

# PROCEEDINGS CONFERENCE ON VOLUNTEERISM IN RURAL AREAS

November 1 - 3, 1977

DONALDSON BROWN CENTER  
FOR CONTINUING EDUCATION  
VPI&SU  
BLACKSBURG

Sponsored by:

The Extension Division, VPI&SU  
Appalachian Regional Commission  
Weyerhaeuser Company Foundation  
State Offices on Volunteerism

Prepared by:

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## INTRODUCTION

This conference was designed to attract those interested in volunteerism in rural areas, including volunteer managers, agency staff workers, community leaders, and others seeking ways to maximize volunteer effectiveness in rural areas.

The conference was targeted to the thirteen states embodying the Appalachian Region, although participation was not limited to those counties designated to be in the Appalachian Region.

The conference was initiated by Marcia Penn and Bettie Biehn of the Virginia Office on Volunteerism; Susan Beard, Volunteer Coordinator for the West Virginia State Department of Welfare; Charles Tildon, Director of the Maryland Service Corps; Michael Robinson, North Carolina Office of Volunteerism; and Linda Lewis, South Carolina Office on Volunteerism. As planning progressed over an eighteen month period, similar representatives from all thirteen states and the Appalachian Regional Commission joined in the process. Dr. Delwyn A. (Del) Dyer, Extension Specialist, Community Resource Development, Extension Division, VPI&SU, was chairman of this planning committee.

The Proceedings, while serving as a record of the conference, are intended as a focal point for follow-up activities in each of the thirteen states. Each state, limited in participation at this regional conference, organized an in-state "action" committee for post-conference follow-up.

Major presentations were video-taped. Tapes are available for loan or purchase by writing Dr. Dyer at 119 Hutcheson Hall, VPI&SU, Blacksburg, Virginia, 24061, telephone 703-951-6921. Sessions taped were:

*The opening session including opening remarks by Del Dyer, welcome by Norris Bell, conference focus and the ARC by Cathy Rosenthal (for Harry Teter, Jr.) and the keynote address by Dr. George Hillery.*

*The Panel on Agency Receptivity in Rural Areas featuring Leon Ginsberg, Barbara Sugarman, and Lamar Braxton and moderated by Del Dyer.*

*The closing luncheon speech by Jo Westpheling, Editor and Publisher of Fulton, Kentucky.*

These are on Sony Cassette, 3/4 inch and of excellent quality.

The conference planning committee is pleased to have had the opportunity to learn together about volunteerism in rural areas and to have had the support of VPI&SU, the Appalachian Regional Commission, the Weyerhaeuser Foundation, and the governors of each of the states in sponsoring this learning effort.

In the spirit of volunteerism, each member of the planning committee pledges consultation and/or conversation with others contemplating a conference on volunteerism in rural areas.

## CONFERENCE OBJECTIVES

To understand rural communities and learn how to harness volunteer resources for problem solving

To develop functional models for volunteer development in rural areas

To identify and understand volunteer styles in rural areas

To renew the dedication of rural volunteers

To improve the effectiveness of rural volunteerism

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**OPENING  
SESSION**

CATHY ROSENTHAL

Sponsor Support

Appalachian Regional Commission

I am pleased to be here this afternoon and share vital concerns about rural America. The Appalachian Regional Commission is pleased by your fine efforts and looks forward to the exchange of ideas during the next two days. You have asked some significant questions and this conference is a positive step in realizing the potential of our human resources.

Through coordinated efforts and understanding of the rural settings, I see a future of excitement, enthusiasm, and interest where we can expand and enrich basic services throughout Appalachia.

Both Governor Robert Scott, our Federal Co-chairman, and Harry Teter, our Executive Director, send their greetings and extend their regrets that they could not be with you today. But they are both looking forward to your ideas and recommendations. I'm sure you will all agree the importance of community involvement cannot be minimized. In fact, throughout Appalachia, we find a rare people-orientation where values are placed on individual contribution to the community.

Our task the next few days directs us to examine the "rural ethic." What does it mean? And how is it distinguished from the urban ethos? Rural America, the Agrarian world is different and sometimes separated from the mainstream of American political, social, and economic policies.

Throughout history, urban and rural settings have meant two different ways of life with two different value systems and many times, opposite approaches to the same problem.

Some of the solutions are the same but because of these differences, we must provide a base for people who are beyond the mainstream of the market economy and help them create a large and effective leadership class of their own.

The Appalachian Regional Commission can assume an advocacy role. But I am here today for guidance. Given a greater appreciation of rural America, we can work to establish meaningful programs to benefit people of the region. We are facilitators and the volunteers are the catalysts. Who, armed with a unified perspective, can implement these goals and enhance the quality of life in your states and throughout the Appalachian Region. To eliminate poverty and deprivation in Appalachia, we must begin with a concerted effort.

Concern about rural America is evident throughout history, long before the Appalachian Regional Commission. Thomas Jefferson, no stranger to these parts, extolled the virtues of the rural setting. He cautioned then that great urban centers could eclipse a rural existence and thus compromise our democratic foundations. In 1800 he wrote, "I view great cities as pestilential to the morals, the health, and liberties of man." The mobs of great cities add little to the support of government. Jefferson knew that our nation was founded on freedom and he believed that the small unit, the human unit, made possible a spirit of neighborhood and unity so difficult to attain in larger areas. And the trend toward centralization undermined the notion of individual liberty.



Rural environments were characterized by a high regard for the activities and thoughts of others. Community leaders sought to enrich the lives of all the inhabitants. Has the Jefferson ideal been relegated to the history books? A recent Brookings Institution study indicates that rural distress seems to have dropped out of the public consciousness lately while South Bronx and Detroit are the centers of attention. Only a few years ago, Appalachia and the Mississippi Delta captured the nation's sympathy. I do not mean to sidestep the plight of the cities. Their problems are severe. But today we must face the needs of rural America.

It is interesting to note that the White House Conference on Balanced Growth and Economic Development will address many of the issues facing rural America. In fact, the Appalachian Regional Commission has just completed their regional conference on that subject in Charleston, West Virginia. The Appalachian governors will meet in December to make recommendations to the White House Conference on the special needs of our region.

Volunteers will play a pivotal role in the future as well as formulate a plan for economic development. Those resources cannot be wasted. We want to use that spirit of community, cooperation, and collective action for the benefit of all. So we look to the past and the future. For rural volunteers can help shape the future but must be aware of the past.

Jacksonian democracy expanded Jeffersonian theories. We need to rekindle that interest in public participation. In the 19th century, the American people were filled with possibility. Theirs was to achieve and realize a manifest destiny and brave new frontiers. Each American had a stake in this destiny. It was a time of hope and expectation.

I know that volunteers can recapture that enthusiasm. We have a mandate to mobilize support and interest and to unify people toward common goals. As Victor Hugo wrote, "Misfortunes, isolation, abandonment, and poverty are battlefields which have their heroes."

I think we can discuss the possibilities for heroic endeavors today.

I would also like to share with you some areas in which the commission has used volunteers. As you know, the commission was conceived in the spirit of federalism to coordinate on a regional basis a rehabilitation of Appalachia. Local development districts were established to coordinate economic growth within counties or other political subdivisions.

Many projects within these local development districts use volunteers. There will be possibilities for others to become involved as more areas of need are recognized by individual states.

Self-help has been a key word in housing. In an effort to provide quality housing in Appalachia, we have worked with many local groups. Like the old frontier, we have seen neighbor helping neighbor. But more community organizers are needed to promote the use of volunteers. The Farmers Home Administration must implement a congressional mandate to aid local businesses and homeowners. They have a monumental task to accomplish. We give technical assistance grants but extra manpower is needed.

Manpower was put to good use in David, Kentucky. In 1940, David was founded to extract coal. By 1968, the mine had closed and David was a depressed area. But in 1972, citizens of David decided to buy the town from the land development company. In May of 1975, the deed was transferred and volunteers were cleaning and rehabilitating the community. The residents of David were encouraged to become involved. They made the most of their human resources. They oversaw the construction of 200 new homes.

In the future, we must think of preserving existing structures as well as building. People are willing to help but sometimes lack direction. We can provide the structure so that volunteers can provide necessary assistance.

In health, the professional volunteer is invaluable. He or she offers welcome relief to the overworked staffs of rural clinics. Further, a temporary resident can often provide fresh insights into the management of these rural clinics. They can sometimes even rock the boat in the necessary directions.

Of course, we have a responsibility to provide a structure for these volunteers. We can enumerate the necessary skills and objectives. And we must remember that all volunteers gain from their experience but their initial motivation should go beyond a learning experience.

Health fairs provide an opportunity for volunteers to perform routine physical examinations on the impoverished population. They can also assist in generating support for clinics.

In fact, in 1974, volunteers conducted a health fair in St. Charles, Virginia. Their initial effort mobilized the residents and alerted them to the need for a clinic. Doctors and members of the community planned the clinic. People donated their labor and raised money for supplies. Money from mining interests went into the establishment of the clinic. It was a joint community effort that provided insight for any self-help or cooperative venture that might occur in the future.

Finally, most people are able to recognize the health problems of an area. But, there is a crucial need for people to establish priorities and provide the leadership to inspire action. I think volunteers could serve a useful purpose there. In fact, volunteers mounted a grassroots campaign during the past few years to move Congress to pass HR 8422, the bill to extend medicare to rural health clinics. That bill has been passed by the House and Senate and is now in conference.

Many possibilities exist for volunteer support in education. A demonstration project in a local development district in Kentucky offered an opportunity for older Americans to help in schools in return for medical care. These people had not previously benefited from social agencies nor had any contact with the schools. These special volunteers benefited from a positive interaction with all age groups. Many previously isolated people were recognized for their participation and received the positive reinforcement they had been missing. They felt they were doing something meaningful.

Volunteers could tackle the problem of adult illiteracy. In Appalachia, the number of illiterate adults is at least three times the national average. These people cannot compete for jobs as new industries move into the area. An outreach program could rectify some of the inequities.

One of the most exciting projects for the future is the satellite program. Throughout Appalachia are stations where a NASA satellite can transmit information on various subjects. Technology has been harnessed to help the individual. This program needs volunteers who can be creative and think of alternative uses for this satellite. These services are available and accessible. We do need your ideas. The satellite can unite people throughout the region and provide guidance through television in all areas of community development.

For instance, parents and special education teachers took a course by satellite to understand the latest methods of teaching handicapped children. This program came out of West Virginia but was broadcast to the receiving centers throughout Appalachia.

Thus, while Appalachia is progressing, we have not abandoned all our traditions. The future will be highlighted by technical achievements complemented by that traditional spirit of community. We must respond to problems but we must ask the provocative questions as well.

But man is small. For human life is a dependent part of our ecosystem. As the late E. F. Schumacher so aptly wrote, "Small is beautiful." We can accept our limitations but strive for a structure that can achieve gradual change.

Yes, we have humanistic concerns but we must and can do more. We do not want to be remembered as the idealists who were kind and self-sacrificing but who accomplished nothing. We are seeking a means to give the people of Appalachia a stake in their future. We can demonstrate their plight but public relations is not enough. That will not restore lost pride for the people of our states and our region.

Again, thank you for this opportunity to share concerns. I look forward to the upcoming sessions and hope that we will work in harmony, united by a common vision.

Franklin Delano Roosevelt articulated our change in 1937 and it holds true today. "The test of our progress is not whether we add more to the abundance of those who have much . . . it is whether we provide enough for those who have too little."

George A. Hillery, Jr.

Cooperation in the Rural Setting\*

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\*The Plenary Address given before the Conference on Volunteerism in Rural Areas, at the Donaldson Brown Center for Continuing Education of Virginia Polytechnic Institute and State University, November 1, 1977. Appreciation is expressed to Delwyn A. Dyer and Larkin S. Dudley for many useful suggestions in the preparation of these remarks. I alone am responsible, of course, for the way in which these suggestions were used.

As a scholar, the first thing I feel that it is necessary to do in discussing any subject is to define my terms or build a model. I want to do both of these things here--but not for the sake of definitions or models--or even theories. My objective is first to present a simplified picture of the topic we are going to discuss. After that, we can get to specific cases. But we want (or at least I want) to be able to see the forest as well as the trees. My essential purpose in this discussion is not as much one of telling you how to get rural people to cooperate as much as it is one of telling you what they are and how they cooperate, in order to provide you with a base on which to work.

The rural community. At the heart of the rural world is the community. Now "community" is a word with many meanings, and so I have to begin immediately to define community as I intend to use it. In simplest terms, the rural community is a collection of families in a given locality who help one another. To be sure, the rural community is much more than this, but the three things I have mentioned- family, localization, and help - are at the core of the rural community. These things are the central features around which everything else revolves. Since they are so important, let us take some time to examine them more closely.

If I had to choose any single feature to describe the rural community, it would have to be the family. This is the institution that sets the tone for everything else in the rural setting. If you belong to one of the families in a rural community, you're in. You belong, almost no matter what else you are or may become. If you are not a member of one of the families, then you must be adopted or otherwise sponsored by them, or you're an outsider. No matter how long you live there, you're on the outside looking in.

One thing the sociologist learns very early in his career is that he should never say "always." Regardless of how convinced you are that you have nailed down every fact of what you know, there is "always" (!) going to be an exception. And so we can count on there being exceptions to this rule. You can get into a rural community without being a family member - real or adopted - but it will not be easy.

The importance of the family in rural areas can be illustrated quite well by a simple set of statistical comparisons. Though the computations are crude, such rural states as North and South Dakota have 3 1/2 to 5 marriages for each divorce (1975), whereas such urban areas as California and Washington, D.C. have one or two marriages for each divorce. The difference is two or more times as great in the rural as in the urban areas. And this is notwithstanding the fact that even our most rural areas have been heavily influenced by urban patterns of behavior.

The second most important feature of the rural community is cooperation, but as we shall see, it is so heavily bound up with the family that it is sometimes hard to distinguish the two. As a start, we want to consider the most rural type of cooperation imaginable (because we must remember that the rural way of life as we know it today in this country is heavily affected by the city). This type of cooperation I shall call mutual aid. In its purest sense, it can be described by the Biblically-based admonition, from each according to his ability, to each as any have need (Acts 4:34-35).

Only a brief reflection is required to see that such a type of cooperation is the kind that is found in the usual sort of family. What the rural community does is to apply this form of cooperation also to community members outside of the family.

These patterns of mutual aid are still found in this country among such groups as the Amish and the Hutterites. If a neighbor's barn burns, all will pitch in and build a new one. In our own Appalachians, we formerly had a whole host of institutions that were customs of mutual aid: log-rollings, barn- and house-raising, "bees" of all sorts, stioffs (for making sorghum molasses). Some participants in these affairs are still alive. According to one man with whom I have spoken, as a boy he could expect to attend three or four such "get-togethers" a year. People would be invited from miles around for what would be an all-day affair. After the work, the women would prepare a meal, and then a dance and a party would follow. These "workings" would also be given for someone who was sick, or a man would give a "working" if he got too far behind. These customs, however, had begun to die out by the time the man I spoke with became married.

I have painted an extreme, almost idyllic picture. Though the picture is real, it needs to be sharpened somewhat by other tones, even if they are more harsh. We must realize that cooperation does not preclude conflict. Indeed, we often get most angry at those we know best. It has been said that gossip is the twin sister of neighborhood. And paradoxically, in discussing exceptions to mutual aid, we must also consider the family. Though mutual aid is found in communities the world over, it can be restricted markedly by family dominance. In some areas, people tend only to engage in mutual aid to the extent to which they can see that it will benefit either themselves or their kinfolk, and in such cases, the rural community becomes relatively fragmented. This condition of restricted cooperation is known as the principle of limited good.

