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The undersigned, acting as a Committee  
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for the degree of Master of Arts.

They approve it as a thesis meeting the require-  
ments of the Graduate School of the University of  
Minnesota, and recommend that it be accepted in  
partial fulfillment of the requirements for the  
degree of Master of Arts.

*L. L. Bernard*

Chairman

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*June*.....1920

THE UNIVERSITY OF MINNESOTA

GRADUATE SCHOOL

Report

of

Committee on Examination

This is to certify that we the undersigned, as a committee of the Graduate School, have given Wilbert Lee Witte final oral examination for the degree of Master of Arts . We recommend that the degree of Master of Arts be conferred upon the candidate.

Minneapolis, Minnesota

June 1914

L. L. Bernard  
Chairman

Ross S. Finney

L. Hoos

THE COUNTY YOUNG MEN'S CHRISTIAN ASSOCIATION-  
ITS DEVELOPMENT, ORGANIZATION AND PROGRAM.

A Thesis Submitted to the  
Faculty of the Graduate School of the  
University of Minnesota

By

Wilbert Lee Witte

In Partial Fulfillment of the Requirements  
for the Degree of  
MASTER OF ARTS

JUNE

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THE COUNTY YOUNG MEN'S CHRISTIAN ASSOCIATION-  
ITS DEVELOPMENT, ORGANIZATION AND PROGRAM.

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## CHAPTER I

### INTRODUCTION

#### WHAT IS THE COUNTY YOUNG MEN'S CHRISTIAN ASSOCIATION.

The County Young Men's Christian Association is a voluntary, indigenous organization of boys and young men in country and small town communities who have banded themselves together to further their own best and highest interests and the best interests of their community. It is an organization designed particularly to meet the needs of these young men and boys in country communities, in villages and in cities too small to support a building for Young Men's Christian Association purposes.

When we speak of the Young Men's Christian Association we at once think of a large building, with its billiard tables and its bowling alleys, its gymnasium and swimming pool, its reading room, its dormitories and its large staff of paid workers. These things are splendid and quite necessary perhaps to the large city Association where funds are available to maintain so much equipment. But, thinking of the Young Men's Christian Association only in terms of equipment and materiel, we misinterpret the organization entirely. The real Young Men's Christian Association is not equipment and materiel but a group of young men with a similar spirit and attitude in and toward life attempting to create an atmosphere that is wholesome for the entire community. This is the real and ultimate goal of city Associations but they use buildings and equipment as a means toward that end. That a special building and special

equipment, however, are not essential in Young Men's Christian Association work is demonstrated by its work in rural communities. County work is entirely without equipment of its own and is known as the non-equipment type of work.

The entire emphasis is placed upon personnel -- its leadership. Through the character of its leaders the County Young Men's Christian Association hopes to realize its purpose. This leadership is to influence the youth toward the high standards of moral development. The Association believes that character is caught, not taught. Personal contact, therefore, is to be the program by which the life of the individual is to be built up. One man is employed for the county. His special task is to discover, through personal contact, the latent powers of leadership within a community and set this local leadership to work; for it is generally admitted that the resident forces of any community must become the constructive forces. The great advantage is that leadership, so much needed in most rural communities, is discovered and developed on a broad community basis and is available for immediate local service.

Local leadership, having been discovered, begins to express itself through local groups of young men and boys, organized with a definite program. These groups do not pretend to undertake everything that needs to be done in a community but they do hope to impress the individual with the idea of service and to get young men and boys to help themselves. Whatever is necessary to accomplish this end is included in the program. The program as a whole "seeks to unite in a town, village, rural community, or in the open country the vital forces of young manhood for self improvement, physically, socially, mentally, and spiritually, and to give expression to these

resources in community life for the betterment of others".<sup>1</sup>

The County Young Men's Christian Association seeks cooperation and attempts to cooperate with other organizations. History shows that a great deal of the past has been built on the destructive philosophy of social competition and rivalry. This has been true not only of peoples and nations but of the forces in a community as well. However, the long expected new day of cooperation has arrived at last, and with the knowledge gained through hard and sad experience that it is far better to cooperate than to compete, this new day of Christian democracy will not permit the needless, wasteful, devitalizing and destructive effects of competition to continue. The County Young Men's Christian Association does not come into a community to replace or compete with any existing, living organization or force but rather to bring the organizations of a community together for a united, cooperative service to bring about a community or social solidarity.

In this work the county is made the unit for various reasons. It is the smallest division of the country that governs itself. The county seat is usually located near the center of the county as a center of trade and other activities. The county is also the unit used by other organizations, such as the school, the Sunday School, temperance societies, agricultural agencies, Red Cross, etc. The county often has individual historical, social and geographical features which make it more or less a unit. Then too, it is about the extent of territory that can conveniently be covered by a secretary in his supervisory work. "As a result of repeated

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1. Roberts and Israel, "Rural Work of the Young Men's Christian Association", Ann. Am. Acad., March 1912, p. 140.

failures in individual communities apart from other communities, a county-wide organization, commanding the combined resources of men and money within a county, made possible in community life that which could not have been accomplished independently."<sup>2</sup>

In the course of this discussion we shall not attempt to cover every detail of program and activity, for that would be impossible even if we tried. The program always is adjusted to meet local needs and conditions. Organization is usually quite uniform, with perhaps slight modifications to meet local needs.

The discussion also cannot be divided absolutely on the basis of organization and program. The discussion of the organization will of necessity include a great deal of the program because the two are closely interwoven. For convenience, however, we shall make such a division.

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2. Roberts and Israel, Op. cit., p. 141.

## CHAPTER II

### DEVELOPMENT OF THE RURAL YOUNG MEN'S CHRISTIAN ASSOCIATION.

#### SECTION I, BEGINNINGS (To 1903)

Early in 1844 a young English gentleman working in a drapery establishment in London conceived the idea that the Christian young men in that establishment ought to get together for their own development. He gathered a group of twelve young men around him and on June 6, 1844 organized the first Young Men's Christian Association. Societies of Christian young men had existed both in Europe and North America previous to this time, but this was the first organization under the name of the Young Men's Christian Association. Their program was to be one of sacrifice and service, both individual and as a group,-- a work for young men by young men, a policy which is still maintained by the Association. June 6, 1844 is the date recognized by all of the Associations throughout the world as the time when the special work for young men took on a new impetus and became destined to cover national and to cross international bounds and become a universal organization with established Associations in nearly every country of the world.

During the next seven years the work was established at seven other points in London and in fourteen other cities in England, Scotland and Ireland. The idea spread to America and two cities, quite independently of each other, formed the first two Young Men's Christian Associations in America,-- one in Montreal, on November 25, 1851, the other in Boston on December 29, of the same year. The Boston Association is of especial historic

significance because its constitution proved to be the model for the vast majority of Associations in both Canada and the United States. It accepted most of the features of the London Association including the statement of purpose as "The improvement of the spiritual and mental conditions of young men".<sup>1</sup> This object had been subject to constant change until 1865 when the New York Association changed the object to "The improvement of the spiritual, mental, social and physical conditions of young men."<sup>2</sup> This was the beginning of the fourfold program which has since been adopted by all of the Associations. The publication committee of the Boston Association distributed ten thousand copies of their constitution and, as a result, at the end of 1854 there were thirty-six Associations in the United States and Canada.

It seemed desirable and quite essential that somehow a unity and even an identity of program should be worked out and continued by the entire movement. Consequently the first International Convention of the Young Men's Christian Associations of Canada and the United States was held in Buffalo in 1854 and the first Inter-continental World's Conference in Paris in 1855.

At first the work was confined to the larger cities able to maintain a well equipped building and a staff of workers. But rapidly there came the call for special efforts in specialized fields, such as boys' work, student work, work in industrial departments, foreign work and county work. The population at that time was largely rural and the vast majority of young men and boys were living in the country but no particular effort was made to help them.

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1. Morse, History of the North American Young Men's Christian Association, p. 15.

2. Ibid., p. 76.

Agriculture was rapidly developing and improved methods were being employed. Advanced educational methods were also being adopted. Industry and International relationships were becoming more complex. The cities were looking for their leaders from these rural sections, for it was their one large and important source of leadership. A tremendous task of developing leaders was placed upon the church. It was doing its best but could not meet the need. All of these things had a tendency to make the Association feel that it had a special responsibility toward the youth of the country. Robert Weidensall in a résumé of his work during the five years of 1868-73 reports that during these years the first efforts were made to benefit special classes of young men.<sup>3</sup>

Early country work seems to centralize around Robert Weidensall who is known as "Uncle Robert" by his fellow workers. As a member of the International Committee, he had been assigned to the west to pioneer the work of the entire Association in that territory. He had previously been doing a remarkable piece of service in building up the city work. But coming in contact, as he did, with the vast expanse of agricultural territory containing but small cities, he saw more clearly perhaps than anyone else, the great needs of the country youth. Mr. Weidensall was firmly convinced that the Young Men's Christian Association ought to enter the rural field and sought earnestly to discover a method and plan for work in country communities.

Early in 1873 an opportunity presented itself when Mr. Weidensall, at the invitation of a student at Northwestern College, Naperville, Illinois, was induced to visit the DuPage community,

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3. The Association Year Book, 1882-3, p. 17.

