12, 16, 13, 9), and Area 6, "Youth" (8, 26, 9, 5, 4, 13), each receiving four mentions.

Representatives from three clubs mentioned each of the two seventh most important accomplishment areas: 7, "Education" (8, 16, 5), and 8, "Law enforcement and crime prevention" (12, 16, 9).

Two other accomplishment areas which received only one mention each were Area 9, "Community services," and 10, "Health and welfare," (26, 13).

TABLE 20

MAJOR ACCOMPLISHMENTS OF ELEVEN KNOX COUNTY COMMUNITY CLUBS DURING THE RECENT YEARS, 1970-1977

Accomplishment Area	Knox County Community Club											Total
	1	2	3	4	5	6	7	8	9	10	11	
1. Community center	X				X		X	X	X		X	6
2. Community organization	X				X	X	X		X		X	6
3. Parks and recreation	X	X			X		X				X	6
4. Beautification			X	X			X	X	X			4
5. Land use planning	X					X		X	X	X		4
6. Youth						X	X	X		X		4
7. Education	X			X						X		3
8. Law enforcement and crime prevention			X	X					X			3
9. Community services								X				1
10. Health and welfare								X				1
TOTAL	1	5	2	3	3	2	6	5	5	3	3	38*

*Total responses exceed the number of clubs since the clubs' representatives gave more than one response.

In summary, it appears that although slightly more mentions were made of accomplishments in the areas of "Community building," "Community organization," and "Parks and recreation," significant progress was made in "Beautification," "Land use planning," "Youth," "Education," and "Law enforcement and crime prevention" during this study period.

L. RELATIVE SUCCESS OF KNOX COUNTY COMMUNITY CLUBS

During the Formative Years, 1944-1954

Table 21 shows that during the Formative Years, all 11 club representatives interviewed thought that their clubs had been at least "Successful" (1, 8, 12, 16, 7, 4, 26, 13, 9, 5, 2). Four said "Very successful."

During the Intermediate Years, 1955-1969

All clubs during this period also were seen as being at least "Successful," according to the 11 club representatives (1, 8, 12, 16, 7, 4, 26, 13, 9, 5, 2). Five said "Very successful."

During the Recent Years, 1970-1977

As seen, nine clubs were at least "Successful" during this study period (1, 8, 16, 7, 26, 13, 9, 5, 2). According to club representatives, seven clubs were "Successful" and two clubs were "Very successful." One club, however, was termed "Fairly successful," and another was considered "Not successful," in 1977 as seen by its representative (4, 12).

CRANES CREST

CHAPTER V

SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

Most Knox County Community Clubs were organized after 1944, the year in which the East Tennessee Community Improvement Program began. By 1948 Knox County had 19 Community Clubs and a County Council which consisted of representatives from all 19 clubs. In support of this program, the Knox County Court made funds available in 1952 to hire an additional Assistant County Agent to work with Community Clubs. In 1965, the white program and the Negro Community Improvement Program were combined as one.

Until the late 60's, when county-wide groups came to be emphasized, the Community Club concept was the main emphasis of Extension Resource Development, statewide. Even after that policy change, the Knox County Extension Office continued its Community Club program.

This investigation was undertaken in an attempt to identify notable characteristics and problems of successful Knox County Community Clubs which had stayed active from before 1955 until the time of this study.

A literature review was made to establish a concept of Community Clubs, and to establish reasons found by others of the organization and continuation of Community Clubs.

Three main study periods were selected: (1) Formative Years, 1944-1954; (2) Intermediate Years, 1955-1969; and (3) Recent Years,

1970-1977. Community Clubs, selected for the study, existed prior to 1955, were active members of the Knox County Council of Community Clubs at the time of the study, and participated in the Knox County Community Improvement Contest between 1970 and 1977. Clubs included were Arminda, Ball Camp, Carter, Corryton, Gibbs, John Sevier, Karns, Mascot, Melton Hill, Millertown and Ritta.

Data were secured from personal interviews with Community Club leaders who had been members of their clubs before 1955.