A final qualification to mutual aid we want to discuss here has already been alluded to in the form of urban influence. Money has become such a common commodity even in rural America that it has made heavy inroads on mutual help. And where money does not succeed on its own, welfare takes up the slack. Both today are urban influences.

We have discussed two of the central features of the rural community: the family and cooperation in the form of mutual aid. The third ingredient is space, territory, or locality. Space does not determine anything in and of itself. Rather, space is a context that sets limits on what may be able to happen at all. In this connection, it must be realized that space patterns can differ widely. In the mountain areas, the rural communities are limited and shaped by the mountain hollows, with the homes usually lining the creek and flanked by mountains. I have known a woman who did not visit her sister for 30 years because she lived on the other side of a ridge that was virtually impossible to cross. Only when someone with an automobile offered to drive her the 30 miles around the mountain did she finally make the visit. In such cases, quality farm land tends to be associated with the hollow, and the higher up toward the headwaters of the creek one goes, the poorer the land and the smaller the farm plots.

As we move out to more level terrain, in most cases in this country, the farms and homes tend to be more dispersed. In either case--flat land or hollow--the rural community is really composed of two parts: the farm homes and the community center, whether it is a crossroads store or a county seat. The families, then, will tend to have three circles of contacts--their immediate neighbors, those they know at the community center, and of course, their kinfolk. In any case, life in a rural community tends to be characterized by rather limited mobility. The world of the rural people does not extend much past the county seat. To be sure, this mobility can expand greatly, as when we compare, for example, the hairpin curves of the mountain roads with the broad expanse of land and the straight, level roads in Iowa or the Dakotas. But though the distances may vary, the amount or level of contact does not.

Urban influences and differences. Throughout this discussion, we have mentioned urban influences. Of course, it works both ways. Small towns in rural areas are highly influenced by the agricultural considerations and interests of the people around them. But by and large, the heaviest influence seems to be from the city to the farm. We have already noted the difference in divorce rates in rural as compared with urban areas, and the increase in such rates in rural areas can be traced to none other than an urban influence. We have noted the impact of money and welfare on the rural community. Finally, we can also observe the city's effect on space in rural areas in terms of hard surfaced roads, the automobile, the telephone, and television. This influence suggests an intimate relationship between the city and the farming community, and indeed, we may conclude that they are both different kinds of the same thing. Each is formed of the same major features--family, cooperation, and space--but they use and emphasize these things in different ways. Let us briefly trace the relation between the city and the rural community for each of these three features.

One encounters less and less dominance of the family as he moves from the rural to the urban community. The family is still important in the city. Older urban sociologists have greatly exaggerated the death of the city family. Most people in virtually all cities have some relatives in the city, whether by marriage or by kin. Still, such things as divorce and the competition of other institutions render the influence of the city family much less than it is in rural areas.

The form of cooperation also changes as one moves from the farm to the city, shifting from mutual aid to the contract, with money being the most extensive contractual form. However, there are also numerous non-monetary forms of contractual behavior. Anytime I agree to perform a specific and limited service for a specific and limited return, I am engaged in contractual behavior. Any type of purchase is a contract, then. But so is engaging in almost any form of occupational pursuit--teaching, mechanical repair, operating a motor vehicle, and even serving as a public official. So the welfare agent is performing contractual behavior as surely as the butcher.

Finally, spatial use changes from being more homogeneous and limited in rural communities to more specialized in urban communities. With the specialization comes also a greater population density--the two go hand in

hand. All of this means that the urbanite is going to see a greater amount of variety during the course of a given day than the farmer. Indeed, because of the high population concentration, the city dweller in some areas may not travel as far in his daily movements as his rural cousin. But the city man sees a good deal more people--and more variety.

We can make too much of urban-rural differences. We must constantly bear in mind that the differences are only differences of degree. One generally finds the same thing in Bug Tussel, Kentucky, as in New York City; in Two Egg, Florida as in San Francisco. The difference is just a matter of degree. It is somewhat like a spectrum--the colors at each end (or side) of the rainbow are quite different, but there is a whole range of colors joining them in the middle. The fact that there is only a difference of degree is important. It means that if you are careful, you can learn a lot about rural behavior in the city, if you know where to look and what to look for.

So in speaking of either rural or urban communities, we are still speaking of three things that are most important: family, cooperation, and space. These are not all there is to know about a given community. But they are nevertheless pivotal things. In the rural community, if you would really know the family, then you have to know the church, the school, recreation, patterns of personal contact, and many other things. Similarly, to understand mutual aid, you have to also know the family, economics, and government, to mention just three. And all of these exist in a spatial context.

Variations in the rural community. Such is our model of the rural community. But like any model, when we compare it with living forms that we find in the real world, we meet with innumerable variations, even though they are on common themes. Let us speak of some of these variations. Lest we become too romantic about the rural community, Rena Gazaway has given us another view in her book, The Longest Mile. The description of the publisher is apt: "A vivid chronicle of life in an Appalachian hollow." We still see the dominance of families and the extreme limitation of social contact brought on by the mountains surrounding them. But mutual aid is at best sporadic. More often, even the very need for it has been blunted by the welfare check. Dirt and filth are rampant, though whether cause or consequence, who can say? And, as a final comment, the spirit of mutual aid has been severely dampened by too-light a consideration of property on the part of these hollow folk. Not only is welfare connived at every opportunity--and even where there does not appear to be an opportunity--but outright theft seems common, not only from outsiders but at times among insiders as well.

The Longest Mile is not all of Appalachia. It is not the Appalachia I personally have seen, though I have heard of it from the hollow people I know. Bluntly, they call them "trash." But in spite of the epithet, the phenomena should not be dismissed.

We can observe still another variant on the rural community by looking at another culture. It has been my privilege to have lived among the Navajo Indians from time to time. What has impressed me most is the



relative lack of awareness of community (as we are using the term) beyond the extended family of aunts, uncles, cousins and grandparents. The awareness of the Navajo is not of any village or town to which he belongs as much as it is an awareness of his clan. It is to his clan (or really his mother's clan) which he goes for help and to whom he renders help in return. Without a doubt, there is mutual aid among the Navajo, but it is not with one's neighbors. With neighbors, the Navajo is perhaps more likely to quarrel.

Other examples are readily given. We all know of inter-family feuds. The Hatfields and the McCoys are only the most exposed part of this kind of iceberg. These are likely to be just as much internal community feuds as inter-familial. I have already noted some areas where cooperation is suspiciously rendered under the principle of "limited good."

Cooperation in urban areas. The pervasive urban influence, especially through television, has reduced the barrier between farm and city to such a point that the barrier in reality no longer exists. In order, therefore, that our perspective may be enhanced, let us consider the urban response to the meeting of human needs. By contrast with the rural community, the overwhelming feature of urban life is the contract. On the surface, the most obvious feature would seem to be technology: buildings, automobiles, roads, street lights, and even sewage. But these are possible in their abundance only through contracts. However, the contract not only has a creative and even a binding power, but it also has a disruptive power. For the contract is made characteristically between individuals, and thus it happens that family members may individually be bound to numerous organizations, none of which are directly relevant to the life of the other family members. Accordingly, just as the contract has a cohesive force in that it binds the parties to the contract to each other, so it has a divisive force in that it ignores if not excludes others.

This atomizing effect is most evident in newly constructed suburbs, where no one knows anyone else. In such a situation, only three forces are holding the people in the community: The contract which the breadwinner has with his (or her) job, the family ties of the other members with each other, and the common space they occupy. As time passes, some evidence of mutual aid may show itself--borrowing a cup of sugar, keeping an eye on the children while the parents run to the grocery, and so on. What makes such mutual aid different from that in the rural community is that the suburbanite never knows if he can expect help from his neighbor. From some he can, from others he cannot. And if he cannot receive help, no one is shocked.

This high degree of atomization is not, however, characteristic of all of the city. There are islands and pockets which can behave very much like a rural village. Ethnic ghettos quite often have this feature--Italian, Irish, Polish, and so on. People interact with one another to a high degree, and anonymity vanishes. In some cases, this is also true of the more impoverished areas, those that we usually call slums (and superficially, the ethnic ghettos and the slums may look surprisingly alike), except that the people do not have that much to share. Still, such poverty is also characteristic of many rural communities, and in fact, the reason

for having mutual aid in the first place is not due to any romantic notion of sacrifice and idealism. These are the motives more likely given by the city visitor. Rather, mutual aid comes about simply through common recognition that "all are in the same boat," and where there are few material goods anyway, sharing may be the only way most of the community members could have anything.

But there are other areas of urban social disorganization and atomization of social contacts. One may cite here the rooming house areas, the "flop houses," the skid rows. And finally, in the central business district itself--along Fifth Avenue in New York, or Michigan Avenue in Chicago, or even Peachtree Street in Atlanta--no one expects a helping hand unless he has the money to pay for it. Of course, generosity and self-sacrifice are found even here, but such is the exception rather than the rule. An accident, for example, attracts the curious much more than the helpful.

Some rules for working with rural people. So much for theory. We want to turn our attention now to more practical considerations. How does one go about promoting cooperation in rural areas? In essence, this question becomes, how does one learn the structure of a rural community, how do we work with it? For it should be apparent by now that most of the effort will not be required to promote rural cooperation but to channel it. The cooperative patterns are there. They need only be re-directed and possibly stimulated. My basic advice is: get to know the community, because only then can you know what to stimulate and what to redirect.

Before I start mentioning particulars, there is one rule in this area that is so far more important than the others as to belong in a class by itself. The rule is simply this: there is no substitute for experience. I can give you rules until we are both exhausted, but if you've never been in a rural area, you're just going to have to wait until your own experience teaches you what you need to know. And there is another point. It is not a rule, just a fact. Some people can't work with rural people (or with anyone, as far as that is concerned). Working with people is an art, and some persons--nice and even well trained as they may be--are simply not artists.

A case in point: I remember once I was working on the Navajo reservation, and a young Japanese man (he was not Japanese, but he was of a different ethnic, and that is important) was sent out from one of the Ivy League schools to do his field work on the reservation. To express the situation both simply and somewhat crudely, he had two left feet. For example, in a part of the country where the biggest vegetation around is a two-foot high mesquite bush, he managed somehow to run his volkswagen into a horse. He constantly seemed to be tripping over something. But the peak experience came during a Navajo religious ceremony. I had just been warned by my interpreter not to go into a certain ceremonial hut, when my friend came to me, telling me what a unique experience it was to go into this very same hut. He had hardly finished speaking when a tall Navajo came up. I noticed the Navajo had been drinking--which these people often use as an excuse for fighting. He asked my friend where he was from. "I'm from New York," my friend said. The Navajo replied in a firm and even voice, "You're not from New York. You're from Japan. I hate Japanese.

I'm going to kill you sometime. Maybe now." And the Navajo looked at me and flashed a quick grin.

If such an experience ever happens to you, and you've had others like it, perhaps it's time for you to pack up and go home. But with some care, such scenes can be avoided. Let me mention three things that may help. They can be summarized by three words: patience, sponsors, and preparation. First, as to patience. It is critical to realize that the pace of life is decidedly slower in rural areas. The people are just not as much "on the go" as they are in cities. If they like you, they want to "sit and talk a spell." I remember speaking once with a farmer in South Georgia. He had asked his wife to get his son's report card, of which he was quite proud. "They're not interested in such things," she said shyly. He answered, "But I want them to be interested." Needless to say, I was very interested. For the rural person, other things can wait. They always have. If you rush off in the usual citified way, you will have closed some doors. Sooner or later, the doors will be important.

Patience goes even further. If you don't know the culture, wait. Wait. Wait and watch and learn. Of course, if you do this, people may wonder. They may even sometimes wonder if you're very bright. The problem is, if you speak too soon, they are going to know you are not very bright. At first, then, speak only when you are convinced that you have something to say. And then speak very carefully.

Anthropologists have a rule about learning unfamiliar ways of life: "pull the cloak of culture over your head." By this is meant, immerse yourself in the way of life of the people. Live in the kind of home they do, eat their food. Fade into the background so that you are unobserved. There is a difference, however, between you and the anthropologist. If you want to work with the people, you have to come out of your shell. But you can do so only with patience. And the rule of patience is something you will have to observe throughout your work with rural people. If there is something you really want to do, and somehow the people will not cooperate, then you simply have to bide your time, no matter how much you want it. If you become impatient and push too hard--forget it! If you try too hard, you run the risk of breaking something. In other words, it is much easier to wait than to have someone say "no." Once that small word "no" is out, opportunity, as Carl Sandburg says, strides away on seven league boots.

Whatever the speed with which you work with rural people, the timing itself is an art, which includes taking advantage of the unexpected. A classic case is that of a young couple who moved into a mountain hollow. Having no place else to go, they settled in the old abandoned one-room schoolhouse. To their surprise, before long the people began to come to them, and their work of helping the people blossomed beyond all their hopes. Their own interpretation is that they unwittingly settled in a place with which the people were familiar, and when the hollow folk came to visit, they were visiting a place they knew and with which they were comfortable. They were not simply visiting strangers.

Granting the truth of this interpretation, we must not be willing to

stop there. How much of this success had to do with the personality of the couple? How much did it have to do with the community, itself--for communities differ in their willingness to accept new people and ideas. Whatever, they did do one thing of which we are speaking now: they waited, and the people came to them.

The second rule for working with rural people concerns the need for sponsors. This varies, like everything. The country doctor, for example, is probably his own sponsor--for there are still a few physicians who go to rural areas. The preacher can also be his own sponsor. Even here, however, such persons, whether they know it or not, cause the rural people (and almost anyone) to put on masks in their presence. They probably put on masks even more quickly for the welfare worker. In other words, they act as they think the doctor (or the preacher or the welfare worker) wants them to act. You can get people to take off their masks, eventually, but it takes patience.

The rest of us, however, can hardly be our own sponsors, and it will certainly help if you could get someone from the community to be able to say, "This person is alright." Like anything, the technique has its dangers. Unknowingly, you can get the wrong sponsor. My sponsors among the Navajo were my interpreters. I did not know it at the time, but my first sponsor--my interpreter--was of the bear "totem" (the word they used was "origin"), which meant he was supposed to take on certain characteristics of a bear: rough and gruff. There was no better interpreter in all this world. But somehow, I did not feel I was getting along with the people as well as I could. My second interpreter was not nearly as good. She had a habit of getting interested in what was being said and would tell me to "wait a minute" sometimes so she could listen without interruption. But she was of the deer totem, gentle and quiet. I got to know many more Navajos through her--even if I did not always know what was going on.

One more example of sponsors. An anthropologist did a famous study of a small town, but he was not able to speak with one man in the community. Some years later, another anthropologist restudied the same town. It was during a fairly severe drought and his well ran dry. His wife borrowed water from a neighbor, and she repeatedly came back with marvelous stories about what was going on in the community. After a while, her husband told her not to fill her pail so much so she could make more trips to borrow water! Then, one Christmas eve, he was visiting the family, with his wife, and his neighbor proceeded to "lay out the whole community in front of him." As this anthropologist related it to me later, the man had made a hobby of collecting information on everyone in the community. He thereby gained power, but never used it. It was simply a hobby. He was also the one man in the community with whom the first anthropologist never spoke. For some reason, the neighbor just did not like this anthropologist.

A number of lessons are revealed here. Most immediate, the first anthropologist never got to the most important sponsor. The second lesson shows the need for patience. Then there is just plain good fortune--what if there had been no drought, or if the second anthropologist had settled near someone else? Or what if he had not had the wife that he did?