DuPage Township, Will County, Illinois. There he called together the young men of the community and in March of that year succeeded in organizing the first rural Young Men's Christian Association. The organization had a membership of twenty-eight, drawn from nearly the entire township. The program was of a distinctly religious nature. Bible study, evangelistic meetings, and personal work constituted the major portion of the program. This group met regularly under the volunteer leadership of William H. Patterson, its president, and for the next three years did a splendid piece of work.

The practicability of rural work once having been demonstrated, the idea soon spread to other communities. Later during the same year, 1873, a few men in Mason City, Mason County, Illinois, having secured a few instructions from Mr. Weidensall, organized an Association in their community. The work thrived and the Association became very popular. By September of that year it had a membership of thirty-eight and about four hundred dollars invested in a library and other equipment. A great many of these early attempts were somewhat spasmodic. The work would thrive for a short time and reverses would set in, due largely to inadequate supervision and direction. The following year reverses set in for the Mason City organization. Mr. Weidensall was called for and succeeded in retaining five of the members for new work and four new communities in the same county were immediately organized.

To unify the work of these five local communities, and as a direct result of their organizing campaign, a convention was called at Mason City, on April 7, 1875. A constitution providing for a rural organization was adopted. The administrative affairs were entrusted to an executive committee made up of the officers and one representative from each of the local Associations. This

Convention, attended by delegates from the five local Associations, is the first county convention in the history of the Young Men's Christian Association. It is also the first rural Association work organized on a county wide basis. When the Convention met again about a year later there were eight local Associations under the direct supervision of this committee. Mr. Ewing M. Sharp, as chairman of the committee, visited the local work and under his excellent supervision the work progressed for the next few years.

From 1876 to 1889, a period of thirteen years, there was little or no work promoted. No relapse or reaction had set in but the movement was taking time for further preparation. The beginning seemingly was slow, but at this time it was taking on new force and power to be released when definite action should be taken later. Mr. Weidensall saw the tremendous power and influence of such work and began to advocate it. He believed that, under proper supervision and direction, this movement could and would completely revolutionize the rural life of our country. His determination never weakened but he quietly began working on his idea.

In 1886 he struck out boldly with the idea of placing a secretary in charge of the County Work but did not succeed with this plan until 1889, when D. W. Montgomery was employed as a secretary for Pawnee County, Nebraska. The following year at the International Convention he reported that he had visited Pawnee County and "was pleased with what I saw. Although the county is small and this attempt the first one, the experiment is satisfactory. It has already demonstrated to all that have given it sufficient attention that the county work can not only be maintained, but that the county secretaryship will be a most important factor in Association work."<sup>4</sup>

4. The Association Year Book, 1890, p. 27.

The work of Mr. Montgomery was so effective that by the end of the first year he had six communities organized within his county. In 1891, Gage County, Nebraska, was also organized as a direct result of the success of Pawnee County.

In 1890, Warren County, Georgia and Harper County, Kansas, organized, but did not prove a success. In the former, just one Association for the entire county was organized. In the latter, the efforts proved to be merely an experiment by the State Committee.

The most successful demonstration of county work, perhaps, was made in 1891, when Edgefield County, South Carolina, was organized. A county convention was called late in February, 1891, at Edgefield, and a County Committee elected. Several local points had already been organized under the leadership of John Lake and T. B. Lanham, making it an opportune time for county organization. John Lake was selected as county secretary. Edgefield County gave, perhaps, the first convincing evidence of the practicability of an organized county with an employed secretary. For this reason Mr. Weidensall calls Lake the pioneer secretary.

Organization was very important for it determined to a large extent the success of county work. Counties following the plans as outlined by Weidensall generally proved a success. Mr. Weidensall, in reporting to the International Convention of the Young Men's Christian Association in 1893, says: "The reports of this work from the field and its endorsement by state and international officers who have come into contact with it are convincing proofs that it is not only feasible but when properly organized and officered proves successful."<sup>5</sup> To the International Convention

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5. The Association Year Book, 1893. pp. 12-3.

of the Young Men's Christian Association in 1895 he again reports, "In all this county work I receive the hearty cooperation of the State Secretaries. It is a department of the work as yet only just beginning, but destined to a great future."<sup>6</sup>

From now on counties all over the country were organized in rapid succession. By 1895, in Minnesota alone, three counties were organized employing three full time secretaries and besides had the volunteer services of about 225 young men.

States began to see the need of permanency in effort and supervision. Consequently the State Committee of Kentucky, in 1899, created the State County Work Department and called John Lake of Edgefield County as the State Secretary for County Work. The same year Illinois called Carl Shumaker to the secretaryship of the Small Town Department and placed him in charge of rural work. In 1900, Fred M. Hill became State County Work Secretary for New York. In 1902, Rhode Island and Massachusetts together named John R. Boardman as their State County Work Secretary.

## SECTION II. PERIOD OF GREATER PROGRESS (1903 to the present)

From 1891 to 1903 Mr. Weidensall was permitted to present each year the county work to the September conferences of the International Secretaries of the Young Men's Christian Association. He had foreseen the need of a county work secretary on the International Committee to assure the permanent success of the work in which he so firmly believed. But it was not until September 4, 1903, that he won his fight for the employment of such a man on the International Committee. That same year John R. Boardman, who had been State County Work Secretary for Rhode Island and Massachusetts, was called

6. Association Year Book, 1895, p. 20.

by the Executive Committee to become a secretary of the International Committee. Mr. Boardman worked under a sub-committee until 1906, when the County Work was made a separate department of the International Committee. At this time also Albert E. Roberts and Henry Israel were added to the County Work staff. Upon the resignation of Mr. Boardman in 1910, Mr. Roberts was made Senior Secretary of the County Work Department of the International Committee, which position he is holding at the present time.

Beginning with 1903 the work took on a new impetus. Placing the work under the supervision of the International Committee did a great deal to give it direction and prestige. The plan provided for better supervision and for a unified program. Experts could more readily be secured, thus placing the County Work Department on a par with every other department of the Young Men's Christian Association. While state secretaries were being added as early as 1899, no systematic effort was made to provide adequate state supervision until after the International Secretary had been added to the International staff. The program had now been sufficiently developed so that specialists in certain phases of the county work, and also secretaries for sections of the country could be added. Thus, in 1910, Dr. John Brown, Jr., was asked to supervise the physical work, rural health and recreation. The following year, J. A. Whitmore was added to the staff as a specialist in religious work. C. C. Hatfield was added to the International force in 1912 to supervise the field work in the west. Fred B. Freeman took charge of the eastern field in 1916. The same year Lawrence K. Hall took charge of the Boys' Department. In 1917, C. L. Rowe became a member of the staff to supervise the work in Canada and the middle west of the United States. In 1918,

Fred D. Pierce took up field work in the Rocky Mountain Section and Howard Hubbell became International County Work Secretary for the Southern District.

In 1917, Michigan adopted the plan of putting members of the State staff in charge of districts composed of ten or more counties within the state. This plan provided for additional expert supervision and promised to be very successful. Several states since that time have adopted the plan.

As the county work continued to develop, and as the program constantly became more complex, the leaders began to see the urgent need for conferences - local, state and national - to standardize the program. Weidensall and others had frequently met with local committees, but the secretaries needed to get together as well. The first conference for County Work secretaries was held in Chicago in 1909. Since that time these conferences have been more numerous.

It also became evident that to obtain the greatest efficiency in county work, additional special training was necessary for the employed secretaries. Hence, a summer training conference was put on in connection with the Association Summer Schools. The first one was held at Silver Bay in 1905. Since that time, Lake Geneva, Estes Park, and Asilomar have been used for the same purpose. In 1914, both the Springfield and the Chicago Association Colleges began to offer special courses to prospective county work secretaries. That year the Springfield College asked Professor W. J. Campbell to direct the courses for county work training. The same year the Chicago Association College made Professor J. M. Artman the head of its county work department.

The opportunities for still broader training were increased when affiliations were perfected between the Springfield Association

College and the Massachusetts Agricultural College and also between the Chicago Association College and the University of Chicago. A student may enter the graduate department of the Chicago Association College, and by properly arranging his courses, secure his graduate degree from the Association College and his Master's Degree from the University of Chicago in two years' time. This is an excellent opportunity, for no training can be too broad for the County Secretary since he will work in an extremely broad field.

An official publication was considered essential and necessary to unify the work and for the exchange of experiences. As a result, Rural Manhood, now the official organ of the county work, made its first appearance in January, 1910. Since that time it has been published as a monthly, ten copies a year, except in 1916 when it was published as a quarterly. Henry Israel has been its editor nearly all of the time of its existence. Its value in coordinating and developing the movement can hardly be overestimated.

### SECTION III. THE PRESENT STATUS OF THE COUNTY YOUNG MEN'S CHRISTIAN ASSOCIATION.

The County Young Men's Christian Association has grown remarkably. When we consider that the first effort was made only forty-seven years ago and that the man who organized the first local Association is still promoting county work, the development seems most striking. This period was also interrupted by the late war, at which time rural life and conditions were greatly disturbed. The war, however, helped to bring the Association before the people. A great many people had never heard of the Young Men's Christian Association until they came in contact with it during the war. But they saw that here was an organization that had a practical program for the needs of young men and boys. And the demand for the

organization of Young Men's Christian Associations in both cities and rural communities has become enormous.