Background and historical information was obtained from personal interviews with professionals who were associated with one or more of the selected clubs, and from scrapbooks, minutes, records and related materials. A data collection form was developed and used in collecting data. The data were summarized under appropriate headings, tallied and tabled for interpretation.

A. SUMMARY OF FINDINGS

Major findings were summarized and presented under the following headings: (1) reasons for start or continuation of selected Community Clubs, (2) Influence of Community Improvement Program on selected Community Clubs, (3) sizes of selected Community Clubs, (4) length of regular meetings of selected Community Clubs, (5) nature of meetings of selected Community Clubs, (6) major problems of selected Community Clubs, (7) major projects of selected Community Clubs, (8) sources of help for selected Community Clubs, (9) accomplishments of selected Community Clubs, (10) relative success of selected Community Clubs.

Reasons for Start and Continuation of Selected Community Clubs

The most-frequently mentioned reason for the original organization, and a reason of secondary importance for continuation of clubs during Intermediate and Recent Years, was "Special needs or interests," which included attracting desirable businesses, services and citizens.

The encouragement of Extension and other professionals was another major reason for initial organization of Community Clubs, but not a major reason for continuation of clubs during the Intermediate and Recent Years.

The most frequently mentioned reason for continuation of Community Clubs during both Intermediate and Recent Years was "Success of previous or ongoing projects," which was mentioned by 8 of 11 club representatives during Intermediate Years, and 10 of 11 club representatives during Recent Years.

Influence of Community Improvement Program on the Continuation of Selected Community Clubs

The Community Improvement Program influenced the continuation of the clubs during all three study periods, but had greater influence during the Intermediate Years, when 10 of the 11 selected clubs continuation was influenced by the program. During Formative Years, 6 of 11 clubs' continuation was influenced by the program, and during Recent Years 5 of 11 clubs were influenced by the program to continue.

When asked how the Community Improvement Program influenced their club, the response, "It helped keep up interest," was mentioned most frequently by Community Club representatives during Formative, Intermediate and Recent Years.

Sizes of Selected Community Clubs

The number of families residing within the boundaries of communities served by the 11 selected Community Clubs tended to increase from Formative Years to Recent Years: three small communities (i.e. less than 200 families) grew to medium-sized communities (i.e. 200 to 500 families); one club grew from a small-sized to a large-sized community (i.e. 500 or more families); and two clubs grew from medium-sized to large-sized communities.

Length of Meetings of Selected Community Clubs

From Formative Years through Intermediate Years, eight clubs' regular meeting length stayed the same, two increased in length and one club's meeting decreased in length.

From Formative Years through Recent Years, only one club's regular meeting grew longer, three shorter and seven stayed the same. Two of the seven clubs which did not change the length of their meetings from Formative to Recent Years, changed from regular to called meetings only, during the Recent Years.

Nature of Meetings of Selected Community Clubs

During all three study periods, Community Clubs' regular meetings were mainly business, education and perhaps social in nature. Only one club's meetings during Formative Years, two clubs' meetings during Intermediate Years, and two clubs' meetings during Recent Years, were "Mostly business." "Devotions" were mentioned by only one representative in Intermediate Years and by two representatives in Recent Years.

Major Income Sources of Residents in Selected Community Clubs

Major portions of residents' income in communities served by the selected clubs, during all three study periods, were derived from non-farm sources. Farming was a major source of income in 5 of 11 communities during Formative Years, and 3 of 11 communities during Intermediate Years. During Recent Years, farming was not mentioned as a major income source.

Major Problems of Selected Community Clubs

"Education" needs, mainly school and library related, were considered by representatives of selected clubs to be equally as important as the need for new or improved "Community services," during Formative Years. During Intermediate Years, "Education" was mentioned most frequently, but in Recent Years, "Education" became a lesser problem, mentioned by only 2 of 11 community representatives.