Finally, there is artistry. I know the second anthropologist. He is the kind of person it is hard not to love. He would have made an excellent salesman. Fortune plays its part.

The third rule in working with people is the need for preparation. Too much cannot be said here. Read all you can about a people before you start to work with them. Contact the local University or College and see if someone cannot put you on to something--for example, he might be able to point out useful source material. You might even stumble across a professor who has spent his lifetime studying these very people. Probably not--but it does happen. If he can provide you with motion picture film, you have a gold mine. Watch the film until you dream about it.

As should be apparent, these rules are not to be kept in separate, air-tight cannisters. You will continue to prepare yourself during your first months of just simple observation. As you are keeping a low profile, try to get people to talk. If you can be introduced to the town gossip, so much the better. Be careful, of course. Do not believe most of what you hear, and repeat none of it - but the fact that the story is being told at all can be in itself of inherent importance. You never know.

We come back to our first rule: patience. To the city-trained person (and most of us are--whether we are rural or not, we are trained in Universities, and they are urban phenomena), a few months of such waiting, watching, and listening may seem like nothing but wasted time. To be sure, it is time spent, but it is not wasted. It is preparation. It is getting sponsors. It is preparing the seed bed. If you do not spend this time, there can be no harvest.

In speaking about cooperation in rural areas, we must not overlook the existence of certain types of people in the community which we can call "volunteer types." There are at least five: ministers, doctors, newspaper editors, extension agents, and school teachers. We will add a sixth later. We can label them "volunteer types," realizing that any particular person may not live up to his potential: the minister who will not minister, the doctor without a bedside manner, the editor who has people reading his paper because he makes them mad. There are enough exceptions that, as always, one must speak carefully. But these people are excellent sources of aid and (or) information for the newcomer. Of course, they may be and probably are outsiders themselves in many cases. But this does not mean that they will not be able to help.

Community power. The sixth volunteer type is not always one who will volunteer, but if you incur his opposition, there can be no volunteering in the community to speak of. Not for you. It is a fact that in many rural communities, there is someone who "runs the town." Or it may not be one, it may be a clique or faction. Whoever or whatever, he may or may not be visible. Sometimes you meet him on the first day. Sometimes you slowly get to know him (or her), as this and that happens during the course of your work. And sometimes, like our first anthropologist, you may never know who it is and may not even realize that you have missed the single most powerful person in town.

How do you find this central power figure? There are reportedly two

ways. First, keep your eyes and ears open for any critical decision that has to be made in the community--buying a new fire engine, paving a certain road, building a new school. Try and find out who is behind it and who is able to get the vote to go his way. Then, there is also another way. When you are in the community long enough, and you find some people of whom you can ask delicate questions, ask them, "Who really runs this town?" When you get a list of such people, go to each of the ones mentioned, and ask them something on the order of the following: "I've been told that you are one of the more important people in this town. How many others are there like you, people who really run things?"

A warning is in order here. This technique has worked in urban areas, though it has a tendency to give the illusion of a power system where none in fact may exist. But the technique may or may not work in your own rural community. As usual, try carefully.

Conclusion. In conclusion, I want to list a few pitfalls about working with rural people. First, beware of the secret opponent. When bad things happen to you, and you do not know why, the secret opponent may be the reason. Be careful, though. After about six months of working closely with people in a strange place (the time varies), a common experience is to undergo what anthropologists call "cultural shock." The most obvious symptom of this experience is the feeling that everyone is against you. Chances are, they are not. Wait a while. Have patience. The feeling will probably pass. But it might be that you do have a secret opponent. Or it might be the second pitfall, the one I will call "the-foot-in-the-mouth," exemplified by my Japanese friend. Try to gauge your artistry. Try to come to some sort of assessment of how you are doing. But if things just don't seem to "jell," it is probably better to try again some place else. Working with people should be exciting and rewarding, in spite of inevitable problems. Sometimes the difficulty may be simply that the people are not your kind of people. There must be some kind of affinity between you and the people with whom you work. If not, in the first place, it is probably not worth your effort. And in the second place, I do not see how you can accomplish anything if you do not have the approval and support of the people. Probably the best ingredient in promoting cooperation is love.

The third pitfall involves the word "no." Look at it this way: if a person has not said "no," you are not out of business. You can try another time, wait for the right moment. But if he has said no, you have some changes to make. Either that, or it is the end of the matter. So, as much as you can, try to avoid situations where people feel they have to say "no."

And finally, something I have also said earlier. There is no substitute for experience. With experience, you realize how limited any set of rules may be. The experienced worker has rules that he does not know he has. All of this means in the final analysis that most of what you need to know about working with rural people I cannot tell you. You have to be there and go through it. And so in closing, the most that I can do is to ask you to try--and to love.

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**RURAL HERITAGE  
CELEBRATION**



## RURAL HERITAGE CELEBRATION

Rural settings are characterized by many as primary and intimate.

Each state, each rural setting is unique and fascinating. Each has cultural aspects (artifacts, literature, lore, and customs) specific to it.

The Heritage Celebration featured booths from each of the thirteen states displaying artifacts, literature, agricultural and manufacturing products, tourist attraction information, etc.

During the buffet dinner, roving guitarists, folk singers, dulcimer and banjo players entertained individual tables.

Desserts were recipes from each state, submitted by state request and prepared by the VPI&SU Squires Student Center food services. Desserts were served at each booth. Participants visited each booth, selected bite-size desserts, and conversed.

The celebration concluded with exhibition square and folk dancing by the Virginia Tech Trompers and conferee participation.

Dr. William E. Lavery, President, VPI&SU, was our special guest. President Lavery praised the group for their important work with volunteers.

### Program

#### Fashion Show By:

Patch Blossom Exclusive  
Ann H. Fleet, Director

#### Traveling Musicians:

Tom Bailey and friends  
Barbara Schreiner  
Mary Ann Weimer

#### Bluegrass Bands

Frank Garman, Ben Sarver,  
Rod Caldwell, and friend

#### Tech Trompers:

Kirk Brumback, Leader

## FAVORITE DESSERT

Alabama --	<i>Sweet Potato Pie</i>
Georgia --	<i>Peanut Brittle</i>
Kentucky --	<i>Kentucky Colonels</i>
Maryland --	<i>Sweet Potato Pie</i>
Mississippi --	<i>Southern Pecan Pie</i>
New York --	<i>Apple Pie</i>
North Carolina --	<i>Moravian Sugar Cookies</i>
Ohio --	<i>German Apple Strudel</i>
Pennsylvania --	<i>Whoopie Gobs</i>
South Carolina --	<i>Peach Cobbler</i>
Tennessee --	<i>Banana Pudding</i>
Virginia --	<i>Lemon Chess Pie</i>
West Virginia --	<i>Soft Ginger Cookies and Mulled Cider</i>

**AGENCY RECEPTIVITY  
IN RURAL AREAS:  
A PANEL**

PANEL MEMBERS

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Leon Ginsberg, Commissioner  
Dept. of Welfare  
The State Capitol  
Charleston, WVA

Moderator: Del Dyer, Extension  
Specialist, Community  
Resource Development,  
VPI&SU

Leon Ginsberg --

Thank you Del. Appreciate being here. I went to the Red Lion Inn just to sleep. I didn't know about all the action in the bar until I was already in the shower and that was too late, so I'm sorry I missed that. It's good to be here for the conference.

This is Susan Beard, who is our volunteer coordinator in the Department of Welfare, Director of our Volunteer Programs. Reminds me this is about the third time I have spoken here and I think about the third time I have spoken in this auditorium and she reminds me that the last time I spoke so long that she didn't get to make her speech and I want you to know that that is not my intention today. It wasn't my intention then. I think we started late or something. It couldn't have been just out of malice.

But it is good to be here in the other part of Virginia; the part that lost. We had, I noticed that our conference here is co-sponsored by the Appalachian Regional Commission. We had the last meeting of the Appalachian Regional Commission in Charleston last weekend, Thursday, Friday, and Saturday. Actually the meeting of the Commission was Saturday and the ARC is really an organization of the governors of the Appalachian states, 13 states. Charleston was really booming over the weekend. We had more brass around than you could imagine. Most of your governors were in Charleston for the meeting. Our governor, J. Rockefeller, who incidentally came to West Virginia as a volunteer, hosted the meeting and Vice-President Mondale was the key speaker on Saturday evening. So, we were wall-to-wall in politics of every kind and of every level for the weekend in Charleston.

Vice-President Mondale is a very humorous guy. He told the story that I thought might be interesting to this group. He said that just the day before, Thursday I suppose, he had been in New York. He had told President Carter he was going to New York and the President said, "What are you going to New York for?" The Vice-President said, "I am going to campaign for Ed Coch who is the democratic nominee for New York City and while I'm there I am going to congratulate the Yankees on their victory," and the President said, "Well, I think it's fine to go and campaign for Mr. Coch, but don't you think it's time we put the Civil War behind us?" I assume the story is a true one, but I'm not sure.

I wasn't sure exactly what we were going to address and I had several different messages and signals. I got a little nervous yesterday and called down to find out from Scott and Sue what information they could give me for the three or four different things that I was supposed to discuss today. Del helped me out and I finally figured out some of the things that we ought to talk about. Fortunately, I made some notes that I think might fit.

What I want to do is introduce a couple of concepts that probably tie in with some of the other things you have said about volunteers in rural areas to kick off our discussion, talk about how one makes an impact in a rural community with a volunteer program and how one as an individual makes an impact in a rural community. Out of my own interest in small community human service programs, social work particularly, and an equal interest I guess in the services of volunteers. I think that you've had some introductory material and talked alot about the nature of rural communities. Let me review some of that and give you some other suggestions that I think

are important for any kind of discussion of the delivery of volunteer services in small towns or in non-metropolitan areas.

I think the most striking fact about American Society right now is that rural and small towns, some people talk about small towns, some people talk about rural cities, are growing more rapidly than the metropolitan areas of the U.S. You have probably already discussed that but I discovered, and people who have studied these things have discovered, that in the last five years, the population tendencies in the U.S. have been reversed so that right now non-metropolitan America is growing at a rate of about 4.3% a year and metropolitan America is growing at 2.9% a year, roughly. They're both growing but the rural, non-metropolitan areas are growing more rapidly. I use rural, non-metropolitan interchangeably and I really mean the areas of under 50,000 people. They're classified technically as urban if they have more than 2,500 but anywhere in the world that would mean rural or small town.

Well, that has lots of implications for the way human services are delivered and the way volunteer programs are mounted and there is a lot of difference in the way you do volunteer work in small towns from the way you do so in standard metropolitan statistical areas or in metropolitan areas of this nation. Different for a variety of reasons. One, if that life in the small community, in the small city, in the small town, rural area, is primary group oriented rather than secondary group oriented. Primary group oriented in the sense that the church, the family, face-to-face small group dominates the scene and people get to know each other in terms of small group relationships rather than secondary formal relationships. People deal with each other on a face-to-face individualized basis, not on the basis of formal contacts through formal structured organizations. I think that is true in most of the places that most of us come from or that most of us have lived, or most of us work and that has many implications for the way we operate.

I guess this came back to me even the other night in Charleston when I was hosting one of the governors, the Governor of New York, and he wanted to stop in the gift shop at Holiday Inn to buy some post cards for his children, he always stops and buys post card for his children of any place he is and takes them back so they can keep them as souvenirs of his trip which I thought was a nice touch for the Governor of New York. And while we were there, there were two young women in the place and they started talking to him friendly, folksy, how do you like Charleston, what are you doing here, is it going o.k., you know. Sounded like the Charleston version of the Red Lion Inn, I guess, in Blacksburg. That's not too common in Brooklyn where the governor was from or New York City and it's not even very common in Dallas anymore or in Atlanta, I think. But it is very typical of the small town. Of course, West Virginia is just a collection of small towns. We don't have many that are over 50,000 and most are well under it. The third most rural state. So everything is done personally. You have to get to know everybody as an individual. It also means that the individual characteristics and the individual skills of the person who organizes and develops a volunteer program or any other kind are more important, the individual characteristics are more important, perhaps than technical skills.

People will need to get to know you and this was in some of the material that Sue and Scott shared with me that the volunteers and volunteer coordinators in some of our rural areas were excepted on the basis of themselves as individuals and not on the basis of what they knew about volunteer programs

particularly. That people needed to get to know them first as individuals and second as technicians, as professionals. Relationships have to be face-to-face relationships, have to be personal, and people have to work through the process of getting to know one another before they are ready to talk about technical parts of the job.

So, some of the rules for doing volunteer work in small communities seem to be those of first of all getting to know the community pretty well, keeping one's mouth shut long enough to find out who's where and what's what and who's who because in the really small towns, relationships are terribly important and they're not always published in any kind of guide-book. You constantly discover, as all of you know, that the mayor is related to the school superintendent and the school superintendent's wife or husband is employed at the high school and everybody is connected with everybody else in some way and it is pretty important that you find out what all these connections are before making any judgment or before taking any action.

It also means that institutions such as the church are much more important in small communities than they are in large communities and so are organizations such as our Civic Clubs and we can find small communities where the Kiwanis Club or the Lions Club is more important than the city government. You can find communities in which the president of the Kiwanis Club always becomes the Mayor and so you finally get the idea of who is going to be Mayor is decided at the Civic Club meetings, not at the city council. The golf clubs and the people who sit around the coffee shop on Monday mornings between 10:00 and 10:30 also may be the sources of influence and power which means that a good volunteer coordinator learns those things, learns those community patterns.

It also means that the job of human service work in a small community is probably done on a 24-hour basis. You're as likely to be asked about professional issues and professional responsibilities at 11:00 on a Friday evening or a Saturday as you are at 3:00 on Thursday afternoon and I think people in small communities have to get used to the idea if they haven't already, to being on the job all the time.

I think maybe West Virginia is, because it is so rural, characteristic of that. I know that the governor receives calls frequently anytime of the evening from people who have problems but don't want to bother him in the office when he is working and I do. I get calls at my home telephone, not a lot, but some people who want to change the address on their food stamp orders or who are concerned about personal issues who want to find out about welfare. They don't look at the Department of Welfare, they look up Leon Ginsberg in the Charleston telephone directory and the funny thing is I usually give them some kind of answer and never try to dissuade them of the notion that we are the large bureaucracy that we are because I think people like to think of their agencies as a very personal and very human and they have to relate, particularly the small communities, to their agencies on a very personal and a very human basis.

I think the other thing that is crucial in small communities, volunteer work is the identification of and the construction of programs

around the sources of good will in the community. What is a good program and what is a workable program for volunteers in a small community will depend upon what the community wants to do and what the community considers important. What is it that people really care about in a community and we find examples of communities where some programs may have wide acceptance nationally will have no acceptance locally and others will have very great acceptance. Usually, those programs that are most popular are those programs that are very personal and that involve people directly in services between individuals.

The whole idea of bureaucracy in formal organizations, I say is kind of difficult. In fact, I am having difficulty in the Department of Welfare where I am having some disagreement with some of our rural offices because they like to take time off from their work which is helping people to organize activities of a charitable nature. The office staff likes to raise money to send kids to camp and to provide Christmas baskets to people. They say that is the only time they really feel as if they're helping. They spend all day every day helping, it's their job and they do it well but they want to have the personal touch that goes along with very personal volunteer kinds of programs even in a bureaucracy such as ours and it kind of tells you something, I think, about small community work and rural values.