The International Committee reported at the last International Convention of the Young Men's Christian Association, in November, 1919, that thirty-eight states had placed a state county work secretary on the State staff to promote rural work and that one hundred and sixty-eight counties had been organized. A considerable number of these counties have been in operation from five to ten years.<sup>7</sup>

In view of the ever enlarging opportunities of the County Young Men's Christian Association the International Committee at this convention recommended the following: "That in view of the latent resources in leadership available in the country districts, and in view of the fact that the Young Men's Christian Association has demonstrated the practicability of its work in the rural field of 175 counties,<sup>8</sup> touching nearly 3,000 local communities, the State Committees be called upon to enlarge their plans for extending immediately the influence, service and organization of the Association to the fifty-five per cent of North America's young manhood and boyhood now living in the small towns and country communities of the nearly 3,000 still unorganized counties and the International Committee be instructed to make the necessary enlargement in its staff to cooperate in the projection of this program."<sup>9</sup>

7. Report of the Commission on Occupation of the Field to the Fortieth International Convention of the Young Men's Christian Association, p. 12.

8. There seems to be a slight discrepancy in the number of counties reported, due no doubt to a count being made at different times.

9. Report of the International Committee of the Young Men's Christian Association to the Fortieth International Convention at Detroit, Nov. 1919, p. 84.

About one half of the three thousand counties in the United States are ready for organization now. Progress in the development of County Work is hampered, not because money is not available, but because properly trained secretaries cannot be secured. Organization cannot precede the securing of trained secretaries. However, it is expected that about two hundred counties will be organized in the United States during 1920. The following tables (Numbers I to VI) worked out by the International Committee show the need, by regions, of the men required on state staffs for supervisory work and the number desired as county secretaries.<sup>10</sup>

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10. Special Statement on Needs of the County Young Men's Christian Association worked out by International Committee, (Manuscript Form).

TABLE I

MEN NEEDED FOR THE SECRETARYSHIP IN COUNTY WORK  
FOR SIX YEARS JULY 1918 to JULY 1924

EAST	STATE			COUNTY			Grand Total
	1919	1924	Total	1919	1924	Total	
Maine	1	1	2	2	12	14	16
New Hampshire				3	5	8	8
Vermont	1		1	2	8	10	11
Massachusetts				3	6	9	9
Connecticut				2	5	7	7
New York	1	4	5	3	32	35	40
New Jersey	2		2	3	7	10	12
Pennsylvania	1	4	5	3	27	30	35
Delaware	1		1	1	2	3	4
Maryland	1	1	2	1	9	10	12
West Virginia	1	1	2	1	11	12	14
	9	11	20	24	124	148	168

January 1919 . . . . . 33 men  
 July 1924 . . . . . 135 "  
 Grand Total (1919-1924). . . 168 "

TABLE II

MEN NEEDED FOR THE SECRETARYSHIP IN COUNTY WORK  
FOR SIX YEARS JULY 1918 to JULY 1924

NORTH CENTRAL	STATE			COUNTY			Grand
	1919	1924	Total	1919	1924	Total	Total
Ohio	2	4	6	3	40	43	49
Indiana	1	4	5	2	35	37	42
Illinois	1	6	7	3	40	43	50
Iowa	5	2	7	8	50	58	65
Michigan	1	1	2	8	40	48	50
Wisconsin	1	1	2	4	35	39	41
North Dakota	1	2	3	4	25	29	32
South Dakota	1	2	3	1	25	26	29
Minnesota	2	3	5	4	35	39	44
Missouri	2	4	6	5	35	40	46
	17	29	46	42	360	402	448

January 1919 . . . . . 59 men  
 July 1924 . . . . . 389 "  
 Grand Total (1919-1924). . . 448 "

TABLE III

MEN NEEDED FOR THE SECRETARYSHIP IN COUNTY WORK  
FOR SIX YEARS JULY 1918 to JULY 1924

SOUTH	STATE			COUNTY			Grand Total
	1919	1924	Total	1919	1924	Total	
Arkansas	1	3	4	3	24	27	31
Tennessee	2	3	5	4	38	42	47
Alabama	1	3	4	2	30	32	36
Mississippi		4	4		20	20	24
Kentucky	1	3	4		32	32	36
Virginia	2	3	5	4	37	41	46
Carolina	1	3	4	2	16	18	22
Georgia		2	2		16	16	18
Florida	1	1	2	2	12	14	16
Louisiana		1	1		5	5	6
	9	26	35	17	230	247	282

January 1919 . . . . . 26 men  
 July 1924 . . . . . 256 "  
 Grand Total (1919-1924). . . 282 "

TABLE IV

MEN NEEDED FOR THE SECRETARYSHIP IN COUNTY WORK  
FOR SIX YEARS JULY 1918 to JULY 1924

ROCKY MOUNTAINS	STATE			COUNTY			Grand Total
	1919	1924	Total	1919	1924	Total	
Texas	3	6	9	4	45	49	58
Oklahoma	1	4	5	2	20	22	27
Kansas	1	3	4	3	25	28	32
Nebraska	1	3	4	4	25	29	33
Colorado	1	2	3	2	12	14	17
Montana	1	1	2	1	10	11	13
	8	19	27	16	137	153	180

January 1919 . . . . . 24 men

July 1924 . . . . . 156 "

Grand Total (1919-1924). . . . 180 "

TABLE V

MEN NEEDED FOR THE SECRETARYSHIP IN COUNTY WORK  
FOR SIX YEARS JULY 1918 to JULY 1924

WEST	STATE			COUNTY			Grand Total
	1919	1924	Total	1919	1924	Total	
California		1	1	5	20	25	26
Oregon & Idaho		3	3	1	20	21	24
Washington	2		2		15	15	17
	2	4	6	6	55	61	67

January 1919 . . . . . 8 men  
 July 1924 . . . . . 59 "  
 Grand Total (1919-1924). . . 67 "

TABLE VI

FINAL TOTALS	STATE			COUNTY			Grand Total
	1919	1924	Total	1919	1924	Total	
	45	90	134	105	916	1011	1145

January 1919 . . . . . 150 men  
 July 1924 . . . . . 995 "  
 Grand Total (1919-1924). . . 1145 "

Minnesota, like the other states is facing a serious problem in attempting to meet the needs in the rural field of Young Men's Christian Association work. The Minnesota State Committee of the Young Men's Christian Association submitted the following suggestions and plans to the Forty-fifth State Convention held in Minneapolis in February 1920:<sup>11</sup> "With an increased Staff of experienced Secretaries with the State Committee, a part of whom will be known as District Secretaries, there should be a greater advance in the occupation of the County Work field. The District plan of organization as adopted by many State Committees, provides for the placing of Assistant State Secretaries in prescribed sections of the state, and making them responsible for the development of the Association work in the district where they are known as District Secretaries. The Minnesota State Committee is looking forward to the placing of four or five such District Secretaries in the near future. We believe it is entirely feasible to expect two new counties to be organized in each district per year. We believe, in addition to assisting in the organization of these two counties, the District Secretary will have ample time to give careful supervision to the counties already organized, which is of primary importance. One of our most difficult problems will be the matter of securing proper leadership with which to man the counties. We recommend that the State Personnel Bureau make a special effort to help provide young men with proper training and ability as County Secretaries.

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11. Report of the Minnesota State Committee to the Forty-fifth State Convention, Minneapolis, Feb. 1920, (In Manuscript Form).

SECTION IV. THE RURAL YOUNG MEN'S CHRISTIAN  
ASSOCIATION IN FOREIGN COUNTRIES.

It is not contrary to the policy of the Young Men's Christian Association to establish itself and set up a program in a foreign country. The organization recognizes the entire world as its legitimate field and does not hesitate to begin work where there is a need and where conditions permit. The County Work Department, therefore, did not deviate from the regular policy of the Association when it invaded the foreign field. The work is quite new in these fields, nevertheless, it has made a reputable and a remarkable showing.

In 1916, D. A. Pritchard started the work in Uruguay and C. F. Lomis went as county secretary to Kauai Island, Hawaiian Islands. Recently work was begun in Siberia adopting for the present at least as the unit the uyezd, which politically and geographically compares to our county. The work is still largely in the experimental stage and the Association as a movement "will seek to supplement through generous cooperation the fundamental institutions, namely, the home, the school, the church, and the government. This assistance will be rendered in closest counsel with the Departments of Agriculture and Education and through volunteer agencies."<sup>12</sup> In 1919 a party of five rural secretaries, under the leadership of C. C. Hatfield, went to Siberia to get the work started and to place it on a firm basis. As soon as practicable, Russian secretaries will be added to continue the work. An extensive equipment of

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12. "County Work in Siberia", Rural Manhood, October 1919, p. 353.

films and exhibits on agriculture and country life are used to aid the group of secretaries in establishing the work of the Young Men's Christian Association in the rural communities.