"Community services" (i.e. water, electricity, sewerage, etc.) fell in frequency of mention from first, to third, to sixth, respectively, from Formative, through Intermediate, and into Recent Years. Problems in the area of "Beautification" and "Community center" needs both received second most mentions during Intermediate Years, but were ranked fourth and ninth, respectively, in Formative Years. During Recent Years, "Beautification" needs ranked fourth in frequency of mention; while "Community center" was not mentioned.

Problems in "Community organization," including fund raising, communications within the clubs, and basic club organizational framework, ranked fifth, ninth, and first, respectively, during Formative, Intermediate and Recent Years.

"Law enforcement and crime prevention," mainly burglarly and vandalism, was the third most frequently mentioned problem area during Formative Years, tied for seventh during Intermediate Years and returned to third again in Recent Years.

Major Projects of Selected Community Clubs

The four most-frequently mentioned project areas of Community Clubs during Formative Years, receiving seven, five, five and four mentions each, respectively, were "Education," "Beautification," "Community organization," and "Community services." "Community services," tied with "Parks and recreation," remained the fourth most-frequently mentioned project areas during Intermediate Years; while "Community organization," "Community center," and "Health and welfare" were ranked first, second, and third, respectively.

The most-frequently mentioned project areas during Recent Years were first, "Community organization," tied for second, "Community center" and "Parks and recreation," and fourth, "Youth" development.

Sources of Help for Selected Community Clubs

Officials or departments of local governments (i.e. mainly Knox County) were mentioned most frequently as sources of help for Community Clubs in each of the three study periods.

Extension was mentioned second most-frequently, as the source of help, during both Formative and Intermediate Years.

Accomplishments of Selected Community Clubs

The most-frequently mentioned accomplishment area during Formative Years were first, "Community services," and tied for second, four areas, "Community organization," "Education," "Farm," and "Parks and recreation."

During Intermediate Years, accomplishments in the areas of "Park and recreation," "Community center," "Community services," and "Education," ranked first, second, third, and fourth, respectively in frequency of mention.

Three accomplishment areas, "Community center," "Community organization," and "Parks and recreation," tied as the most-frequently mentioned accomplishment areas during Recent Years; while three other areas, "Beautification," "Land use planning," and "Youth," tied as the next most frequently mentioned accomplishment areas.

Relative Success of Selected Community Clubs

All club representatives considered their clubs "Successful" during Formative and Intermediate Years, and all but one club's representative considered their clubs at least "Fairly successful" in Recent Years.

B. IMPLICATIONS

Based on the results of the study, it is implied that Community Clubs selected were successful, because they continued to exist through the time of this study, surviving since before 1955. It is further implied that these successful Community Clubs started because

of definite needs or interests, and they were influenced during their early existence by Extension and other professionals and by the Community Improvement Contest. They were encouraged by early successes and continuing projects, as well as, by interest stirred up by the Community Improvement Contest, to continue to be active through the time of this study with only short periods of inactivity by some of the clubs.

Selected members were able, with little hesitation, in response to interview questions, to give major problems, projects, accomplishments and sources of help for their Community Clubs for each study period. This implies that their clubs initial organizational structure was basically sound; and as a result they were evidently able to function successfully, determining their problems, setting clear goals, and implementing projects.

Selected clubs were receptive to professional help in setting up their organizations, and they planned well and experienced success that spurred further attempts and more success.

Extension, constantly providing leader training, newsletters, announcements, recognition and much behind the scene support, was perhaps a more influential force even during Intermediate and Recent Years, than the findings of this study indicate. Because of Extension's approach of staying in the background as much as possible, Extension may not have always received its share of credit for the successful continuation of Community Clubs.

The most frequently mentioned source of help, the Knox County government, was a logical source of help since many of the projects

of Community Clubs and the Council of Community Clubs were dependent upon action of departments of county government in areas like schools, recreation and roads. The willingness of county officials to cooperate with Community Club groups in solving problems contributed to success of the Community Club program. The library system, the growth of which was greatly influenced by Community Clubs, was another source of help for Community Clubs.