I think volunteer coordinators, particularly, have to go along with what people want and help them do the things that they consider important because that's the only kind of work that will be successful. I think though that the most important purposes of volunteering in public agencies such as the one I represent, such as those many of you represent, are those that give the community a better understanding of the clients we serve and that those kinds of programs that do bring people into direct contact with those who have needs, whether their use is need of rehabilitative or protective services or older people who need telephone reassurance or a friendly visitor or any other kind of group that needs kinds of support and effort that volunteers provide. The big payoff in volunteer programs, I think, is the development of better understanding and better connections between people in communities because one of the characteristics of rural communities is that many times those who need help most have little or no positive contact with those who are able to give it and I think volunteer programs can help overcome that. Well, I've used up my time and I'm interested in hearing what Lamar and Barbara have to say.



Lamar Braxton --

Dr. Dyer, members of the panel, participants, friends of volunteerism, good morning.

I bring you greetings from the AJFC Community Action Agency, its Board of Directors, staff, clients, and volunteers and from the National Association of Community Action Agency Executive Directors who are presently in session at the Philadelphia Sheraton Motel in Philadelphia, Pennsylvania.

We are very pleased to have been invited to share with you in your conference on Volunteerism in Rural Areas for I am of the opinion that rural America must necessarily point the way for the rest of the nation and the world. We hold this opinion for the simple reason that people close to nature tend to also be closer to God. Consequently, their ethical and moral fiber will have deeper roots which is further nurtured by the influence of the extended family. A factor that is not found as frequently in suburban and urban America.

Volunteerism has had a profound impact on the character and development of this great nation of ours. If we will allow our minds to drift back into time vis-a-vis history of America, we will find that the spirit of volunteerism is really what has made this country become the wealthiest nation in the world. We further contend that this country will only maintain its posture of being the wealthiest country in the world so long as the spirit of volunteerism is cultivated in all aspects of our way of life.

Some specific areas that this cultivation must take place is in the homes, schools, churches, civic and social clubs, leadership clubs such as 4-H, Boy Scouts, Girl Scouts, etc.

Many of us have been influenced by the independent philosophy of pulling up by our own bootstraps. However, if we examine the premise and activity surrounding those who have "made it" we will find that they all received assistance from someone at sometime. Assistance that they did not pay for in cash, yes, maybe in kind. This person will have been a beneficiary of some volunteer effort.

Webster defines volunteer as one who enters into or offers himself for any service of his own free will or one who renders a service or takes part in a transaction while having no legal concern or interest.

The volunteers of early America were neighbors who sometimes lived miles apart and many times had selfish interest, something that we must be aware of in our volunteers today.

Let me come back to the selfish motive of the volunteer later in this discussion for I would like to point out a few activities of volunteerism in early America. They helped clear land; build log cabins, homes and barns; make quilts and furniture; hunt; plant; harvest and preserve food; make tools; and even tend to the sick and young.

Isn't this what we really need volunteers for today? That is, to help people to more effectively cope with their environment that their basic needs will be met?

Our purpose here this morning is to share in the discussion on how to attract volunteers that will help their "neighbor" solve present day problems; problems that are no more complex or pressing given the resources available today than those of frontier days. However, the same zeal and personal fortitude required to cope with pioneer problems are very much needed today.

I am led to believe that rural people, both black and white, rich and poor, old and young, still have a touch of the frontier/pioneer spirit and if properly nurtured, will still turn the "neighbor" a favor.

The zeal of Sadie Shapiro, in her effort to build Senior World, as described by Robert Smith in his book Sadie Shapiro of Miami is apropos for managers, community leaders, and any other positions that will require volunteers to effect a successful program.

Our experience suggests that there are some key factors essential to a program or individual being accepted by a community. They are as follows:

1. The time that the activity or individual will be in use or take place. It is absolutely essential that scheduling be arranged to meet the needs of the volunteer and those to be served. Allow as much flexibility in scheduling as the success of the project will allow. We cannot afford to schedule project activities just to meet our convenience.
2. The need for the activity, and consequently, the need for the volunteer. Who is to determine this need? Whenever possible, the people to be recipients of the service or activity should be made a part of establishing the need as well as the solution to the need.
3. The activity should be a well defined and tangible goal. It should be commensurate with the life styles of the people who will be involved with it. (Very recently, I had the opportunity to work with volunteers in service to America, one from Wisconsin, one from New York, and the third from some place in the northwest. They were developing a project for rural elderly residents of a small rural county in northwest Mississippi. Unfortunately, each of them attempted to develop the project from their own frame of reference without any guidance from the planned participants or local residents in general. One of their reasons for ignoring local people was that they were of the opinion that these people did not know enough about the activity to make a valid judgment. To date, I don't have to tell you, the project has very serious problems of participant acceptance. To aggravate this situation, the VISTA volunteers will be leaving at the end of this month.)

4. Some key questions to be answered in the search for volunteers:
  - a. What benefits will the volunteers derive from their efforts: authority, community status, new information, power, influence, evidence that they are helping others?
  - b. Will the volunteers need transportation? Is there travel reimbursement, meals, lodging, etc.?
  - c. How significant a role will the volunteer have in decision making?
  - d. What will be the experience of the volunteer's supervisor? It is important to note that many times the volunteers will have more experience in working with people or the specific activity than the person designated as supervisor.
  - e. Can the volunteer identify with the client in terms of experience and training, both formal and vicarious?
  - f. Will there be tangible rewards for the volunteer's contribution? As was earlier mentioned, each volunteer has an ego and that ego must be fulfilled. The rewards may be certificates, appreciation, dinners, public acclaim, etc. At any rate, this should be established early with objective standards to be met.
  - g. Will there, at any time, be an opportunity for employment in the activity? Will volunteers be given top priority for these positions or will we make the mistake of saying they are not qualified when pay is involved? May I warn you that this observation is applicable to any volunteer who is either: unemployed, underemployed, retired, or unhappy with their present mode of earning a livelihood. Finally, do you know as much about your volunteer as you do about your paid employees?

Barbara Sugarman --

Good morning fellow conference go'ers. I asked to speak last this morning because it seemed to me that what I wanted to say fits after the other two presentors.

I just had the opportunity of meeting the handsome gentleman, Mr. Ginsberg, from the great state of West Virginia, and Lamar and I were up here very nervous because we can't smoke and so I guess to ease the pain I'd better get on with what I think I am supposed to say because I'm not sure what that is.

As you look at your program this morning, it says something like "agency receptivity in rural areas" and I thought, well now if that applies to volunteerism, there ain't none. And those of you who are coordinators of volunteer services and directors of volunteers services, and those of you who have heard my philosophy know why I'm emphasizing that particular title rather than that of volunteer coordinator. I know that it is very difficult to get agencies to have some great desire to have volunteers participate. After all, it is easier "to do it ourselves." Government group agencies are very receptive in most areas. At least, on paper, because they get something called "matching in kind" which then provides them with money which seems to be selfish motive to me but that is o.k. Whatever the reason, it really doesn't matter as long as we get the job done. I'd like to tell you about a young lady called Chris (Chris is her real name). There is no hidden agenda about Chris. Chris was a yankee. That's somebody that lives north of Georgia. Chris did a lot to dispell myths about volunteerism. "Volunteers want to take jobs." "Volunteers can't do anything unless they're controlled." Chris was one of the professional volunteers.

She was a VISTA. VISTAs are funny folks. We have alot of them and we love them very dearly in Georgia. We didn't use to like them. They use to march on our capitol and throw trash on our mayor's lawn and do all those things that long-haired, dope-crazed fiends do when they want to get away from home and see the world. But there is a new type of VISTA. That's the ones we control. And we love them. They're cheap. No, they're nice.

And you have to know a little bit about where I come from. I come from Georgia. I come from north Georgia. I come from Atlanta. I was born and raised there and my momma and daddy were born and raised there and that's pretty unusual in metropolitan Atlanta. Your statistics floored me because they may be true elsewhere but that ain't true in Georgia. Ain't nothing rural in Georgia growing, it's dying on the vines. Because Atlanta or metropolitan Atlanta, now you have to understand that Georgia is the largest state east of the Mississippi and we have 159 counties. And somebody was talking about their five-county area being 75 to 100 miles and we have one county that is that long, not necessarily five counties. Forty-eight percent of Georgia's population lives in metropolitan Atlanta. Lives in metropolitan Atlanta. Now metropolitan Atlanta may be from one end of the state to the other. Those folks that want to say they're from Atlanta if they live in Snellville, Georgia. Sadie is from Snellville. We work, we are employed by the largest employer in Georgia. Now, I'm not talking about government employer. I'm talking about employer.

We have 28,000 people who work for the Georgia Department of Human Resources. Well, let me say who are paid by the Georgia Department of Human Resources. The elevator man when someone asks how many folks work in this building, he always has to reply back, "Half." So, my job is Director of the Office of Volunteer Services for the Georgia Department of Human Resources. We serve every human service except the adult offender. So, my job was to figure out a way to get staff to want and utilize volunteers and that was not a very easy job.

It is still far beyond what I would consider accomplished but we are well on our way. So, I looked at these folks called VISTAs and I said, "Gosh, you know, they're not going to give me alot of staff for the office and I need some folks up there who can go out and spread the great word of why everybody needs to volunteer." We knew folks wanted to volunteer, we just wasn't sure anybody was going to be receptive to utilizing them. So VISTA, whom I love very dearly, and I happen to be one of the few bureaucrats who do. (I think that is spreading now.) We wrote and received a national demonstration grant. Now, this grant was to put coordinators of volunteer services in all of our 26, what we called area networks and that has been changed to district coordination and now that has been abolished so it shows you the system is in place and it is working well. What we were going to do was to take these fine young people and young meant anywhere from 21 to 78 and we were going to quickly make administrators out of them in the great Department of Human Resources whom some of you may have read about. We have a president now who ran on the philosophy that he was going to change the federal government to that particular concept and he did and so that's all we'll say about that.

Anyway, Chris was in our second class of VISTAs. Now Chris was sort of like the Japanese fellow and I really want to say to Professor Hillery if he is here and if he is not here, I wish you would share with him my appreciation because that was one of the most honest approaches to problems that we face in volunteerism that I have ever heard. He didn't stand up and tell us all the flowery things that we usually normally hear at conferences about volunteers are wonderful in this country, can't live without them. He laid it on the line with us and I appreciate that. But Chris was sort of like the Japanese fellow. She was from New York and no one could understand what Chris said. And we sent Chris to what is called Middle Georgia. Now if you can imagine that half of Georgia population is in metro-Atlanta, the rest of it is spread out across the state and we told Chris that there were nine counties down there and we gave her the great supervision and training that, of course, all VISTAs need when they come in and that there were nine counties out there and that she was to go in and assist in developing volunteer services in all those departments of Human Resources as well as anybody else that would listen to her.

Well, Chris was a big hit because folks like Chris. They couldn't understand her but they thought she was sweet and we get alot accomplished that way with Chris. But Chris was a very unusual young lady and she was a very sensitive young lady and a very perceptive young lady and a very naive young lady. So, she initially went around to all of the agencies and we talked with them about what kinds of services that they thought they needed and how they might, if they were not already providing, and how any of the services that they were providing could be extended

through volunteers. Generally speaking, she found a great need for volunteers that coupled with a lack of volunteers. She also felt that she, because of her flexibility and the nonrestriction on how she could really work out there because I sort of have a philosophy that just because the client is maybe serviced by a nonprofit agency or a private agency, they are still our client too and usually they get to those other agencies because we're not doing our job as effective as we can and they have to go get their other assistance from some agency that's not providing what the government is providing. So she did have the flexibility to go and talk to many agencies. After she was there, she came in September, she began to feel that there was a need for some kind of organized structure for the elderly. She saw that there were needs for housing, and food, and health for the elderly and there were absolutely no services specified for the elderly in those nine counties. Now that is incredible. I have got to tell you that you drive for miles in these counties before you see anybody. So she wanted to test out on agencies whether or not her belief about older folks and needed services was real or not. So she went to the Social Security office and she went to private citizens and she went to administrators of senior citizens (they had a center but were somewhat going under at the time). She went to community action agencies. She went to area planning development commissions and the response she got was that yes, something should be organized to speak to the needs of older Americans but no one seemed to know how to do that.

I'm not sure they didn't know how to do it. I'm not sure it was not more than they didn't want to take the responsibility of doing it. She talked with me and she talked with someone from the Council of Aging and got our endorsement to move right along with whatever her plans might be. She wasn't real sure what they were but she knew that she wanted to do something. She held a meeting in March where she sent out letter to folks in these nine counties to come to the first organizational meeting on the task force on aging.

Now, if you remember Professor Hillery, he said it takes about 6 months. Now, she was there from September to March and if my fingers are correct, that's 6 months and during the purpose of this meeting was to identify what objectives this task force might take on and exactly how they were going to approach the problem of the lack of services for the elderly. Strange as it was, the council began to, the task force began to, work on a monthly basis and then found out that they could do more with strengthened numbers as well as some very good advice that came from the state level which told them that if funds ever became available from the federal or state government, it would come down to an area and not a county. Now that is a key. They couldn't do it separately but they might be able to do it together. So they drew up a set of by-laws and the council became a group officially known as the Heart of Georgia Council of Joy and the Council of Joy was just that.

This happened in September again, approximately 6 months after their initial meeting. Each county began to evaluate through questionnaires and so forth types of services that they could and might willingly be able to provide. One county initiated the store discount program to help meet the needs of those of fixed incomes. The service was given to folks over 60

and I know some of you are very familiar with discounts but the interesting part was that the cards were printed up by the county commissioner and then they sold for \$1 each and there were 250 distributed but they were distributed through the public housing authority, the community action agency, the county commissioner's office, and the department of family and childrens' services who also all shared in the cost of this project. There have been, of course, growing numbers of these store discounts that have come out of that.

Another problem is transportation as we all know. Our county drewed up a questionnaire that was printed by the county commissioner's office to ask what the transportation needs were. The questionnaire was circulated throughout the newspaper, the churches, the store, the post office, and any other manner that they could see or they also: one of their methods for distribution was to stuff grocery bags with the questionnaires and they got back the questionnaires they put them together geographically and now have formed car pooling transportation by volunteers in that particular area which by the way assisted the already public welfare department transportation volunteer effort. They worked very closely together and now they have what they call circuit riders, volunteers who on a regular basis from these geographic areas. One of the largest, one of the greatest things that came out of this, the county in which Chris lived in, and by the way Chris was Catholic. There ain't alot of Catholics in middle Georgia but those who are there meet alot together on Sunday and Wednesday and Friday night and they have the. . .but she never let that bother her that there were not alot. She took advantage of that sponsorship group that we talked about. Also the very first thing Chris did when she went to Dublin, Georgia was to join the church. Lawrence County, the county where Chris resided and some of you yesterday were addressing how do you convince people when you have, live in one county and you work in four or five. Chris did it through persistence. Chris was a very anxious young lady and Chris wanted things to happen immediately and Chris and I went through alot of long distance phone calls, "Wait Chris," "listen to the bird dog story," (bird dog stories, those of us from Georgia talk about bird dogs and chitlings and things like that). Chris used to send in her weekly reports and they would say it took us two and one-half hours to do what we could have done in 16 minutes if we didn't have to go through all of the other stuff. Chris finally became accustomed to that and that is a very slow and hard process. The county in which she was located had no congregated meal programs. They came together and decided that that was their primary interest, having these meals. I'll just read you a little summary from that, "After holding a public meeting with about 50 people in attendance, the county defined nutrition as a major problem. The council then chose public relations, transportation, volunteer, and finance committees to pursue a conglomerate meal program. They have obtained the means at one of the housing project funds to initiate a meals program from donations and \$350 which came from the county commissioner's office. Talked with nursing homes about contracting meals, recruited volunteers to serve as hostesses, and transportation aids. The tentative start-up date is July 15."