In India the work was started in 1912, when Leonard A. Dixon was sent to Travancore in South India. The following year, O. O. Stanchfield went to help in the unique work. The need in India is, perhaps, as great as in any other country and the progress just as rapid. From the Annual Letter on Rural India by Frank V. Slack the following information is gathered: "The need for the development of the rural work is unlimited. There is constant demand for our services from missionary societies in every province in India. Twenty districts in North India are ready for rural work now, if men of the right sort were available as well as the necessary finance."<sup>13</sup> "The rural work, now spreading from the south into the north, with the active support both of the mission bodies and the Government, is unlike any other Association work in the world, not excepting our American county work. It was launched by an Indian, K. T. Paul, is now headed by an Indian, Daniel Swamidoss, and all of the rural secretaries are Indians - as fine a group of men as one could wish to see. This work has been so successful in the south that recently the Representative Council of Missions of the United Provinces formally invited the Association to undertake rural work in the Mass Movement areas of the United Provinces, and the various missions are offering most generous financial support by way of inducement. Our first rural work secretary is also at work in the Punjab, supported in part by the United Presbyterian Mission."<sup>14</sup>

It is impossible to tell of the work in other countries as the information is not available at this time.

13. Rural Manhood, Feb., 1920, p. 57.

14. Editorial, Rural Manhood, Feb., 1919, p. 76.

## CHAPTER III

### ORGANIZATION

#### SECTION I. OVERHEAD OR SUPERVISORY ORGANIZATION.

To carry on any work successfully it is very essential that there be the necessary organization. In county work the form of organization must give the local unit the greatest possible freedom to adjust itself to its own local needs and problems. Furthermore, since the Local organization is a voluntary organization it must be permitted to retain its complete autonomy and sovereignty, so as not to hamper the initiative and aggressiveness of the individual members of the local units. Yet, since the movement has become national and even international, there must of necessity be some similarity and unity of program and organization. A form of organization has, therefore, been worked out ranging from the International Committee of the Young Men's Christian Association down to the Local groups. All of this overhead organization is, however, purely supervisory and has no legislative powers.

Beginning at the top we have first of all the International Committee. "The Young Men's Christian Associations of the United States and Canada are federated in an International Convention composed of representatives of all Local Associations. This Convention meets triennially and appoints an International Committee as the executive representative of the movement.

"This International Committee is composed of two hundred of the foremost Christian laymen of the United States and Canada, every state and province being represented. It employs a staff of

365 secretaries, 161 for the Home and 214 for the Foreign Work. These constitute a group of technical experts especially fitted by training and experience. The Home staff are stationed principally in seven different groups, namely, at the International Headquarters in New York City, at the Canadian Headquarters in Toronto, and at five Regional Headquarters of the United States.

"The Home Work functions through seventeen departments and bureaus, each under the direction of a Special Committee with an Executive Secretary and associates.<sup>1</sup>

To give here the functions and activities of the International Committee in detail is impossible. They may, however, be summarized as follows:<sup>2</sup>

"1. To represent the Association Movement nationally and to speak and act for it in its relations with the National Governments, with the churches and with other organizations.

"2. To develop policies and programs and to secure the application of these in Local Fields. This is done by gathering the best of the experience of Local Associations and by supplementing this through study and laboratory experience of experts, and by making the results of such study available for the whole Association Movement.

"3. To project the Association organization and program into unentered fields which it does largely in cooperation with State Committees, and to stimulate its work in particular fields and with particular groups, such as students, workers in industry, soldiers, sailors, railroad employees and colored men.

"4. To maintain certain Bureaus whose services are for the

1. Folder containing statements of organization and work of Young Men's Christian Association of North America.

2. Ibid.

the Movement as a whole. These include: The Secretarial Bureau, with responsibility for the enlistment, training, placement and retirement of the Employed Officers; the Building Bureau, which assembles the best experience about Association buildings and equipment and makes same available for Local Associations and building committees; the Association Press which issues the large amount of technical literature for the Movement, as well as religious books with a purpose; the Bureau of Records, which is a statistical clearing-house for the whole Movement; the Financial Service Bureau, which makes available the services of financial experts and campaigners for the Movement as a whole; and the publication of various Association periodicals, including Association Men, American Youth, Rural Manhood, The Intercollegian, Physical Training and Foreign Mail.

"These various activities of the International Committee have an intimate and vital relation to every Local Association and are a part of the very woof and warp of the North American Association Movement. The growth and strength of the International Work and every forward step by it through these past fifty years has been immediately reflected in a proportionate growth and increase of efficiency by the Local Associations."

The International Committee is divided into departments known as the Student, Army and Navy, City, Boys, Railroad, Industrial, Foreign and County Work Departments. The County Work Department specializes in rural work and for the sake of efficiency limits its activities to this field. At the present time the following thirteen men are members in this Department of County Work:<sup>3</sup>

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3. Secretarial Register, Rural Manhood, March 1920 (Cover page).

Albert E. Roberts . . . . .	General Administration
Henry Israel . . . . .	Research and Editorial
Clifford C. Hatfield . . . . .	Special Foreign
Fred B. Freeman . . . . .	Field, General
Casper L. Rowe . . . . .	Field, General
C. Frank Angell . . . . .	Field, North Central Region
Fred D. Pierce . . . . .	Field, Mountain Region
Howard Hubbell . . . . .	Field, Northern Region
Hugh D. Maydole . . . . .	Field, Southern Region
Lewis W. Dunn . . . . .	Office Administration
D. C. Drew . . . . .	Boys' Work
Robert Weidensall . . . . .	Honorary
John Brown, Jr. M.D. . . . .	Advisory

The Young Men's Christian Association recognizes five Regions in the United States and four in Canada. This idea of having regional divisions originated recently and is recognized as a very efficient means of intensifying development and giving expert leadership in each section of the country. A great effort is made to equip each Region with a staff of specialists and field organizers. Each Department of the Association work has its representatives in each Region, thus giving each Department an opportunity to have its proficient experts specialize in their particular region. It is evident that local conditions in the various parts of the country differ. This plan provides an opportunity to study local conditions and needs and makes possible greater efficiency in supervision. These regional directors are members of the International Committee. Figure 1 shows the location of the five Regions in the United States.

The State Committee has supervision of all Young Men's Christian Association work in the state. This Committee is



Figure 1. 4

composed of from twenty-five to fifty influential business and professional men from various parts of the state. They are chosen at the annual State Convention for a period of three years, a third of their number being chosen each year. This Committee selects and employs all its secretaries on the State Staff, and these are responsible for all the work within the state. One of these is Executive Secretary, but has associated with him men who are directly responsible for the different departments of the Association work. In the states where County Young Men's Christian Association work is carried on, a County Work Secretary is employed and made responsible for that work.

During the last few years considerable progress has been made in state organizations. "In spite of the disturbing influences of war, which called many County Work Secretaries into military service, the past three years have marked an increase in expansion over any previous triennium. Nineteen State Committees have adopted budgets for county work and have called State Secretaries to promote this phase of Association work."<sup>5</sup> Thirty-eight states have been organized up to the present time.

Because of the importance of County Work greater stress will be placed upon the immediate further organization of State Committees. The International Committee, in its report to the Fortieth International Convention of the Young Men's Christian Association, held at Detroit in 1919, said: "To insure the prompt and nation wide development of county work it is necessary to enlarge greatly the staff of State Committees. This will involve an adequate International staff to cooperate effectively with State

5. Report of International Committee of the Young Men's Christian Association to the Fortieth International Convention at Detroit, Michigan, November, 1919, p. 15.

Committees in their rural program."<sup>6</sup> The report goes on to urge the cooperation of all departments in all Association work by saying that "The greatest and most fundamental thing in the promotion of county work is to see to it that all departments of Association work recognize their responsibility for the men and boys of the country as well as of the city."<sup>7</sup>

The State District plan of supervision in the Young Men's Christian Association movement is a significant feature in the program of organization recently adopted by twenty-five State Committees. Each District includes from five to ten or more counties, usually in charge of general Association secretaries attached to the State Committees to do the general Association work in the entire field, which nearly always is largely rural. Michigan, with its six District secretaries well illustrates this form of organization.

This District plan provides for additional supervision and assistance. An organization whose program is so complex and so intricately cosmopolitan requires a great deal of attention, and close supervision is very essential. The District plan permits a very close study of the local rural needs over a long period of time, where a secretary remains long enough in any one of these positions. It would be extremely difficult for any State Committee to secure an expert, as a secretary, for each county but it is quite possible to secure four or five well trained men to act as the District secretaries in each state, who can assist the local men in their work.

On September 20, 1919, there were in the United States seventy-six State County Work secretaries and their assistants, including District secretaries.<sup>8</sup>

6. Ibid., p. 16-7.

7. Ibid.

8. Rural Manhood, October, 1919, p. 384. (Secretarial Register).

Summarizing the organization thus far considered, we find a gradation in the order of organization which in this discussion has been considered in the descending order. We have first of all the International Committee, planning and outlining the general Association policies. This International Committee has several departments. One of these Departments, the County Work Department, makes the general plans and policies for all of the County Work. The United States is furthermore divided into five Regions. Each Region is supervised by a secretary, who is a member of the International Committee, assigned to this particular Region to study the local conditions and needs and, in a general way, direct the County Work in his region. The states have their State Committees. States in which County Work is being done, have a County Work Secretary, who serves as a member of the State Committee. It is his duty to direct in a general way all of the County Work in his state. Finally, the state is divided into Districts, with ten or more counties in each District, supervised by a member of the State Committee.