C. RECOMMENDATIONS

Based on the findings of this study and the experience of the researcher, the following recommendations are made:

1. Extension should continue an educational program with Knox County Community Clubs, primarily by working with leaders.
2. Club leaders should be encouraged to constantly identify and train new leaders.
3. There is a need for leaders to better understand the components of the group action process, so that they might rally the various personalities and groups of their communities toward more effective action.
4. Leaders should be constantly encouraged to improve the planning process of their organizations.
5. There is a need for leaders to be more aware of, and better understand sources of help available for their Community Clubs.

6. Efforts should be made by Community Clubs in the area of public relations to the end that there be a greater appreciation of the contributions made by Community Clubs toward the development of Knox County.
7. Constant effort should be made to evaluate and improve the Community Improvement Contest.
8. The quality of Community Club meetings should be improved.

Recommendations for Further Study

1. An interview, with responses listed from which respondents can select one or more, rather than open-ended questions, would perhaps save time and help respondents remember important details.
2. Clubs that ceased to exist should be studied to identify reasons for their termination.
3. A study, comparing communities that never had a Community Club organization with those that did or do, should be conducted.

BIBLIOGRAPHY

BIBLIOGRAPHY

1. Barnhill, Mrs. D.L., Arminda Community Club member during the periods studied, interviewed August 1976.
2. Bates, Mrs. Warren, Ritta Community Club member during the periods studied, interviewed December 1976.
3. Bennett, Austin E., "Reflections on Community Development Education," Bulletin 576, Published by the Northeast Regional Extension Public Affairs Committee, August 1973.
4. Brooks, W.C., John Sevier Community Club member during the periods studied, interviewed November 1976.
5. Cardwell, Mrs. Ernest, Millertown Community Club member during the periods studied, interviewed December 1976.
6. "Community Develop Concepts Curriculum Training Needs," A task force report to the Extension Committee on Organization and Policy, National Association of State Universities and Colleges, University of Missouri--Columbia MP-424, February 1975.
7. Drummer, Clark, Gibbs Community Club member during the periods studied, interviewed January 1976.
8. Ellenburg, Mrs. E.B., Ball Camp Community Club member during the periods studied, interviewed October 1976.
9. Fain, Mrs. B.L., Melton Hill (formerly Hardin Valley) Community Club member during the periods studied, interviewed November 1976.
10. Gilley, B.L., "Why Have a Community Club," a leaflet prepared during the 1950's when Gilly was Assistant County Agent responsible for the Community Club Program in Knox County.
11. Hatcher, Ester, former Extension Agent in Knox and surrounding counties during Formative and Intermediate Years, interviewed January 1977.
12. Kitts, Ralph, Carter Community Club member during the periods studied, interviewed June 1977.
13. Langley, M.J., Mascot Community Club member during the periods studied, interviewed December 1976.

14. Luna, Roy Madison, "The Successful Establishment and Continuation of Community Clubs in Middle Tennessee." Unpublished Master's Thesis, The University of Tennessee, Knoxville, 1960.
15. Luna, Roy Madison and Robert S. Dotson, "Success Factors of Selected Organized Community Club in Middle Tennessee," A Research Survey of a Graduate Study, Extension Study No. 17, S.C. 786, December 1971.
16. Luttrell, Mrs. Carl, Corryton Community Club member during the periods studied, interviewed June 1977.
17. Miles, Margaret M., "A Study of the Attitudes of Extension Personnel Toward Community Development in Tennessee." Unpublished Master's Thesis, University of Wisconsin, 1959.
18. Moe, Edward D., "A Sociological Approach to Develop," *Selected Perspectives for Community Resource Development*. Agricultural Policy Institute School of Agriculture and Life Science, API Series 39. Raleigh: North Carolina State University, 1969.
19. Murray, Crosby, former Community Resource Development staff member of the University of Tennessee Agricultural Extension Service and Industrial Fair, interviewed August 1976.
20. Murray, Crosby, J.W. Brimm, Margaret M. Miles, "Guide Posts to Community Development," U.T. Publication 351, March 1959.
21. Niederfrank, E.J., "Main Types of Organization," found in "Extension Work and Related Social Factors," Extension Circular No. 500 USDA, October 1955.
22. Pointer, James L., Assistant Knox County Agent during Intermediate Years, interviewed August 1976.
23. Pointer, James L., "A Guide Book for Community Leaders," A booklet prepared by Pointer when he was Assistant Knox County Agent, 1960's.
24. Secretary's Memorandum No. 1667, United States Department of Agriculture, Washington, D.C., November 7, 1969.
25. Sims, Almond J., "Building a Better Tennessee through Rural Community Improvement," Agricultural Extension Service Publication 321, Knoxville, 1950.
26. Stewart, Mrs. Ray, Karns Community Club member during the periods studied, interviewed, August 1976.