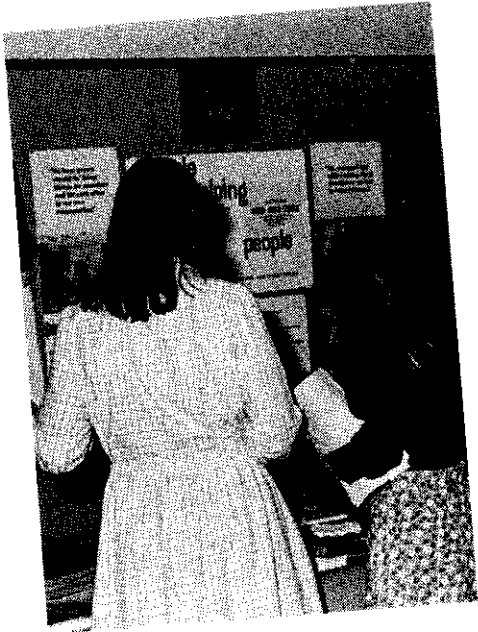
I must say that now this particular council and Chris is gone from middle Georgia. Chris spent two years as a volunteer in middle Georgia. She has now gone back to New Hampshire where she is a coordinator of

volunteer services for a nursing home but Chris still lives in middle Georgia and middle Georgia won't ever forget Chris as long as those who were there when she was there are around. Because now they have a very large grant from the Office of Aging which has provided nine physicians for the elderly and one in each of her counties to deal with the needs and services. Now congregate meal programs are provided in every county in which she worked.

Chris was a wonderful young lady and we miss her very much. Very, very much because she had the love that Professor Hillery told about. But I think the most important thing that Chris wrote that endorses what the good professor said yesterday was her last paragraph and I'm not even sure that there is such a word as ruralness but it sounds pretty good at this conference. Her closing paragraph on her report to me was "The ruralness of this area is a major factor in these problems. Communications are slow, to organize is a new concept, new ideas are considered slowly, the poverty level is high, 51% for over 65 and the education level is low. What we're doing is possible but a very slow process. The structure of such organizations is not to be compared with urban areas but we are making progress. The individual projects of the counties, the workshops that they had, and the similar meetings and the continual publicity will help the communities to understand the purpose of the council and eventually join in and serve them." And she was absolutely correct. We now have 9 councils and I might just share with you, Professor Hillery said yesterday there were 6 major factors and I have 7 if you would like to hear what they are in every community regardless of the size. And those are the providers, the physicians, the dentists and whomever it might be and maybe a little far apart but every community has some facts similar to this, government, voluntary organizations, education, the media, business and industry, and religious, civic, and social organizations. If you use those effectively and add that one ingredient of love and sincerity we can work very closely with rural America.







**HARNESSING  
HUMAN RESOURCES  
IN RURAL AREAS**

Papers in this section have considerable variation in style, format, and detail. Those preparing the Proceedings made no attempt to edit, amplify, or otherwise modify that which was presented for publishing.

The reader interested in more detail is encouraged to contact the presenter(s).

# MARKETING FOR VOLUNTEERISM

## First Level Program

By: Dr. William R. George, Associate Professor  
Department of Marketing  
Virginia Commonwealth University

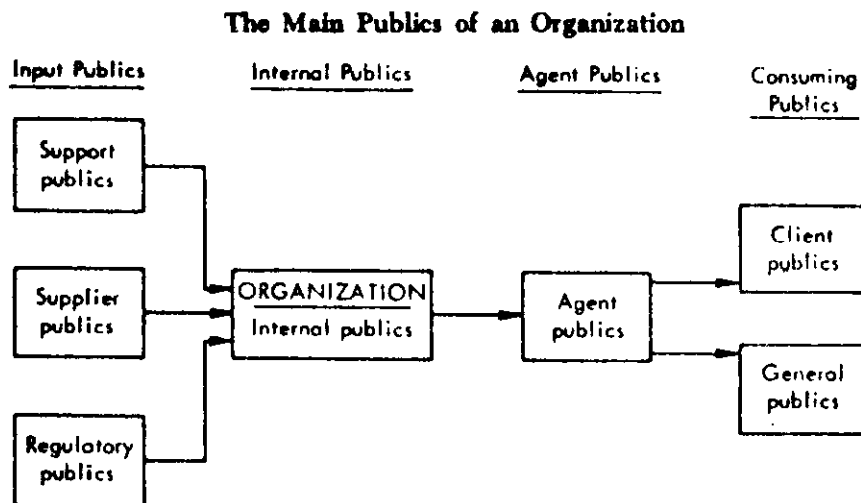
*"Every organization performs marketing activities. The issue is do they perform these marketing activities well or poorly."*

### The Program

Objectives: To develop a general understanding and appreciation of the marketing function in volunteerism programs;

to approach the volunteerism program and administration from a marketing perspective.

Outline: Definitions of marketing  
The main publics of an organization  
The target market  
Nine concepts crucial in guiding the marketing effort  
Marketing mix  
Marketing bibliography



A public is a distinct group of people and/or organizations that have an actual or a potential interest and/or impact on an organization.

An organization is viewed as a resource conversion machine in which the internal publics of the organization take the resources of certain input publics and convert them into useful products that are carried by agent publics to designated consuming publics.

The first input public of an organization is its supporters, those who lend it resources (money, time, volunteers, support encouragement). The second input public is other suppliers, those who sell it material goods and services. The third input public consists of regulatory organizations that input rules of conduct.

These inputs are processed by the internal publics of the organization.

The products may be distributed through agents or directly to the consuming publics.

Finally, the consuming publics consist of two main groups. The first group comprises the direct consumers of the product, called the client publics. Then there may be several indirect consumers of the organization's output, called general publics.

It should be noted that a particular public may function in more than one way in relation to an organization. Thus, some government agencies may act as regulatory publics and others as supporter publics. Business firms may relate as supporters, suppliers, and consumers of an organization. The classification of publics into these seven types is proposed as having value in bringing to mind the main groups relating to an organization. Also note that not all publics are equally active or important to an organization. Finally, the publics are related not only to the organization but also to each other in many important ways. A particular public may have a great deal of influence on the attitudes and behavior of other publics toward the organization.

From the organization's point of view, it is important to set up relations with its valued publics that produce satisfaction. The organization's task is to consider what benefits to offer each of its valued publics in exchange for their valued resources and support. Once an organization begins to think seriously about cultivating the support of a public, it is beginning to think of that public as a market, a group to whom it will attempt to offer benefits in exchange for valued resources.

SOURCE: Kotler, Marketing for Nonprofit Organizations, pp. 17-21

## THE TARGET MARKET

The target audience -- the persons at whom the service or information is aimed, the persons who are expected to "buy" it -- are very important in the marketing concept. The master plan for a marketing campaign -- a marketing strategy -- always begins with a study of the target audience. The person responsible for marketing must determine who has a need his organization can fill, then he must study these potential "consumers." He must find out exactly what it is they need, and decide whether it is worthwhile to modify this service or communication, making it more useful or useful to more people. He must consider the best ways of reaching potential audience with information about the service. In short, he must learn everything he can about them. All of these target "consumers," taken together, constitute the target market for the service.

The target audience is a subset of the total audience, consisting of a particular target group. It can be closely specified. For example, the target market for men's suits is men, not women or children. The target market for a trade magazine devoted to computer design is engineers, in a specific income and age bracket, working in computer design. It is convenient to speak of the target market for a given service or communication; but often it will be aimed at two or more different groups, with quite different characteristics, and those different groups might respond better to different overall marketing strategies.

This is a market segmentation approach. Market segments are relatively homogeneous groups with similar needs, wants, or interests that are relevant to the organization. They are groups of individuals who have common characteristics. These common characteristics may be based on age, sex, income, geographic location, education, size of family, use of service, history of participation with the organization, and the like. Characteristics which distinguish those in the total audience who are most likely to respond to the organization's campaign are the most useful.

The best definition and specification of a target audience is established with a market grid: a two-dimensional pattern like a checkerboard, in which each square represents a different section of the market. Each box in the diagram represents a different audience segment. In order to find out more about a segment, we can take the people in that one audience segment and break them down further. This kind of subdivision could be continued indefinitely.

The information necessary for defining an audience segment, and any further information about the people in that segment which would be useful to the marketing person, comes from market research, which is one reason why good data are essential to a successful marketing effort.

## NINE CONCEPTS CRUCIAL IN GUIDING THE MARKETING EFFORT

### A. Analytical Steps:

1. Generic Product Definition: A broad definition emphasizing the basic customer or client needs being served.
2. Target Groups Definition: The wide market defined in #1 above must narrow or limit its product offering to certain clearly defined groups within the market because of limited resources.
3. Differentiated Marketing: When serving more than one target group it will be maximally effective to differentiate product offerings and communications, i.e., recognize different "publics" and treat each one individually.
4. Customer Behavior Analysis: Avoid intuition and turn to formal research and analysis to determine the who, why, how, etc.
5. Differential Advantages: Consider and emphasize the elements in the organization's reputation or resources that can be exploited to create a special value in the minds of the potential customers.

### B. Planning Steps:

6. Multiple Marketing tools: 4 P's-----Product Offering  
Price  
Place  
Promotion
7. Integrated Marketing Planning: Overall coordination of the various marketing activities.

### C. Control Steps:

8. Continuous Marketing Feedback: Must keep up to date on changing environment and on performance.
9. Marketing Audit: Continuous measuring of performance on a periodic basis of such things as objectives, resources, and opportunities. Includes the re-examination of the basic business, target groups, differential advantage, communication channels, and messages in light of current trends and needs.



## MARKETING MIX:

### Those Variables Over Which You Have Control (The 4P's of Marketing)

- A. Service Offering: (creation) potential client satisfactions or benefits -- offering a "bundle of benefits" that is attractive to the target market.
1. Total Service Offering - actual service plus related functional, aesthetic, and/or altruistic features.
  2. Service Differentiation - how is your organization different from other organizations that offer these services?
- B. Promotion: (stimulation) the process of assisting and/or persuading a prospective client to support or participate in the services of the organization -- adding symbolic significance to the service offering.
- It is an exercise in:
1. Information
  2. Education
  3. Persuasion
1. Methods of Promotion: components of the promotion mix:
    - a. Advertising
    - b. Personal contact/personal selling
    - c. Other sales promotion activities, including publicity and public relations.
- C. Distribution: (facilitation) major factor here is location with respect to the present and potential clients -- altering the accessibility of the service offering to make it easier for the market to obtain it.
- D. Price: (valuation) placing a value on the service offering -- includes money costs, opportunity costs, energy costs and psychic costs.

## RECRUITING VOLUNTEERS IN RURAL AREAS

By: Susan Beard, Director of Volunteers  
West Virginia Department of Welfare  
Charleston, West Virginia

The objectives of the session which were negotiated with each group were:

*To provide an opportunity for participants to identify and discuss volunteer recruitment methods in rural areas.*

*To identify and discuss common volunteer recruitment problems (solutions) which may be unique to rural volunteer programs.*

*To identify and discuss methods for working with existing rural helping networks (mutual support systems) to expand volunteer activities in rural areas.*

The format for each session included a brief explanation of the objectives, a short presentation on recruitment, followed by a small group discussion period and a general summary.

To provide a common basis for discussion, we reviewed some general points on volunteer recruitment. The basic objective of the recruitment process is "to recruit and retain as many volunteers as necessary for the program to function at its optimum level." Regardless of the setting, urban or rural, there are basically the following four steps included in a successful recruitment process:

- 1) Determine specific objectives for the recruitment
  - a. How many volunteers are really needed?
  - b. When?
  - c. Where?
  - d. For exactly what kinds of jobs? (Have clear and meaningful job descriptions been developed?)
- 2) Prospecting and promoting. Locating potential volunteers through
  - a. Existing volunteer sources such as VACs, churches, volunteer organizations, clubs, etc.
  - b. Personal contacts
  - c. Mass or public recruiting campaign
- 3) Interviewing
  - a. Presenting the job
  - b. Convincing people to volunteer for the program
  - c. Determining the volunteer's potential to help the program

#### 4) Placement

Matching needs (jobs) with Time, Talent, and Location of available, interested volunteers

With these brief, common points, the participants moved into small discussion groups focusing on two questions:

1. How does the recruitment process actually work in rural areas?
2. What are some specific methods which have been or are currently successful?

Needless to say, the discussions were lively and even rather animated at times. The conclusions which were shared in the time for brief summaries from each group included the following items:

- ✓-- recruiting in rural areas is much more successful on a one-to-one, person-to-person basis (also often more time consuming)
- introducing specific needs when talking with either an individual or group is usually more successful than a generalized request for volunteers
- several folks found "Letters to the Editor" an effective method for locating volunteers
- several participants indicated limited success with classified ads, posters, public service announcements (radio and TV), bulletin boards, and church bulletins
- written and verbal job descriptions were discussed. Several advocates insisted the verbal descriptions were better received in rural areas
- observe what people in the area enjoy doing and try to design volunteer opportunities which are compatible
- for recruiters who are new or not well-known in the community, a sponsor is very helpful. It is particularly effective if the sponsor is someone who is active and well-known in the area
- recruiting male volunteers in rural areas has continued to present special challenges. Some suggestions included becoming more aware of their "style of helping" and recruiting for a specific project rather than clinging to the label "volunteer"

The most frequently mentioned characteristic of recruiting in rural areas was the necessity of approaching people in person rather than through mass media. Word of mouth was another frequently mentioned method.

HOW MANY DOORS DO YOU OPEN TO  
RECRUIT A NEW VOLUNTEER?

Keep the Member Interested  
and on the Job

Give him a job that is interesting and important, yet one which will not take more time than he can give

Sign on the Line

Get his time commitment and sign up

Specific Proposal

Offer him the job of his choice

Create Preference

List the many volunteer jobs that make up the operation

Arouse Interest

In the program of your agency in the community

Contact

Find the person you want and find a way to meet him

*From The Effective Management of Volunteer Programs, by Marlene Wilson, Boulder, Colorado.*

#### RECRUITERS

Must not only know how many people it takes to operate the service, but they also face the necessity of locating all the people who have time and interest to give.

The committee must ferret out and identify the man or woman behind the door or the title who must be called into service. Members of the committee must know the kind of tasks to be performed, the time a volunteer can be expected to give, the time each job will take, and the satisfactions to be gained through service.

TRAINED recruiters and consistent recruiting is the answer to the need to enlist a sufficient number of citizens to carry on the responsibilities of any agency.

AUTHOR UNKNOWN

The resources which were shared with the participants included:

Effective Management of Volunteers  
Marlene Wilson

Recruiting Volunteers: Views, Techniques, and Comments  
NCVA

Voluntary Action Leadership  
Summer, 1977 issue

The two handouts which were shared are attached.

#### STEPS IN RECRUITING PROCESS

1. Prospecting -- finding persons who have some likelihood of becoming successful volunteers.
2. Selecting -- choosing from among these prospects those who have the best chance for success.
3. Presenting the job -- convincing the persons that the volunteer job is the service for him if he will do those things involved and required.
4. Placing the person in the most suitable location according to his availability for area, time, talents, and out-of-pocket money that may be necessary for the job.
5. Training -- equipping him for success with correct knowledge, attitudes, habits, and facilities for the job.

Recruiting is not a single action job, but is in reality an "induction process" made up of integrated and interdependent activities. If any steps are eliminated, a thorough job of recruitment has not been in process.