The organization which we have considered, is purely supervisory and exists for the purpose of giving necessary advice. The plan affords, where continuity of service is secured, an excellent opportunity for study and the making of a general survey of the real needs of the territory. All the secretaries are proficient experts in their lines and their sole function is to give efficient advice in all the activities that may be undertaken by the local Association. Association engineering is rapidly becoming a real science of field strategy and only the best trained and the most experienced men can fill these important positions.

## SECTION II. THE COUNTY ORGANIZATION

So far we have considered the overhead organization, that which is purely supervisory and advisory. We now come to that part of the organization which carries on the regular program in the field.

The State Secretary and the District Secretary decide what counties should be organized and when they should be organized. A request, however, may come from the county itself before the secretaries have considered the idea, but even then the state and district Secretaries must decide upon the advisability of organizing that particular county. A careful study and survey is made of the county with respect to the religious and moral needs, the social and recreational life, its type and mode of agriculture, whether or not the county is able to finance the work, the type of people and population, educational facilities, the number of boys and young men, and the possibilities of Association work in the county. Some counties are very well provided with social, educational, physical and religious organizations and activities. In such counties it would, perhaps, be unwise for the Association to attempt work, at least for the time being, and particularly since some other counties might be very much more in need of a program such as the County Young Men's Christian Association offers. Therefore, the greatest possible precaution has always been observed to enter only those counties which need such a program and are ready for organization.

When the secretaries have decided that a county is to be organized, the matter is presented to a number of the influential citizens of the county. If they agree, a County Convention is

called to meet at some central point. To secure representatives to this Convention, one of two methods may be followed - either personal invitations are given to those men who are in sympathy with the work and representative of their county, or a general call is issued to all who desire to come. The former method is always preferable, since there is greater probability of securing sane and mature judgment, as well as of escaping a great deal of possible needless argument and discussion. If this Convention decides that a County Association should be organized, this body takes upon itself the legislative powers of appointing a County Committee. This Committee, consisting of from twelve to fifteen business and professional men, representative of the county, assumes responsibility for the work in the county. It is directly responsible for finances and for the general supervision and success of the work. It makes out a program and accepts the responsibility of seeing that this program is carried out. The Committee usually meets about four times a year to determine a general policy for the work of the county, where work shall be carried on and the general type of the Association work to be done. This County Committee also selects the County Secretary, who becomes the chief director and engineer of all the Association activities within the county.

"These county committeemen are selected with great care, primarily meeting one of two qualifications: to be able to command resources of their own to promote this work for a period of years, or to possess such influence as to command the resources of others, both in time and money. They all must stand for the best things in community life, be vitally related to the church, to the school and other agencies that make for community progress. They constitute a voluntary body not unlike the faculty of a university at one time,

or the health board of the county in another instance, as the clearing house for the religious campaign at another time, as a voluntary body of commissioners to advance the specific interests of a county, and in no uncertain degree measure out their best judgment frequently along the lines of advancing the agricultural or economic interests." 9

The County Committee then first of all selects its chairman, who should be a man with a strong Christian character. To him more than to anyone else on the committee come opportunities of direction and service. William F. Overman, County Committee Chairman of Burlington County, New Jersey, says<sup>10</sup> that "He should be familiar with all the problems peculiar to country and village life. He should be conversant with the literature on the Country Life Movement, so prominent before the American people today. He should be a student of boy psychology and make himself an expert on such topics as Value of Play life, Sex Hygiene, Boy Religion, Eugenics, etc. He should be a student of sociology, so as to be familiar with the currents of human progress and the trend of the times politically, socially as well as religiously.

"A chairman, possessed of the fundamentals as outlined above, who is broad minded and not in the least bigoted or dogmatic, but tactful, should be able to give that 'vital spark' which will not only elicit service from every committeeman, but will inspire him to become a radiant influence of good in all of his human relations in the home, office and church.

"To the chairman more than to anyone else belongs the duty of encouraging the employed officer. The secretary's job is a

9. Roberts and Israel, "Rural Work of the Young Men's Christian Association", Ann. Am. Acad., March, 1912, p. 141.

10. "The Chairman of a County Committee", Rural Manhood, October, 1914, pp. 340-1.

difficult one. Here is the chairman's opportunity to re-charge the secretary with vital energy and make suggestions which will put new life into the work and thus inspire courage for greater achievement." He must not do the work alone, but see to it that each member of the committee is shouldering his share of the responsibility and is doing it efficiently. The efficient chairman will have tact, courage, initiative and vision and "will keep constantly before his vision the great stream of humanity around him, which has been going on for ages in the past and is likely to continue for ages to come, and will endeavor to use the Young Men's Christian Association as a clearing house for all the spiritual forces of the community to the end that this human stream is made purer and purer as the days go by."<sup>11</sup>

The County Committee, having been organized, divides itself into sub-committees each responsible for some phase of the County Work. One committee may be held responsible for the finances, another for the religious activities, another for the health, recreation and physical activities, and still another for educational activities and cooperation. This division of labor is for the purpose of facilitating greater efficiency in the work, besides giving each member of the committee some responsibility and a definite piece of work to perform. Each sub-committee then works out a program for its own particular field, which it recommends to the Secretary. The Secretary thereupon attempts with the cooperation of the local groups to put this program into execution.

To assure definiteness in what is to be accomplished, and to secure greater efficiency in working toward the goal, a general policy and program is worked out by the County Committee. No

<sup>11</sup>. Op. cit.

program or policy which will meet all the needs in all communities can be cited here. The following policy and program, however, is quite typical, and can perhaps be used at least as an illustration. Mr. E. J. Arnot, formerly secretary of Lenawee County, Michigan, used it for his committee:<sup>12</sup>

"We the members of the Executive Committee of the Young Men's Christian Association of Lenawee County adopt the following policy and program for the present fiscal year, ending October 1, 1917:

Policy:-

"I. That our purpose is to promote an all around spiritual, mental, physical growing Christian behavior among boys and men in all their relationships.

"II. That we recognize as fundamental that the resident forces of any community or social group are the possible redemptive forces, and that we therefore choose as a principle of our program work with, rather than for, individuals and social groups. As the good of greatest efficiency in using these redeeming resident forces, we see a task for every boy and man and a man and boy for every task.

"III. That in order to work through and with committees and groups we believe that leadership is of primary importance. We, therefore, dedicate our organization to the task of the discovery, enlistment and training of men and boys for Christian leadership among their fellows.

"IV. That we believe that leadership is fundamental, further because in the nature of our field and the experience of

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12. "The Policy and Program of a County Committee", Rural Manhood, April, 1917, pp. 164-6.

County Work, a minimum of equipment and a maximum of personality program is the one that brings the best results.

"V. That we declare ourselves as in favor of cooperation with all legitimate agencies and individuals for the uplift of the rural field.

Program:-

"1. That we organize our County Committee, sub-committees, local Boards of Directors, group leaders, and groups.

"2. That each sub-committee of our county organization is requested to hold at least four meetings during the year and outline definite programs for their respective phases of the work.

"3. That in localities where it seems impossible to effect the organization of a Board of Directors we request our county chairman to appoint an advisory committee of two or more members.

"4. That each member of the executive committee keep in touch with the work of the local fields by occasional visits at Board and group meetings and call on leaders. Further, that we urge other members of the county committee to do the same.

"5. That we in conjunction with the finance committee, work out a program of finances with boards of directors which is satisfactory to both parties, county and local. That our county committee require in all cases of county and local finances raised on a cooperative basis:

"a. That local men shall cooperate in the soliciting and collecting of pledges.

"b. That all money shall be turned over to the county treasurer and refunded by voucher and with the consent of the executive committee.

"6. That the county secretary give a monthly report of

his activities and work accomplished to this committee.

"7. That the county secretary systematically visit leaders, groups, and communities in local fields.

"8. That we as a committee specify that the date of our monthly meetings be the second Thursday of each month.

"9. That the following specific goals be adopted by the committee:

"a. 12 communities organized with local boards of directors.

"b. 30 groups with 30 leaders and 30 assistant leaders.

"c. 60 boys for the State Boys' Conference.

"d. 125 boys for the County Boys' Conference.

"e. Three leaders' meetings with a total attendance of 50.

"f. 10 boys for the state camp.

"g. 30 boys for the county camp.

"h. 60 boys for the local camps.

"i. 150 boys in next county relay.

"j. 35 boys to decide for Christian life and 35 to unite with the Church.

"k. One-half of the budget raised in amounts of \$10.00 or over.

"l. Entire budget secured by January 1, 1917.

"m. Three-fourths of all county committeemen and all sub-committeemen assisting in raising the budget.

"n. Three-fourths of all committeemen having part in the other activities.

"o. 150 different men having part in our activities.

"All our aims here set forth are subject to the revision of the various county sub-committees and the county committee.

"10. That we commit ourselves to the best of our ability to carry out the foregoing program and policy with open mind for possible change."

### SECTION III. THE COUNTY SECRETARY.

The County Secretary is appointed by the County Committee. He becomes the executive secretary of the committee and is responsible for carrying out the program under the direction of the County Committee. He is the committee's employed representative and becomes the active agent in the field of service. It is his duty to go into each community of the county and to interest the people in a local Association. He will be the one real active force in setting up the work. To many people he will be the whole Young Men's Christian Association but, instead of being the Association, he represents the ideas and the ideals of this organization.