27. Tennessee Extension Management Information System data pulled from Knox County print-outs for FY 1977.
28. "The East Tennessee Community Improvement Program (a Progress Report)," March 1960.
29. Worley, Oma, "Brief History of the Community Improvement Program in the East Tennessee Area and the Duties of the Sponsoring Committee," Undated mimeographed paper, probably 1957.

APPENDIX



SURVEY OF COMMUNITY CLUBS IN KNOX COUNTY

TIME PERIOD: 1944-1954 _____ 1955-1969 _____ 1970-1977 _____

NAME OF COMMUNITY CLUB: _____

SOURCE: INTERVIEW _____ LIBRARY _____ COMMUNITY CLUB RECORDS _____

OTHER _____

NAME, TITLE AND/OR OTHER IDENTIFIER:

DATA COLLECTOR: _____ DATE _____

I. COMMUNITY CLUB CHARACTERISTICS:

A. REASON(S) FOR START OR CONTINUATION OF CLUB:

DID THE COMMUNITY IMPROVEMENT PROGRAM HAVE ANY INFLUENCE ON
THIS? IF SO, WHAT?

B. OTHER CHARACTERISTICS: NO. OF FAMILIES _____

LENGTH OF MEETINGS _____ NATURE OF MEETINGS _____

MAJOR SOURCE(S) INCOME: _____

II. WHAT MAJOR PROBLEM(S) WERE, ARE, OR WILL BE, FACED DURING THIS PERIOD? _____

III. WHAT MAJOR PROJECT(S) WAS, IS, OR WILL YOUR CLUB BE WORKING ON DURING THIS PERIOD? _____

IV. WHO HELPED, IS HELPING, OR WILL HELP WITH THE PROBLEM(S)? _____

V. WHAT WAS, IS, OR SHOULD BE ACCOMPLISHED? _____

VI. HOW SUCCESSFULLY WERE, ARE, OR SHOULD THE PROJECT(S) BEING OR BE COMPLETED DURING THIS PERIOD? _____

ADDITIONAL SOURCES OF INFORMATION IDENTIFIED: _____

TABLE 22

ORDER IN WHICH KNOX COUNTY COMMUNITY CLUBS ORGANIZED

Date of Organization	Study Club Number	Name of Club	Order of Beginning
1937	3	Carter*	1
1944	5	Gibbs	2
1946	4	Corryton	3
1947	8	Mascot	4
1947	11	Ritta	4
1949	10	Millertown	6
1951	1	Arminda	7
1951	6	John Sevier	7
1952	9	Melton Hill**	9
1953	7	Karns	10
1953	2	Ball Camp	10

*Not clearly a community club until the late forties.

**Originally organized as Hardin Valley Community Club.

VITA

Douglas E. Dalton was born on January 23, 1946, in Walland, Tennessee. He was graduated from Walland High School in 1964. He received the Bachelor of Science Degree in Agriculture in the area of Horticulture, at New Mexico State University, Las Cruces, in June 1968. He was employed as Assistant County Agent in Knox County in May 1970. He is presently an Associate Extension Agent in Knox County. His graduate study is in the area of Agricultural Extension. He is married to the former Anne Corbett, once an agent in Hamilton County, Tennessee.