The job of the recruiter is to contact enough people, who are the right people, and tell them the right story. This job entails:

- personal efficiency
- prospecting efficiency
- selling efficiency
- attitude which underlies all three

*From Your Volunteer Program, by Mary T. Swanson, Des Moines Area Community College, Ankeny, Iowa.*

## WORKING WITH AND THROUGH OTHER ORGANIZATIONS

By: Marsha B. Riddle  
Director of Volunteer Services  
Western Carolina Center  
Morganton, North Carolina

A sub-title for this workshop might be how we live and work together or hang separately. As these few opening comments are directed toward my involvement with and growing up in a rural county in North Carolina. I will need the involvement and experiences of all members of this group in order to complete our workshop.

In most cases in the small towns and the country the primary concern is working with people. It is who you are, who your family is, and if you have a connection to the community. If the element of close relationships of kindships do not exist, it is really essential to have someone in that community who will vouch for you and your cause. In an earlier presentation, Dr. Hillery referred to this individual as sponsors and gave examples of the minister and doctor as sponsors accepted by the people in rural America. While these folks may be good people, respected people, people who are looked up to, they may also be "come-here's." They often were not born and raised in the community. They may not understand the community and how to work with the organizations or groups there as well as the doctor's office, nurse, the Sunday School Superintendent and the little man who runs the gas station or country store. These people may possess the underlying power of the rural community and are often where you go to get things done.

A point to remember in working with others in any community is that "Everyone is self directed and does something for something." How well you work at getting along depends on the ability to recognize this fact and understand the individuals' needs for rewards and reinforcements appropriate to them. The degree of self-gratification needed varies from individual to individual and group to group. Our success or failure in working with every individual or group depends on our ability to communicate effectively and recognize that the right rewards and gratifications for each. Where I come from I see two kinds of self directed people, the ego-builder or self climber and the selfless climber.

The ego climbers and selfless climber in the community look the same but being able to recognize the differences in the two may mean success or failure in our endeavors. On the surface they appear the same. Both place one foot in front of the other - both breathe in and out, both stop when they are tired and go forward when rested.

But if you look carefully you will see some differences. The ego climber is like a fine instrument out of time with the world around him and will particularly "stick out" in rural America. He speaks too soon or too late, lacks patience, doesn't take time to listen, he looks ahead all the time never knowing or seeing where he is. In the country he's

always in a hurry - plants lots of seed but never cultivates his projects nor fertilizes them with patience, understanding, attention. Therefore, harvest and success are spotty, uncertain, and often the attempted project is a disaster.

On the other hand, the selfless climber - involves other people seeing the best of them, takes time to plant carefully, fertilizes diligently, weeds out the problems one at a time, watches the people and events around grow and develop and when harvest comes is just one of many who reaps the benefits and rewards of the endeavor.

The principals of working with groups in the country are the same as the principals of working with groups anywhere. The biggest difference is in how these principals are applied. Working with groups in an organized fashion in rural America is a little harder to put your finger on because the basic life style of the people and group is different. They have been able to survive over the years by a method of self-help and people helping people that is not used in urban America where complete independence without that "people helping people" concept exists except by agencies who are mandated to help.

In rural America the two systems "self help" and "people help people together" make volunteering somewhat different. In the country, it is just helping your neighbor not volunteering.

Therefore, in all rural communities there are natural-helping systems and networks which exist. It is important to know these. These natural systems and the people who are involved in the delivery of services through helping agencies are often led by the same people. Therefore, less confusion exists and these people can be more readily identified in the country whatever the need or project, the solution in rural America is based on that one-to-one very personal approach to solution and action.

Together let's take some time to identify the positives and negatives to working together with other organizations, agencies, and groups.

#### POSITIVES (listed by participants)

1. Quality of service and life for people is better.
2. There is a shortage of money and many needs. The money can be used more effectively.
3. Duplication of service will be eliminated.
4. Lack of services more readily identified.
5. Maximize skills and expertise of people and material resources.
6. There is more "power" in groups pulling together and supporting each other in meeting a common goal.
7. Benefit from all the experiences and knowledge of the various groups and/or agencies.
8. Understanding each other better or a better inter- and intra-agency knowledge.
9. More services will be available.

10. A better community image.
11. Pooling of financial resources to receive grant and other services.
12. Personal satisfaction.

#### NEGATIVES

1. Problems of turf.
2. Loss of jobs and money.
3. Harder to control people.
4. Having to compromise for less than you want.
5. Legal problems.
6. More work for everyone.
7. Sometimes there are just some people you can't work with.
8. Not practical because of lack of time and money.
9. Seeking the same leader.
10. Problems with the numbers game - everyone wants the country people with needs on their side.
11. Less money.
12. Less individual power.
13. Community is confused about who does what.
14. Recipients get shuffled around and back and forth more often if responsibility is not clearly defined.

The group also identified the most successful group to be involved with in rural America as: churches, schools, homemakers clubs, 4-H Clubs, Volunteer Fire Departments, Community Watch Organizations, Civic Clubs such as Ruritans. These may vary from community to community. Know your own community!

In conclusion the group's overriding feelings were that volunteering in rural America was a more personal system. That rural groups and organizations needed a verbal agreement and handshake or an activity not a written contract and that working with groups in rural America was much simpler once identification of the leaders (visible and invisible) was made. After this, the pieces of the puzzle of working with groups in rural America fall together naturally.

The end result is obvious quality of life for the people. A quality that doesn't just serve the system or even beat or escape the system. This quality captures the system and the spirit of volunteering and puts them to work properly and effectively and leaves the community free and with more worth to it's citizens.



## GUIDELINES FOR INTER-AGENCY COLLABORATION

### A. IDENTIFY OBJECTIVES, GOALS, NEEDS

1. The project must be of a nature that the outcome will be enhanced by collaboration.
2. Be specific about objectives.
3. Identify each agency's honest goals for the specific project.
4. Recognize legitimacy of other's goals.
5. Be prepared to modify your own goals, to give up some "sovereignty" in order to achieve major community objectives.
6. Don't give up on YMCA ideals; integrity of operation.
7. Keep community needs ahead of organization survival.
8. Keep emphasis on people, not on organizations.
9. Ascertain that motivation (for collaboration) is sincere, not a fund-raising gimmick.
10. Have clarity about termination; avoid long-term commitments.

### B. CLARIFY CONTRIBUTION OF WORKING RELATIONSHIPS WITH COLLABORATING GROUPS

1. Be modest about your organization's competence.
2. Be sensitive to other's fears (e.g. of domination).
3. Recognize that institutional protection is natural until advantages of collaboration are apparent.
4. Aim to increase level of trust, to develop confidence in collaborative process. Stress reciprocity of influence.
5. Be aware (locally) of possible repercussions from strained relations between national bodies.
6. Focus on the task and keep the process related to it.
7. Establish a good climate for open discussion. Provide opportunities for agency executives to get to know each other as persons.

### C. LEADERSHIP

1. Involve your best lay leadership.
2. Choose staff carefully when project is determined.
3. Identify director for project and his/her accountability.
4. Use outside consultants at strategic points.
5. Involve a third party acceptable to all agencies to convene early meetings (e.g. Council of Social Agencies, United Fund representatives, etc.).

### D. ORGANIZATION

1. Be specific about the project.
2. Avoid duplication of existing programs.
3. Check for fundamental prohibition in charter or constitution of participating organizations.
4. Develop an organization responsible for the execution of the project.
5. Secure commitment of finances and personnel (lay and professional) adequate to do the job.
6. Avoid forced marriages; allow for comfortable withdrawal from negotiations.
7. Begin with everyone who is to be involved in the act.
8. Develop an Inter-agency Council on the national level to facilitate communication.
9. Document all developments carefully.

### E. FINANCING

1. Nail down agreement, including financial implications before project is undertaken.
2. Don't be initially inhibited by funding restrictions, including restraints around accountability.

Action Alternatives for Community Change  
University of California, Riverside 1971

## STARTING A VOLUNTEER PROGRAM: MAKING IT WORK

By: James Thomas, Assistant Director  
Community Volunteer Programs  
American Red Cross  
Washington, D.C.

The participants understood the session to be "Developing Volunteer Programs In a Rural Setting," and while we came prepared to discuss our experience in this subject area, we received more questions regarding volunteer personnel matters (the recruitment, orientation, record-keeping, volunteer career development, how to fire a volunteer, etc.) than questions regarding the program development process.

### Agenda

1:30 - 1:40 (3:45 - 3:55)	Greetings
1:40 - 1:45	Assumption on which Red Cross Program Development Process is Based
1:45 - 2:00 (4:00 - 4:15)	Work Groups Discuss Questions 1 and 2
2:00 - 2:15 (4:15 - 4:30)	Reports from Work Groups
2:15 - 2:30	Work Groups Discuss Question 3 and Select One Solution to Report Back
2:30 - 2:45 (4:45 - 5:00)	Work Groups Report back of Question 3
2:45 - 3:05 (5:00 - 5:20)	The Program Development Process Rural Programs From the Chapter Program Exchange
3:05 - 3:15 (5:20 - 5:30)	General Questions

### Question #1

What are some characteristics of rural communities that are complementary to volunteer program development?

Examples:

- A tradition of people helping people
- People know each other
- Sense of community exists
- Willingness to accept some responsibility for solution to local problems
- Local community leadership identifiable and accessible

Question #2

What are some characteristics of rural communities that make volunteer program development difficult?

Examples:

Little knowledge of existing resources  
Money  
Time  
Sheer distance  
Distrust of many public and private agencies

Question #3

What are some of the ways you have solved a problem or worked through difficulties that confronted you in rural volunteer program development?

Examples:

External funding found  
Collaboration initialed  
A new leader emerges

THE PROGRAM DEVELOPMENT PROCESS

In this process, it is assumed that a general or broad social problem has been identified:

1. Definition of the various components of the problem
2. Preliminary selection of the components of the problem to which Red Cross might respond
3. Data gathering
4. Program goal formation
5. Development of a plan
6. Implementation of the plan
7. Evaluation of the program

Assumption: That a broad social problem has been identified, e.g.: Low quality of life among the aged.

*STEP 1: Definition of the Various Components of the Problem*

Role of the  
Volunteer Committee

Share their understanding of the component parts of the problem

Role of Paid Staff

Participates with the volunteer committee in defining the various components of the problem

e.g., Low quality of life for the aged.

Identified components of the problem:

1. Inadequate income
2. Inadequate housing
3. Lack of transportation
4. Inability to prepare proper meals
5. Lack of home nursing care
6. Loneliness and isolation

*Step 2: Preliminary Selection*

Role of the  
Volunteer Committee

To make a selection of the components of the overall problem to which the Red Cross might respond.

Role of Paid Staff

To provide information to help the committee in making the selection.

e.g., Identified components of the problem:

1. Inadequate income
2. Inadequate housing
3. Lack of transportation
4. Inability to prepare proper meals
5. Lack of home nursing care
6. Loneliness and isolation

*Step 3: Data Gathering*

Role of the  
Volunteer Committee

To gather data upon which to base a decision regarding which component identified in Step 2 will be the basis of a Red Cross program.

Role of Paid Staff

To assist the committee in gathering necessary data.

e.g., Committee might ask various community groups which component (3, 4, or 6) they feel is most urgent need:

Community leaders  
The aged themselves  
Health Department, visiting nurses  
Church groups

*STEP 4: Program Goal Formation*

Role of the  
Volunteer Committee

1. Makes decision regarding which component of problem will form basis of program they wish to develop.
2. Formulates the program goals.

e.g., Based on data gathered, the committee decides to start a transportation program for the elderly.

The program goal formulated is to provide transportation that will enable elderly persons who have no other means of transportation to visit a supermarket once a week to do their grocery shopping.

Role of Paid Staff

1. Provide any assistance needed by the committee in making a good decision.
2. Provide input as needed regarding chapter resources, community resources, etc.

*Step 5: Development of a Plan for Carrying Out the Program*

Role of the  
Volunteer Committee

To develop a proposed plan, including:

- Structure and organization
- Personnel requirements
- Funding sources
- Physical support requirements
- System of delivery

To propose this plan to the chapter board and secure approval.

Role of Paid Staff

To provide information and staff support to enable the committee to develop the proposed plan.

*Step 6: Implementation of the Program*

Role of the  
Volunteer Committee

To work with the chairman of volunteers in the recruitment of a program chairman and committee to carry responsibility for the project, and a job description.

Role of Paid Staff

To work with the chairman of volunteers in the recruitment of a program chairman and other volunteers to man the program, and with the program chairman selected in organizing the program.

*STEP 7: Evaluation*

Role of the  
Volunteer Committee

To develop criteria  
against which to judge  
the success of the program.

To apply the criteria.

To make any necessary  
adjustments in the  
program as needed.

Role of Paid Staff

To assist in development of  
the criteria.

To work with the program  
chairman to develop necessary  
systems for gathering data  
about the program for use in  
evaluative process.

## EXAMPLES OF VOLUNTEERISM IN RURAL AREAS

### 1. Operation Warm Child Peru, Indiana

In January, 1972, a local school teacher called the chapter to ask if the production group would furnish gloves, caps, and scarves for a dozen of her pupils. The weather was bitter and the school insists on children going outside during recess. Some of the children did not have the necessary items to keep them warm. Our group hurriedly knitted the required items.

Since then, our chapter contacted all elementary schools in the county and several church sewing groups and have supplies on hand for each of the schools. Each church group buys and makes these items ready to be distributed in cold weather. Our chapter produced items do not cost anything, either, since we have a large amount of yarn and material scraps donated.

This is an on-going service with no training involved.

### 2. The Volunteer Income Tax Assistors Cedar Rapids, Iowa

To assist servicemen, servicemen's wives, veterans on pension or compensation, and veteran's widows in completing their income tax returns. Training furnished by Internal Revenue Service.

The sponsoring agency was Red Cross.

IRS has an intensive 2-day training course for volunteers known as Volunteer Income Tax Assistors - VITA. IRS staff invited our chapter to participate in this training, which was being experimented with in the state of Iowa. We invited, not only interested Red Cross volunteers, but volunteers and workers from OEO, Council on Aging, and the community settlement house.

### 3. Youth Volunteens Defiance, Ohio

Youth Volunteens from one rural high school council put on periodic bingo parties for inmates of one of the nursing homes. Each Red Cross youth is partner in the game with an oldster. One elderly lady was so feeble in health she was reluctant to "try it." Upon winning one time, she hugged her youthful partner and jumped up and down yelling, "We won, we won."

### 4. Telecare Alton, Illinois

The program was initiated by Illinois Bell Telephone Company Volunteer Corporation after a meeting of community representatives, police, clergy,



EOCC, Red Cross, and senior citizens to determine the need and desirability of program.

Clients are recruited through EOC, Red Cross, churches, etc. Volunteers who are making the calls are recruited from Illinois Bell Telephone employees and their families and are trained by Bell Telephone Company.

5. Dental Health Education  
Roanoke, Virginia

Mrs. C. R. Boitnott, Jr., a Roanoke Valley Board Member from Craig County, asked what could be done for the "dentistless" students in the school system. Two young dentists from Roanoke who open an office about three times a month in the town of New Castle, were contacted and they were delighted and cooperative. Mrs. Alice Hinchcliffe (an ex-Red Cross employee), a registered Dental Hygienist who is an Associate Professor in the dental program at the local community college, was contacted and immediately began to work up a teaching manual (2 hour). Thirty-nine volunteers were trained by her on March 26 in teaching methods of cleaning and flossing teeth and the use of disclosing tablets. The volunteers were recruited in the town through the womens' clubs and RCY. Mrs. Hinchcliffe is an excellent and enthusiastic teacher and the volunteers were ready to start on March 28.