Since he is delegated with such a vital and important task, it is evident that the County Secretary ought to be a rather unusual type of man. It is quite important that he be somewhat of an expert in rural life who understands country life in all of its varied aspects. In fact, he is employed because he knows how to deal with country folks. He usually is the fittest type of a college man. Often, he is not only a college graduate, but has had some additional special training which particularly fits him for his work. An agricultural college course often gives one phase of his necessary training. Such men are being recruited rapidly as county secretaries. While it is necessary thoroughly to understand country life and country folks and to know something about agriculture, it is no less important for the man employed as a secretary to have a thorough training and knowledge of Association principles and methods.

There is no question in any one's mind that the Young Men's Christian Association lays claim to fundamental principles of program and policy peculiarly its own. These principles are the result of many years of experience, and any one going out to do Association work, whether in the city or the county, without understanding the Association principles, may make a complete failure of the whole undertaking. Consequently, it is evident that a thorough understanding of both country life and Association methods and principles is very essential.

The man selected as secretary may be a recent college graduate. If so, careful supervision by the district and state secretaries is necessary. He may have had experience in some other field of Association work or as an assistant in some county, or he may have had special training in one of the two Young Men's Christian Association Colleges, located at Springfield, Massachusetts and at Chicago. These colleges have special departments, giving courses either for graduate or undergraduate students, in which County Work Secretaries are trained. The courses are so arranged that the men will get a thorough training in Association principles, as well as a knowledge of the fundamental principles underlying country life. Besides a two weeks' summer school is conducted each summer for county secretaries at the regional conference camps.

The following is the four year course outlined for the college men at the Chicago Association College. The first two years are the same for all students but during the junior and senior years specializing courses are offered.<sup>13</sup>

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13. Chicago Association College Bulletin, Sept., 1919.

"Freshman Year

Majors of Credit

Autumn

Association Science (1)	1
English (1): Rhetoric and Composition	1
Biology (1): Introduction	1
Physical Activities (1)	$\frac{1}{2}$

Winter

Association Science (2)	$\frac{1}{2}$
English (2): Literature	1
Anatomy (1): Introduction	1
Physical Activities (2)	1

Spring

Association Science (3)	$\frac{1}{2}$
Physiology (1): Introduction	1
Psychology (1): Introduction	1
Physical Activities (3)	<u>1</u>

Total Freshman Year

$10\frac{1}{2}$  majors

"Sophomore Year

Autumn

English (3): Public Speaking	1
Bible (1): Biblical Introduction	1
Sociology (1): Introduction to the Study of Society	1
Physical Activities (4) and (13)	$\frac{1}{2}$

Winter

Bible (2): Old Testament History and Literature	1
Psychology (2): Social Psychology	1
Economics (1): Introduction	1
Physical Activities (5) and (14)	$\frac{1}{2}$

Spring

Bible (3): New Testament History and Literature	1
Psychology (3): Psychology of Religion	1
Hygiene (1): Introduction	1
Physical Activities (6) and (15)	<u><math>\frac{1}{2}</math></u>
Total Sophomore Year	10 $\frac{1}{2}$ majors

Specialized Courses for County Work Men for junior and senior years.

"Junior Year

Autumn

Association Science (25): Field, History and Principles of County Work	1
Sociology (5): Rural Social Organization	1
Christian Church (1): The Early Church	1
Physical Activities (16)	$\frac{1}{2}$

Winter

Association Science (5): Association Accounting	1
Economics (2): Economic Factors in Rural Life	1
Christian Church (2): The Modern Church	1
Physical Activities (17)	$\frac{1}{2}$

Spring

Association Science (16): Nature and the Boy	1
Sociology (2): Social Problems	1
Bible (4): The Apostolic Age	1
Physical Activities (18)	<u><math>\frac{1}{2}</math></u>
Total Junior Year	10 $\frac{1}{2}$ majors

"Senior Year

Autumn

Association Science (26): Organization and Administration of County Work	1
Religious Education (1): Principles	1
Bible (5): The Life of Jesus	1
Physical Activities (19):	$\frac{1}{2}$

Winter

Psychology (4): Psychology of Rural Life	1
Religious Education (2): Materials	1
Association Science (7): Principles of Administration	1
Physical Activities (20):	$\frac{1}{2}$

Spring

Association Science (27): Seminar in County Work	1
Sociology (7): The Social Survey	1
Bible (6): Christian Fundamentals	1
Physical Activities (21)	$\frac{1}{2}$

Total Senior Year 10 $\frac{1}{2}$  majors

Total of 42 Majors required to secure College Degree of Bachelor of Association Science (B.A.S.) in the Department of County Work."

The County Secretary attempts to interest people in Association ideals and to organize local Associations. In doing this work he organizes small groups of men or boys in various parts of the county. These groups meet regularly once a week. The Secretary will find it impossible to be present on each group meeting. He must therefore, find a leader for each group. His task, consequently, becomes primarily a task in social religious engineering. He seeks to discover, enlist, train and develop local leadership. "His efforts

are spent in causing individuals and communities to fulfill their own best selves as social agents. Men of his type preach, teach, write, stimulate, organize, and engineer personal-society capacity to the end of causing people to live adequately in society."<sup>14</sup>

His task places him in an extremely peculiar position. He must receive supervision from his state and district secretary and also from his county committee. He must cooperate with other county organizations and direct the Association work of the county. Figure 2 illustrates his position and relationship.

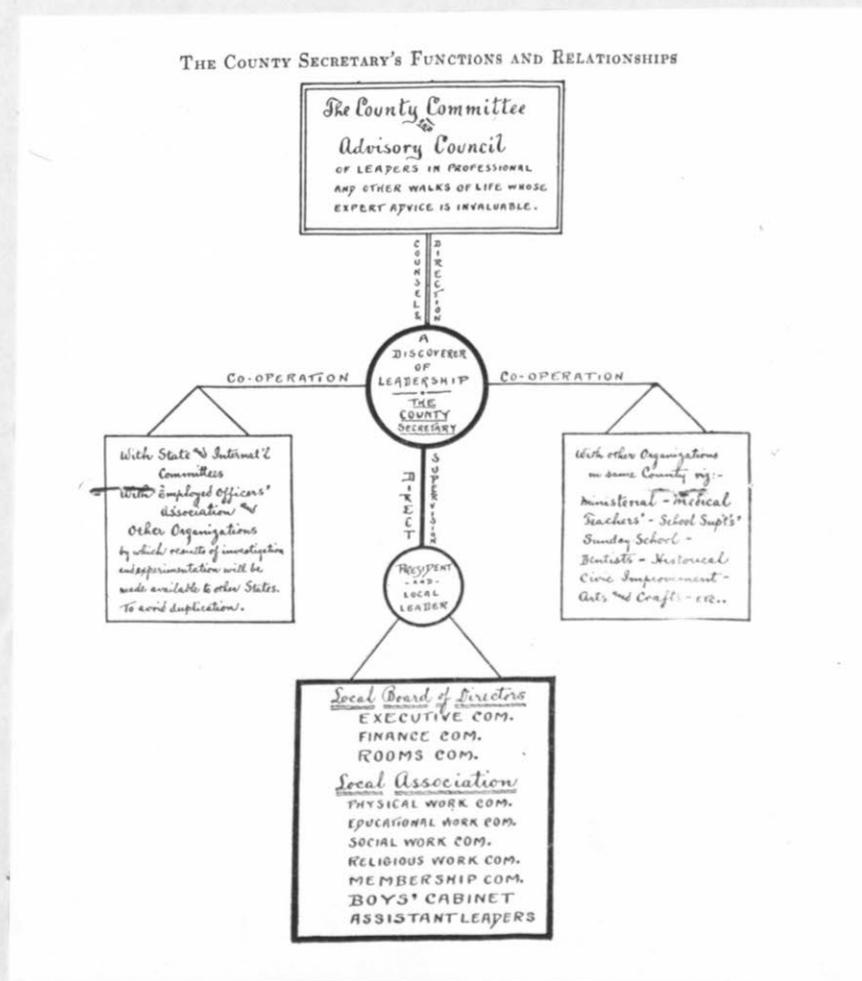


Figure 2.<sup>15</sup>

14. Artman, "Choosing a County Work Secretary", Rural Manhood, February 1919, p. 59.
15. Campbell and Weidensall, "The Man and His Field in County Work", p. 8. (Pamphlet)

This task requires that, first of all, the Secretary have the qualities of strong leadership and be able to lead and direct the activities of the men and boys of a community. He has a minimum of equipment but he has the men and boys who will be directed to become a vital force in their community. The old general who said that "a flock of sheep led by a lion is stronger than a flock of lions led by a sheep" was quite correct in his inferences. The work of the recreational directors in our large cantonments has demonstrated to us more clearly than ever before that the man of the right quality of leadership can accomplish considerable more, with a minimum amount of equipment on hand, than can the man of a poor quality of leadership with an abundance of physical equipment. Leadership is needed everywhere, but in no field is it needed more than in the rural communities. The country is not totally depleted of its leadership. True, a great deal of the country's most potent ability has gone to the cities, but the chief difficulty "is that rural ability exists in a state of arrested development".<sup>16</sup> It requires leadership to discover and train leadership. And the County Secretary going into the county to accomplish this needs primarily to be a leader. "Discover leaders; train leaders; enlist leaders; use leaders; if we are to conserve our natural resources; if we are to cure national inefficiency; if we are to prevent national decay; if we are to solve the human problem. Starting at Nowhere with Nothing and getting Somewhere with Something is after all the real test of useful leadership."<sup>17</sup>

The County Secretary should be the possessor of a strong personality. Leading educators agree that the largest contribution

16. Gillette, "Rural Leadership", Rural Manhood, June 1914, p. 237.

17. Eggleston, "Qualification for Our Rural Leadership", Rural Manhood, June 1913, p. 193.

any institution can make to its students is to have them come in contact with men who are thinkers and whose presence and atmosphere is stimulating. Many students choose a university simply to take work under some man whom they admire. If the County Secretary is to inspire the rural people with ideas and ideals his presence must be inspiring and uplifting.

The County Secretary must be willing to cooperate. "The world is coming to see that there is, after all, but one problem -- the human problem -- and that every avenue of life and work must lead to its solution. Mankind is coming to see, as never before, that life is one great thing, one whole, and that we cannot separate our work, whether in education, or medicine, or law, or preaching, or industry from this big thing we call Life."<sup>18</sup> All of the organizations of a community, whether they be educational, or social, or recreational or religious, need to contribute to the welfare of the entire community. "It is a rare thing to find a man or woman who combines the vision, the patience, the aggressive will and the administrative talent to bring together into one organized whole the various groups that may be found in almost every community, so that there may be a cooperation that will bring about great results. It can be done, however, it should be done, it must be done."<sup>19</sup> The County Association work, being non-equipment work, needs to make cooperation a real fact.

The County Secretary must be a student. He must be up-to-date on all of the great social, political and industrial questions of the day. He must know boys' work, know something about boy psychology, sex hygiene, and the outstanding mental and moral

18. Eggleston, Op. Cit., p. 192.

19. Ibid., p. 193.

problems of the boy. He must have tact, vision, patience, decision, have faith in himself, his fellowmen and his God, be optimistic, and back them all with a great source of potential power.

To hold this county secretary, once he has been found, has been quite as difficult as to find him in the first place. Association work, in all its branches, has made progress slowly because of the scarcity of men to fill the secretarial positions. Secretaries frequently change positions and a great number leave the work entirely which makes rapid progress impossible. The great plea of Association leaders now is for continuity of service in Association positions to give permanency to the work and make progress possible.

A study made by E.T. May of sixty-seven men who have served as County Young Men's Christian Association secretaries in Michigan shows the following facts:<sup>20</sup>

"Source of supply:

20 of the 67 came from business and professional life.

18 of the 67 came from college direct.

17 of the 67 came from the ministry.

8 of the 67 came from other forms of Association work.

"Where they are today:

22 are County Secretaries in Michigan.

18 are with the International and State Committees and Canadian National Council.

10 are in business.

4 are in welfare work.

3 are in the ministry and mission field.

2 are farming.

6 are in other forms of Young Men's Christian Association work.

2 are deceased.

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20. "The Coming and Going of County Secretaries", Rural Manhood, January 1920, pp. 31-2.

"Length of service:

The supervisory men have had an average Association experience of eight years.

The present County secretaries have had an average of two years.

The men who have left the work have had an average of fourteen months.

"Outstanding Causes of Failure:

1. Some were individualists.
2. Some lacked tact.
3. Some were not teachable.
4. Some were lazy.
5. Some were not able to master finance, personal or county.
6. Some did not attend conferences or study.
7. Some lacked vision.
8. Some went off on tangents.
9. Some were workers with boys instead of discoverers and developers of leadership.
10. Some failed to burn the bridges behind them.
11. Some failed to trust God and their fellowmen.

"Outstanding Causes of Success:

1. Undertook team work.
2. Had a knowledge of human nature.
3. Were good salesmen.
4. Proved to be tireless workers.
5. Studied and attended conferences.
6. Kept up finances.
7. Had a community, county, state and world wide vision.
8. Believed that every boy and man could and would serve if given the chance.

9. Considered the secretaryship a life investment.
10. Trusted in God and believed in the program of the Kingdom.

"Conclusions:

First: There is no place for the individualist or for the man who considers the secretaryship a stepping-stone.

Second: Men who are or have the capacity to avail themselves of all men's resources in the reaching of the boyhood and manhood of an entire county should be sought. Men who believe with Paul, 'This one thing I do', are the ones who stay."

#### SECTION IV. LOCAL AND GROUP ORGANIZATION.

County headquarters are usually located near the center of the county. Their activities are largely county-wide activities, but there is also a great deal that can be done in the local community. Local units therefore are organized, each with its local committee, which directs the local work. Figure 3 shows a typical county with its county committee branching out into local communities, each with its own local committee. All the local units are under the direction of the county organization.

This local work may be started either on the township or the community basis. The advantage seems to be with the township form of organization, thereby assuring that the entire field will be covered. Under the community form of organization there may be considerable overlapping, or the territory may not be covered at all. Organization upon the community basis has one strong advantage. It does not break up communities into larger units, but recognizes the natural local units in which there already is considerable interest. Figure 4 illustrates the relation of the local organization to the County Committee.



TOWNSHIP ORGANIZATION IN A TYPICAL COUNTY

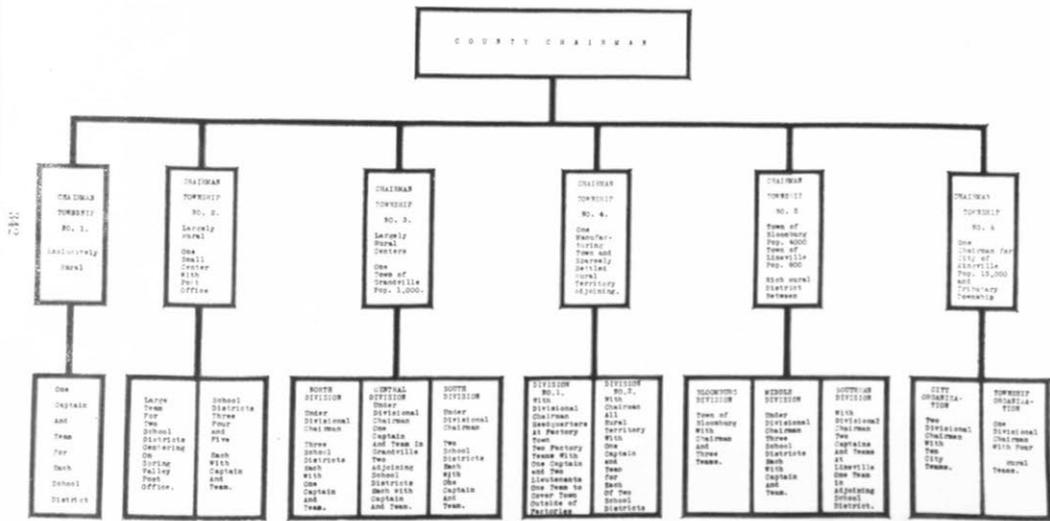


Figure 4. 22

22. Rural Manhood, October 1918, p. 342.

The County Committee usually determines what communities are to be organized and makes such recommendation to the County Secretary. He then makes a complete study and survey of the local community or township to find out what the conditions are and what activities are needed. This survey will include a study of the social, recreational, health and sanitary, educational and religious conditions. The results of this study enable him to give definite reasons why that particular community should or should not have a local Association.

When it has been decided that a community should be organized after having consulted influential citizens, three methods may be followed in the process of organization:

If the first method is adopted, the Secretary proceeds to secure a leader for either a men's or a boys' group, outlines and arranges a program and begins work immediately. This is a rapid method, and a way of doing things that need to be accomplished at once. Work is done with very little machinery and possible opposition is overcome by demonstration rather than by discussion and argument.

However, this method has its disadvantages in that suspicion may arise because the work is not generally known. The leader is directly responsible and has no assurances whatever that he has the approval of the community. It also is undesirable in that it is a one man proposition and should the leader or the Secretary leave the work would collapse. However, in spite of its disadvantages, splendid results have been produced in this way.

A second method of beginning work in a community is to call a public meeting and present the conditions and needs of the young men and boys and show how the Young Men's Christian Association is

peculiarly fitted to meet these needs. A vote is then taken to decide an organization and the local committee is elected. Leaders are selected, the program arranged, and the work begun at once. Under this method everybody knows about the work and there is no feeling of suspicion. The leaders are selected by the local committee and feel that they have the backing of the community. It is a very simple method and can be used by any community.

It perhaps is less desirable than the former method, because the public objector will have a chance to waste a great deal of valuable time in discussion, either in objecting to the whole program or in finding fault with some of its activities. Then also enthusiasm cannot easily be controlled, and is apt to run riot. Some may advocate a program that under no circumstances can be undertaken. This method may be used but it has serious faults when put into operation.

The third method is the most desirable of all, for it attempts to incorporate the advantages of the other two methods. A meeting is called and only those who are known to have a deep interest in the welfare of the young men and boys of the community and who are capable of being convinced of the merits of the work are invited. Here the matter of organizing a local Association is presented and discussed. If approved, a committee is selected which in turn selects the leaders. Some will, however, object that the project does not have full public sanction, but it has ample backing to warrant its success.

All of the County Work must be carried on through small groups of men and boys numbering from six to twenty. The success of the work depends entirely on the achievements of these groups. The groups should be homogeneous, with all the members of nearly the same

age and with approximately the same education. This gives the leader an opportunity to make the program effective for the entire group.