The students will be taught the use of brush, floss, and disclosing tablets. They will be given a brush, paste, and floss and 2 weeks later they will return for a check-up. There is a total of 700 students in the school system and the record keeping will be done by volunteers but supervised by school employees. Half the money for the project has been donated by two Craig County organizations, the Junior Womans' Clubs and Eastern Star. The program will be an on-going one. We see it being activated in the fall for those who have recently entered the school and perhaps a review of procedures for some. The following year's expenses should be much less because we will not be giving all of the students their supplies.

6. Manual Communication Services  
Fargus Falls, Minnesota

With a predominate population of senior citizens, and extensive "special education" facilities, our community has a number of deaf citizens.

Three Red Cross volunteers attended a course on finger spelling and basic sign English offered by the Lakeland Mental Center. Now in case of a disaster involving the deaf, there are Red Cross volunteers available to help alleviate confusion and tension by being able to "sign." The two instructors of the program have also volunteered their services to the chapter. Also, special first aid and safety classes can now reach the deaf.

## ORIENTATION AND TRAINING METHODS FOR RURAL SETTINGS

By: Dr. Arlene Schindler  
Director of Education and Training  
National Center for Voluntary Action

Notes by Judy Lund, North Carolina

There needs to be significant considerations for training in rural communities.

Sometimes not training rural people; sometimes you are training rural people - two groups to consider.

Training - education: same thing occurs in training adults as in an education situation.

Good understanding of what makes people learn, absorbing information that changes people's behavior.

Semantic game; clarify things or people get lost with semantics.

Training: preparing people to perform involving: 1) orientation, 2) acquisition and 3) adaptation.

Orientation: getting everyone on the same track, making people feel at home where they are so that they can learn new things.

Important to understand disparity between trainees.

Can't assume things when you work with adults.

Training involves defining what it is that you want people to do when they leave the course.

What do you want them to know; pre-assessment.

"Shot-gun" to begin training session; get feedback; pull people together.

Adapting and acquiring levels of experience.

Training: any kind of an educational process wherein you determine a body of information and make a plan for its presentation and you present it.

Task of a trainer: create and maintain a learning environment.

Maintenance should continue throughout the session, working with people, interruptions, etc.

Training session as a line of information, managing that line so there is no interruption of that line's flow.

Responsibility of leader to bridge the disruptions.

Process: taking information within the room and doing something with it so that persons receiving it see its relevance and meaning.

Working with adults important to process.

Controlling individual participation; purpose to achieve certain ends; individuals shouldn't "hog" the spotlight; trainer's responsibility to control this.

Group changes but its purpose does not.

Groups: age, income, sex, etc.

Find common factor within a disparate group.

Use of different kind of language for certain groups.

Differences between adults and children, frame of experiences, time span, time of day.

Resistance to trainer can occur; outsider, authority.

Task & responsibility of trainer: facilitate information for specific purposes; being outsider doesn't count or make any difference.

Trainer has to make adjustment in tasks to fit each agency.

Where people are in terms of understanding - need to vary techniques of learning.

Methodology changes with the groups:

1) participation: take advantage of the experience.

2) variety: provide for the difference.

3) trainer: decides on which direction to go and then presents information.

Exercises help trainer to know constructive needs.

Trainer can re-teach; correct mistakes of small group exercises.

Use of hypothetical examples in order to include all levels and varieties.

Give group common base of experience.

Whatever information is to be presented, there is one certain technique that is most appropriate.

Panel discussions within the group.

Use of aids in working on materials: What information do the people need? How is best way to present?

Use of flip chart - when there is reason to keep the information.

Use of blackboard - easy visibility - teacher/student.

Flip chart different psychology; more shared.

Seating arrangements present ranges of formality.

Concept development: crucial to use and build on information; use of a certain technique for this.

Use of critical incident: Allows people to test their action at a time when there is no consequence. Allows everyone to bring in their experience.

Never try to use the language of the group; it comes across phony; use plain, forward English.

Reserve your humor until you know what the humor is.

Wait in your assignment of status to any persons in the group until you know who has the status in the group.

Look out for references that reflect your value system.

## ACCOUNTABILITY WORKSHOP

By: Charles Tildon, Director  
Volunteer Service Corps  
Baltimore, Maryland

Purpose: To explore the meaning of and to provide practical help toward, accountability in volunteerism.

It appears that there are two primary concerns in volunteerism today: 1) the value of volunteer service to the community -- persons in need; and, 2) the value of such service to the volunteer.

It also appears that these concerns tend to be discussed in isolation from one another.

1. The value of the service tends to be a priority concern of agencies which provide service or provide funding for those services. This group may include many public and private social human service agencies, and such funding sources as government, foundations, and the United Way.
2. The value of volunteer service to the individual volunteer tends to be the concern of groups and organizations which are either traditional sources of volunteers or newer groups which have formed to advocate or protect the rights of particular populations.

There is a genuine danger that the continued separation of these issues will lead to rigid antithetical areas within volunteerism.

The gap can be bridged if human service agencies and volunteers alike will recognize that if either is to be served, both must be mutually accountable.

The workshop participants included both volunteers and agency representatives. Through a series of practical exercises, the participants discussed the triangular relationship between the volunteer, the community, and the agency.

The overall outcomes of the workshops were:

1. Accountability implies standards of criteria of measurement and evaluation.
2. Written service assignments and descriptions of volunteer objectives/expectations are highly.
3. Memorandum of agreement forms are useful tools for delineating the areas of mutual accountability.
4. Clients of volunteer service, the volunteer, and the agency benefited from this systematic approach to volunteer programming.

MOTIVATING AND MAINTAINING:  
RIGHTS AND RESPONSIBILITIES OF THE VOLUNTEER  
OF THE ORGANIZATION

By: Barbara Sugarman, Director  
Office of Volunteer Services,  
Dept. of Human Resources,  
Atlanta, Georgia

Notes by: Lois J. Burns  
ARC 202  
Preschool Project Coordinator  
Greystone Village  
Jasper, Georgia

Emphasis was placed upon the fact that the volunteers are motivated by their own personal needs. These should be recognized and fulfilled (rewards).

The key questions to which agencies utilizing volunteers should address themselves are:

1. What benefits will the volunteer derive from his/her efforts? (Discover the "selfish" motive).
2. Will the volunteer need transportation?
3. How significant a role will the volunteer have in decision-making?
4. What will be expected of the volunteer's supervisor?
5. Can the volunteer identify with the client in training, both formal and vicarious?
6. Are there tangible rewards for the volunteer's activity?
7. Is there opportunity (top priority given) for employment of the volunteer (or is she/he considered "unqualified" when pay is involved)?
8. Do you know as much about your volunteers as you know about your paid staff?

## FINDING LOCAL RESOURCES

By: Bettie Biehn & Sean McAlea  
State Office on Volunteerism (Virginia)

The two workshop leaders polled the participants to assess their needs on the subject and their expectations of the workshop. Topics ranged from grant writing and securing financial assistance to transportation.

The leaders offered suggestions for each topic and asked for input from the group. There was much interaction and many possible solutions came from the group discussions.

The leaders and group members mentioned several available information sources for grant writing, including:

Catalog of Federal Domestic Assistance  
Grantsmanship Center (Grantsmanship Center News)  
State or Federal Agency for which grant is written  
Booklet entitled, "Funding Resources for Voluntary Programs"  
published by Va. State Office on Volunteerism  
Directory of Private Foundations in Virginia  
(possibly available in other states)

Workshop leaders talked about different ways of looking at resources, e.g., funds, times, people, skills, materials, etc. The People Approach System for Volunteerism was discussed briefly, including NOAH (Need Overlap Analysis in the Helping Process) and Mini-max. This approach was developed by the National Information Center on Volunteerism in Colorado, and was discussed by the group as a means of expanding horizons for the word "resources."

The workshop leaders depended heavily on group input for suggestions, solutions to problems, and commiseration on common problems, e.g., transportation.

NOTE: This is a description of the second session of this workshop: The leaders assessed the needs of the first group that were unmet, and restructured the workshop for the second session so that participants would not leave feeling that their problems had not been addressed.

**DISCOVERY GROUPS  
AND STATE WORK SESSIONS**

## DISCOVERY GROUPS AND IN-STATE PLANNING GROUPS

These workshops were intended to help participants learn by interaction and planning. Discovery groups, chaired by members of the planning committee, were designed to allow explorations of the concepts and orientations presented by the keynote speaker, Professor Hillery. These groups were heterogeneous by state and experience.

The second workshop, Rural Settings and Rural Systems, featured Specialists of rural life from each of the states presented their understandings of their own state's rural settings and rural volunteerism. See page 75 for a list of these presentors.

The final workshop focused on plans for dissemination of this conference effort to others in each state. The workshop was conducted by the in-state team who had agreed prior to the conference to "do something" back in-state after this conference. The Georgia plan on page 77 is an example of the outcome of this workshop.



RURAL SETTINGS - STATE MEETINGS

Volunteerism in Rural Areas

November 2, 1977

<u>State</u>	<u>Resource Person</u>	<u>Room</u>
Alabama	Tony Dozier Ext. Com. Development Specialist, 4-H Auburn University	Conference Room F-2
Georgia	Dr. J. W. Pou Community Resource Development University of Georgia	Conference Room B
Kentucky	Mr. Jim Walker Executive Assistant Governor's Office on Volunteer Services	Conference Room F-1
Maryland	Charles Tildon Director Maryland Service Corps	North Lounge
Mississippi	Charles Twitty Extension Specialist Tupelo, Mississippi	Conference Room G-1
New York	Edward LaClair Supervisor of Volunteer Services Comstock, N.Y.	Board Room
North Carolina	Dr. Dalton Proctor State 4-H Staff N. C. State University	Conference Room A
Ohio	Phil Bowman Community Worker Wooster, Ohio	Conference Room E-2
Pennsylvania	Simon Garber Leadership Development Specialist Penn State University	Conference Room E-1
South Carolina	Mary Stone 4-H and Youth Development Clemson University	Conference Room D

Tennessee	Rose Ann Hartman Roane County School System Kingston, Tennessee	Conference Room G-2
Virginia	Del Dyer Extension Specialist, CRD VPI&SU	Rear Half Auditorium
West Virginia	Dr. B. B. Maurer Extension Specialist Cultural & Clergy Education West Virginia University	Conference Room C

## RURAL VOLUNTEERISM CONFERENCE

### Evaluations by Georgia Delegation Members

The basic goals and objectives were met. There were some areas that were definitely lacking though. I wish the workshop content could have been specified in the program. Both workshops I attended, "Starting a Volunteer Program" and "Finding Local Resources" were worthless. People attended to find out how to write grants, talk about their dissatisfaction with VISTA, and solve transportation problems. Nothing about what I wanted to learn.

The timing was perfect for me and greatly appreciated. It reinforced certain principle, e.g., observation of the community, the need to have the target population specify their needs, and it enlightened other principles - need for broad-based support and communication with those in "power" and those in "need."

Keynote address - excellent. Understanding, setting the "mood" for the following, etc.

Discovery groups made it more personal immediately. Good. Not much information exchanged other than introductions. Made me aware of what others do - the "spectrum."

Heritage party - excellent. Great fun.

Agency receptivity - good speakers. Lamar's points on the volunteers' needs (motivation) especially good.

State meetings - excellent discussion and get together (meeting and exchange).

Workshops: William George - excellent; Arlene Schindler - excellent; Bettie Biehn ("Finding Local Resources") - fair.

Mobilizing (Robert Doyle) - excellent.

Thank you.

Sessions and workshops on understanding rural communities, harnessing volunteer resources for problem solving, developing functional models for volunteer development and role identifications, and management style were successful and helpful.

I was not as successful in acquiring usable, workable knowledge in identifying and understanding volunteer styles in rural areas or improving the effectiveness significantly of rural volunteerism.

The conference generated and renewed my enthusiasm for developing and coordinating volunteerism in my county, and just this much has made the conference worthwhile.

Overall, I rated the conference very good. Some of the individual sessions on workshops could have been better. Sometimes in the individual workshops, we shared ideas from local situations which is good but at times it seemed as though the "blind were leading the blind."

The planning of the conference was good. The site was excellent and Dr. Dyer is a remarkable person. The time frames of the sessions were well planned and worked well.

I felt the content of the conference was somewhat repetitive. Some of the presentors said almost the same thing. Perhaps all of the presentors could have got together and discussed their presentations.

The session I liked the best was Mobilizing for Action by Robert Doyle. His checklist is excellent.

Overall, the conference was beneficial to me, not so much from the session, but because of the personal contact with other participants (who came from a wide variety of areas).

All program purposes were addressed reasonably well with the exception of "Developing Functional Models for Volunteer Development in Rural Areas."

Conference was well thought-out with a good balance of fun and work.

Rural heritage party especially enjoyable.

Dr. Dyer was outstanding as a moderator.

One of the best things was that finally I felt I could contribute something, that maybe I was doing something right. The group on Orientation and Training Methods for Rural Setting was excellent. I also liked the Social Action - Mobilizing for Action talk.

I'm really glad we had so much time for interaction with the other people. This is always the best part of conferences.

Program Purpose:

I understand rural communities much better and know a little more about how to harness volunteer resources for problem solving.

I still do not feel we have developed a functional model for volunteer development in rural areas.

I don't even know what you mean by volunteer "styles."

This may of been done, reviewing the dedication of rural volunteers, to the few that were here.

The conference did generally improve the effectiveness of rural volunteerism.

### Specifics:

Marketing the Rural Volunteer Program was great, should be done in Georgia.

Recruiting in Rural Areas had nothing new to offer to me.

Mobilizing for Action was great also.

I liked the idea of meeting as state groups.

Next time you have a panel, give more time for questions from the people.

### Program Purpose:

Goals - very realistic.

Thursday morning session on How Social Action takes place was good step-by-step applicable to developing volunteer programs.

The workshops dealt with a variety of life styles - all of them rural - we found geography made a little difference - people are people. Transportation or distances still is difficult for urban people to understand and also conflicts between county officials.

I am going back inspired - knowing it can be done.

Some very effective thoughts were shared and can be used in my area.

All in all, a most effective conference. The workshop on Training Methods for Rural Setting by Dr. Arlene Schindler was exceptional. Handling the people, facilities, meals, entertainment is best I've experienced.

To understand rural communities and learn how to harness volunteer resources for problem solving - good. Received good information on how to harness resources by identifying the resource contacts. But I feel that identifying more "funding resources" either within rural areas or support from outside rural areas should be more clearly defined.

To identify and understand volunteer styles in rural areas - good. The interaction between persons who live in rural areas and reported on their experiences and history of their communities was very beneficial in understanding the special life styles.

To develop functional models for volunteer development in rural areas - good. Received very good management techniques. Suggestion: that we hear more examples of "success stories" in rural areas and analyze WHY those programs were successes.

To renew the dedication of rural volunteers - good. After surveying some of the Georgia participants' feelings, I found that there was a sense of quiet renewed determination to proceed with more dedication and to involve more of the actual rural "volunteers" in the indoctrination

processes for more dedicated efforts locally.

To improve the effectiveness of rural volunteerism - good. Only time will tell and information examined at another rural volunteer conference from persons who attended this conference and whether or not they were able to use the information presented in their own rural areas.

## RURAL VOLUNTEERISM CONFERENCE

### Georgia In-State Action Plan

#### What would we like to share?

1. Rural session at statewide conference.
2. Share proceedings of rural conference.
3. Share proceedings of rural conference with VISTAs.
4. Get information on all workshops (detailed).
5. Write letters to Governor and Mrs. Busbee.
6. Get administrative staff involved.
7. Get rural volunteers involved.
8. Share information with school boards.
9. Share information of proceedings with VACs, hospital coordinators, etc.
10. Information exchange with rural volunteers
11. Evaluation of this conference.
12. Have another regional conference on rural volunteerism. An extension-including rural volunteers.
13. Follow-up publicity on conference in newsletters.
14. Share with Rural America, Inc., President Carter, NCVA.
15. Take Arlene Schindler back to Georgia.
16. Thank foundations for scholarships.

#### Solutions

1. Evaluate NOW. Delegates submitted evaluations at end of conference.
2. Suggest support for another rural conference. GOVS will convey suggestion to planning committee.
3. GOVS to provide questionnaires to obtain what statewide conference is to address -- survey tool (Ready by November 18).
4. Incorporate information on rural volunteer conference in VISTA training, especially "How Social Action Takes Place." GOVS and delegates will contact State ACTION Office.
5. Everyone here submit feelings of this conference in individual letters to each Governor and Mrs. Busbee (November 11 deadline). Send letters to GOVS, 7 Martin Luther King, Jr. Drive, SW, Room 243, Atlanta, 30334.
6. GOVS will compile and forward detailed information on workshops through Georgia participant notes (deadline November 11 to get reports to GOVS). Casey - marketing. Gerri - recruiting. Denise - working through other organizations. Mary Lou - starting. Jill - training and orientation. Emlie - accountability. Louis - rights and responsibilities. GOVS to assemble and return information to delegates by December 5.
7. Involve volunteers in planning on any level, for any event.
8. Scholarship donor contact persons for thank yous are as follows: Mr. Rowland Vincent, Vice-President, Weyerhaeuser Company Foundation, Tacoma, Washington, 98401. Mr. Harry Teter, Jr., Executive Director, Appalachian Regional Commission, 1666 Connecticut Avenue, NW, Washington, D.C. 20235.
9. GOVS to provide rural references compiled by National Center for Voluntary Action.

**CONCLUDING LUNCHEON SPEAKER**



Jo Westpheling  
Editor and Publisher  
The Hickman Courier  
Fulton, Kentucky

&

A Member of the Governor's Volunteer  
Advisory Council for Kentucky

I will send the check as you asked. Distinguished members of the front table here, as all of you learned volunteers out there, I don't mind telling you that I have been a little bit apprehensive about accepting this assignment and when I got here and talked to many of you people I had been in, it's the big one Elizabeth, I have really been frightened. But anyway, I won't be because Norma tried to get Colonel Sanders here to speak to you all today. So she couldn't find the guy who made a million dollars out of spring chickens so she got an old hen from Kentucky.

At the outset, I want to tell you where Hickman, Kentucky is because I was talking with some people and I said I am from Fulton County, Kentucky and they said where is that. So, if the people in Kentucky don't know where Fulton County, Kentucky is, I am sure that many of you don't. I am about as rural as you can get. The town where we publish the newspaper now is on the Mississippi River. We live in Fulton, Kentucky and the total population is about 9,000 people. Two-thirds of those people believe it or not, are senior citizens. So, we do have a small county in a rural area and as the newspaper editor in that rural area, I have seen it all. I have been where the action is.

Now, I started to write a speech before I came here but that would have been an exercise in futility to be able to tell you anything about volunteerism. You have been told how to recruit volunteers, how to market volunteers, how to interest volunteers, how to get them in the fold, and everything else like that. I don't think there has been a great deal of time spent, unless it was in some of the workshops that I did not attend, that really what motivates volunteers. I was going to say to you all today that I am a professional volunteer but now that I have seen all of you, I think I am only an amateur volunteer. But I will say this, because of my volunteerism, I probably have the only non-profit corporation in the world that publishes a newspaper. It really didn't start out to be that way but you can understand on the assignments that I have accepted and those that I have made up, that it takes a great deal of time to do those things. So the only thing that I can tell you today are some of the success stories about volunteers.

I think I will start with the International Banana Festival. The International Banana Festival has been referred to as a showcase of people-to-people diplomacy. In 1963, as Norma told you, when I was going to the office and I had just about everything for that year and the lawn was nice and clean and I wasn't about to prune the tree and everything like that. I decided, looking at those railroad tracks and all those banana cars there, why don't we have a Banana Festival. The idea about a Banana Festival was not totally new at that point. The year before I had appeared on the, probably three years before, on the Arthur Godfrey Show, you remember some of you old timers like me, when they used to have that talent scout show. Well, I took a little girl to New York as the talent from our community and when Arthur Godfrey asked me where I was from, I said I am from Fulton, Kentucky, the banana capital of the world. Well, that nearly blew his mind. You know, who had ever heard of bananas in Kentucky? But, I will explain that we were at that time, and are still, a great railroad transportation center. And all of the bananas that came up from the Central and South American ports came to Fulton, Kentucky without bill of lading and are

distributed all over the United States. So came the Banana Festival.

In the community of 7,000 people of course, it is kind of a cornish sounding thing, but in 1973 we got Miss America there and NBC covered it live and that sort of thing, but we had to have a real vehicle. We had bananas, incidentally for the young man who is laughing, we had banana stalks, you know that is when they used to ship bananas in stalks and we had them hanging on the parking meters and everybody would come over and pick a banana for three days. The thing has just absolutely, it's going to be in its 16th year. We are now planning and have set the dates for the 16th Annual International Banana Festival. But getting the things together and having the national network there just absolutely made the entire community feel like that this was their thing. But it was kind of hokie to begin with, you know, a Banana Festival in Kentucky. So we had to do something in order to perpetuate this Banana Festival. So the following year when I was President again, I came up with the idea that what we're going to have to do is we're going to have to align ourselves with the banana producing countries of Central and South America and make a good will program of people-to-people diplomacy. Would you believe that we got up a good will mission and went to Teto, Equador in 1964 which is the largest banana producing country in the world and we were entertained by the President of Equador and by (real story) all the heads of the Agricultural Department, Industrial Department, and the Tourism Department, and everything and I took my husband and I went on the good will mission. We took our daughter and on the way back home she said, you know mother, we have been gone eight days and been to nine cocktail parties. We really nearly came back and had to take the cure. You know, they eat dinner in the Central American countries, they close everything at 12:00 and go back to work at 4:00 and then they start dinner, you know, like 10:00 or 11:00 and things like that and it's just enough to kill you really.

So the last two years ago, not two years ago, back in 1965, would you believe that the White House sent the Honorable Averall Harriman as his professional representative to the International Banana Festival. It sounds funny but it really is real because we really do a good job. We bring about 35 or 40 students over from the banana producing countries and I don't want to take any time naming them but there are nine of them you know. You can do business with one government and they will tell you they will send the marinda band or a group of dancers, Costa Rican dancers. The only problem is when you had a good will mission like that, the government changes while you are on your way back home. Then we have a national award. We'll send brochures on the Banana Festival. Oh, I forgot to tell you we also make the world's largest banana pudding. It is 10,000 pounds and it rides in the parade and after it is over, everybody comes to the Banana Festival, of which they are many, they partake of the wonton pudding. I don't know really what that has to do with this business but as I told Norma, I can't say anything to you that you haven't heard during this conference.

But the underlying point that I am trying to make to you is that people really want to be a part of something. I mean a volunteer. We do not have one paid staff member in the International Banana Festival Corporation and there are 7,000 people who participate in this program all year long (we're working on it now). You can imagine some of the things we have. Who can

eat the most bananas and all that sort of thing. But it's a really fun kind of thing and we have the marinda band and if any of you have ever danced to the marinda band, well it's psychological warfare because they play a tune for 20 minutes and it's in a very, very fast tempo and they just kill you off, that's all, it's psychological warfare.

Now then, we had our county activity last year in the cancer drive. In a community of 3,100 people we raised \$8,000. That activity started when I was in active broadcasting. We decided to have a radio broadcast and radio auction. Everybody in the whole county baked something or cooked something or made something and we were on the air for about an hour and a half and people out in the radio audience phoned in. Somebody would say \$150 for Norma Johnson's cake. If that startled you, it may indicate to you something that everybody wants. A volunteer in some way or another wants to have some kind of a little bit of recognition. The fact that over the radio, they say that Mrs. Joe Spenser baked this beautiful pie or Mr. So and So gave a bond or that sort of thing. So, it's just knowing you are a part of a big activity. Of course, some of the food, you know, not always comes out of Good Housekeeping and that sort of thing. One pie sent my husband to the hospital for two weeks. That is also a true story. I don't know what the women put in it. It wasn't a box. It wasn't Betty Crocker, I can tell you that.

Another success story and then I will get into a controversial matter because I am probably the most controversial editor and the most controversial individual. I won't just confine it to the State of Kentucky. People either like me, I'd say they either love me or they don't. There is no middle ground with me. Moreover, 40% of the people in my community are mad at me all the time. Fortunately, it's not always the same 40%. It changes just like volunteers do. You may be able to make an appeal for volunteers and you may get an awful lot of them and they do the jobs and then you may need them again and they may not be there. You need to search for another 40% you see. But anyway, I forgot what I was going to tell you about. There is one other little for instance of my life. My county leads the nation and has received national recognition for doing things on the volunteer effort. Needless to say, as I told you earlier, that our newspaper publishes, promotes, conjoles, arm twists personally, and through the columns of the newspaper to get involved in things that we have to do. You know, everybody at some point or another is a volunteer. They volunteer in cash, in civic activities, and fraternal activities. Everybody is a volunteer. It's just getting them together on an ad hoc situation or just getting them, that's all.

We had the American Wind Symphony come to Hickman, Kentucky last year and whatever you say, t'aint easy telling people of Kentucky about symphony. MY CAMERA. You know, we say symphony in my community, it is about saying something like the bubonic plague because people just don't like going to symphonies nor do they like going to ballets nor do they like going to opera. But would you believe that granddaddy, children, and all came. So anyway, our newspaper sponsored the appearance there of the American Wind Symphony and we had to raise \$3,750 in order to match a grant that was made to the American Wind Symphony to bring it to Hickman and improve culture in Kentucky. I raised \$5,800 just because my touch with them is

you're bringing culture to Hickman, you see. Didn't everybody come, but they did want to say that they were a \$100 patron, you see. Well anyway, the newspaper kept hitting and hitting and hitting about the American Wind Symphony and what a tremendous asset it was to come to Hickman, Kentucky. But we also needed housing for the musicians who came with the Wind Symphony. Would you believe that the people who offered their homes to the musicians in the Wind Symphony were the people that were in West Hickman in an area that we were about to tear down because it is the local ghetto and the local slum area and, of course, we had to work at it somehow. A guardian prayer really takes care of me for the things that I have done to get volunteers involved. But anyway, we could not do it. The point is that everybody wanted to be a part of the action.

The biggest thing that happens in Hickman, Kentucky every week is the paper that comes out and as I mentioned, I make it interesting to them. I pick out a county judge or the police or somebody. The Commissioners are trying to pass a 5¢ tax per \$100 of property evaluation for the service. I have been jumping up and down and writing about it. I don't think it is going to pass. I doubt if it will get any votes at all, but anyway. The big thing that happens every week in Hickman is the publication of the Hickman Courier. Has a tiger for an editor in spite of the humor you see here. I am a very serious editor. There is a program, a new one, called Title III of the Nutrition Program. How many of you are involved in that program? Well, it's a beautiful program, isn't it? It's a lot of money. I think our county was given \$40,000 in order to fund this program. The intent was to give a good warm meal to elderly citizens five days a week. I started hearing that the country club crowd was taking guests to the site to feed them their meals and I thought, you know that's a very ridiculous thing so I started out for three or four weeks to investigate. I found they were charging \$1 a meal to the elderly citizens. Those that could not afford it just didn't pay. The amazing thing, however, was that the administrative costs involved in that program made those meals cost \$18.07 a piece. The food was catered 75 miles from Padukah, Kentucky. They bring them the meals everyday from Padukah, Kentucky to Hickman, Kentucky and hot meals, too. So, I visited with the lady who is the coordinator of the program and she said one day they forgot the meat and the next day they'd forget the carrots. There really is not a whole meal delivered to those people. So our newspaper brought that out. Needless to say, there were some drastic changes made in that program.

The point is, if we're talking about rural volunteers, you must come to grips with the fact that people are suspect of their government and they're suspicious of their elected officials and justified so because of the waste. There is a lot of federal money and I have found that the people who need the work in the Title III program (I kind of sound like a bureaucrat, don't know what they are, but anyway) they're the ones who didn't claim they need volunteers. But people are suspicious, you know. Why should I spend my time going there? I don't have the answer to that. How you make somebody believe that they're doing their Christian duty or doing a humanitarian thing in order to bring that meal to that person without any reimbursement, it hasn't worked.

Governor Terrell has a most significant program in West Kentucky, 9 counties, called Project Independence. He funded it with 2½ million dollars. They go on and help an elderly lady go to a beauty parlor and they carry them to shopping. The intent is to keep these people in their homes, except the thing is top heavy, a bit sluggish. I don't know what to tell you. Somebody has to do the work, like Norma you see. We need, volunteers do, to be guided. Somebody has got to coordinate. I do think that the word coordinate sometimes is overworked. You know when you can't find something else you say, well she's coordinating. I have been a coordinator too.

Now Norma was supposed to snap those symbols when I got to the end of my time. I've got to get there but I want to tell you some people were in a little bit of a workshop yesterday where they had a very eminent doctor of philosophy talking about the personal people-to-people contact as a way to get volunteers and he kept on, you know. You see somebody in church and you see somebody on the street and tell them to come on and then some people said that their own friends are avoiding them and that sort of thing. I said to him, well you know you can create an awareness of volunteers and the fact that you need volunteers through the newspaper, through the radio station, the television, or anything. He said that is a myth. He said newspapers, television, and radio are a myth. Nobody reads them. Well, you know that is not true. The advertising council has on television many, many programs that they are asking for volunteers and you ought to know that. So apparently, television commercials work for volunteers and so does the newspaper. So, I didn't toy much with that.

But in closing, I want to urge you to get to know your friendly, local editor and prepare your news articles in a manner that are informative and are not written like a high school composition. I think that your work would probably be lessened a great deal, if first, the story of what you are trying to do is in black and white and then call upon them and you won't have to go through that exercise of explaining the whole rigamarole about what the program is all about. I do believe people read newspapers. I think that they read most local newspapers and I know they listen to radio because radio in this day and time doesn't do anything but make money. So people use it for commercials. But in closing, I want to tell you it has been a real pleasure to be here even at that seminar or workshop yesterday afternoon which was very informative. It made some good points. I kind of got that feeling like the little boy who was playing baseball on his side lot and he run inside and he started crying to his mother and daddy and they said to him, tell me what in the world is wrong with you, you have been having such a good time playing baseball. He said yes, but they want to trade me, and the father said that is all right, you know. They trade baseball players all the time. He said yes, but they want to trade me for a bat. So, please don't trade your friend, your country needs both an editor and a baseball bat, even if you do have a ball. Thank you very much.

CONCLUDING PRAYER

Slow us down Lord  
Ease the pounding of our hearts  
For we live in such a busy world.  
We wonder . . . . .  
Will the next generation say that we were the originators of busyitis?  
We wonder . . . . .  
So slow us down Lord.

Help us to appreciate the fragrance of a rose, or the smell of  
coffee perking.  
Help us to rediscover the joy of reading a book, a walk among the  
fallen leaves.  
Help us to cherish our families that we don't see as much of as  
we would like.  
And, Oh Lord, let us not forget how to love  
For volunteerism is love in action.

Norma Johnson, Director  
Governor's Office of Volunteer Services  
Commonwealth of Kentucky

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