The principles of sociology and our experience tell us that boys fall into natural groupings. Professor Cooley says that "children, especially boys, after about their twelfth year, live in fellowships in which their sympathy, ambition and honor are engaged even more often, than they are in the family."<sup>23</sup> Play groups are often very distinct. High school boys "gang" together. Boys in one close neighborhood frequently form a group. The Association in working out its program needs to recognize this gang and group spirit and take it into consideration in organizing its local group work. Thus in every community there is need for at least one or possibly all three of the following types of groups:

1. High School Group.

High school boys do not associate freely with the boys of the town. In a college town, they are likely to consider themselves quite apart from the college students, often even attempting to maintain their identity and their differences by means of force. A high school has its own athletics, its own literary societies and debating teams, by means of which common interests are developed. Their problems are in many ways distinctive ones. In the larger cities the high school has become a distinct field of the Young Men's Christian Association and an organization commonly known as the "Hi Y" is maintained. This form of organization is rapidly coming into the more distinctly rural high schools, and there is no reason why it can not be as effective there as in the large cities.

2. Younger Boys' Group.

In every community there are great numbers of boys of grammar

23. Social Organization, pp. 24-5.

school age attending the grades together. They cannot associate with the high school boys, for the high school boy is "becoming educated" and will have nothing to do with "kids". Consequently, this younger group, often for purposes of self protection and self assertion, naturally develops a distinct group spirit. Here is a tremendous opportunity for the Association, for these boys are of the age when organization is the thing they want. But they need leadership more than organization.

### 3. Senior or Young Men's Group.

This group includes the young men of the community. On the whole this will be the most difficult to deal with. But work with them is possible and nonetheless important.

Other special groups may be present, such as a group of foreign-born or children of foreign-born parents, or special groups of workers either on the farm or in certain industries. These do not naturally fall in with any other groups, but organization among them is just as essential.

Group organization may be started in a manner similar to the procedure which is used in organizing the local work. Three methods prevail.

1st method. The County Secretary, or a member of the local committee, may discover the needs of a particular group. He at once proceeds to discover a leader and sets him to work with the group.

2nd method. The Secretary will call together a high school group, or all the boys of the community, and put before them the Association idea and let them decide what they want to do.

3rd method. This method is the prevalent one and is by far the most desirable. Here the Secretary calls together the local board and a few "key" boys of the group of the community.

With them he considers the needs and the plans. This group then makes its decision, completes the organization, as far as practicable, and possibly selects a leader. To the next meeting other boys who are interested are invited, organization is completed and the work begun. This plan makes the boys feel that they have done the planning themselves and gives them a realization of a definite responsibility, for it is their organization. At the same time they will know that they have the backing and cooperation of local men.

In every case where the work is presented to a group it is absolutely essential that the entire plan be presented. They want to know, and ought to know, the reason why and for what purpose they are organizing. It will not do for the secretary to present only the social and recreational phases of the work, even though for the time being that part of the program may interest the boys most. The boys may become suspicious if some other phase of work is introduced later. The entire program in all its phases must be presented with frankness and fairness. Boys admire that sort of a thing and will usually accept an idea when so presented.

For each group there must be at least one leader and, if possible, an assistant leader, to direct the activities. Usually the leader is selected by members of the local committee in cooperation with a few of the "key" boys of the group. This is the safe and sane method to assure a selection of the right man. Often he is chosen by the County Secretary and often by the group itself. To permit the group, however, to make its own selection is a rather dangerous method, for there is no assurance whatsoever that the right type of man will be selected. Boys, however, usually can be depended upon to select a leader who will be representative of all the activities of the group, provided the entire program has been frankly

presented. Since the activities will be so varied it frequently is the custom to have one leader as the general manager of the group and other leaders to direct the activities in the different fields. For instance, a good social and recreational man will direct social and recreational activities, another may direct them in their religious activities, another may direct their athletics, and still another their educational work. This plan has the advantage that a great many different individuals will have some specific task to perform, and will at the same time develop any latent powers of leadership.

To find the right type of men may prove to be a rather difficult task in some communities. Leadership may not have become evident in some men, nevertheless it may be present in a dormant state. Since the secretary is the man who organizes these groups, his chief task will be to discover leadership and to enlist and train leaders for the service of the groups. When the right type of man has been found it is not such a difficult task to get his consent to lead a group. Most men of the right caliber will be very glad to work with boys; for it is working with boys rather <sup>than</sup> working for boys which is desired.

#### SECTION V. BUDGET FOR A COUNTY YOUNG MEN'S CHRISTIAN ASSOCIATION.

The county budget of three thousand to forty-two hundred dollars, varying in amount in different counties and states, is provided for through popular subscriptions within the county, secured by personal solicitation. An intensive county-wide campaign is conducted under the supervision of the County Committee and the money secured in pledges in a few days or a week's time. The local committees are usually responsible for their area or otherwise a special finance committee is appointed to cover the entire area. This is

one of the hard tasks of Association work and perhaps the most unpleasant for some men. However, when a worthwhile program is presented or conducted, money will be forthcoming.

The following is the budget of county work in Minnesota for 1919-20 and is quite typical of all county work budgets.<sup>24</sup>

Secretary's salary . . . . .	\$2,000
Traveling expense . . . . .	450
Office equipment . . . . .	100
Office rent . . . . .	100
Postage and stationery . . . . .	100
Printing . . . . .	75
Boys' camp . . . . .	75
Conferences . . . . .	150
Personnel Bureau . . . . .	25
Supervision	
State Committee . . . . .	225
Association College . . . . .	50
District . . . . .	525
International and National County Departments . . . . .	75
Foreign Work . . . . .	200
Miscellaneous . . . . .	<u>50</u>
Total budget . . . . .	\$4,200

24. Statement by State Committee of Minnesota.

## CHAPTER IV.

### PROGRAM OF THE RURAL YOUNG MEN'S CHRISTIAN ASSOCIATION.

The program of the County Young Men's Christian Association is not absolutely uniform in every detail. Local conditions determine to a large extent just what the exact nature of the program should be and the things the Young Men's Christian Association should attempt to accomplish. There is, however, a general uniformity in activity, method and object.

We shall in this chapter discuss the needs of the country, the aims or objectives of the Association, its field, its methods, the type of work and some special features in the Association's program.

#### SECTION I. NEEDS OF THE COUNTRY PEOPLE.

Before we can consider a program for the County Young Men's Christian Association intelligently it is necessary to know something of the demands for such a program and the real objective of the entire program. We shall, therefore, first consider briefly the needs of rural communities. The scope of this paper will not permit us to consider every need in detail, or perhaps even to consider all of them, but we shall confine ourselves to a few of the major issues.

We can hardly stretch our imagination to the point where we can even realize what an ideal rural community would be like. There is no community in existence today which is anywhere near the ideal. We have no means of knowing what an ideal state would be, for "social theory does not yet give any final word as to just how an ideal society should be organized and probably will never do so because of the necessity of adapting standards to uncontrollable conditions".<sup>1</sup>

1. Vogt, Introduction to Rural Sociology, p. 11.

When we look at rural life as a whole, we realize that something does not quite measure up to our ideal. The real difficulty is not always easily located. When, however, we consider the individual aspects of country life we find the weak places. These difficulties of country life can usually be defined in terms of human need. For our consideration, however, we shall group these human needs.

Professor Small has classed human interests into those concerned with health, wealth, beauty, sociability, rightness, and knowledge. He perhaps should have added the interest in play or recreation. At the first meeting of the American Farm Management Association the rural problem was divided into four general aspects, as follows:<sup>2</sup>

"1. The technical aspect, including 'farm practice' and 'agricultural science'. This includes the discovery of new truths about the laws of nature and the application of these same truths to the production of plants and animals.

"2. The business aspect, including 'farm administration' or 'farm management'. This phase of the subject matter has to do with the adjustment of land, labor and capital to one another in such a manner as to produce the largest profits per production unit.

"3. The industrial aspect or 'agricultural economics'. This aspect has to do with the relation of the farmer to the other elements of the industrial system. Land tenure, means of transportation, methods of marketing, systems of taxation, credit institutions and protective and stimulative legislation.

"4. The community aspect, or 'rural sociology'. This has to do with the question 'How can the people who farm best utilize their industrial and social environment in the development of per-

Ames, Iowa, July, 1910.

<sup>2</sup>. Report of First Meeting, American Farm Management Association,

sonal character, best cooperate for their common welfare, and so best maintain permanent institutions which are to minister to the continued improvement of the common or community life? How best organize the personal and community resources of the rural people for the purpose of contributing most fully to national welfare."

Dr. Small has made a classification upon the basis of human interests, and the Farm Management Association from the standpoint of better agriculture. The human element and the individual should be of primary concern in all activity and relationship. We shall, therefore, for our discussion classify problems entirely upon the basis of the needs for the individual. We shall divide our field into the four great phases of human need, namely, the social, the physical, the educational and the spiritual or religious. Under the physical we shall include the production, marketing, and distribution of food and produce, good roads, etc.

Roberts and Israel say that "Country-life experts are un-animously agreed that what the country needs is social life".<sup>3</sup> The country does need social life, but whether it needs more of it, or merely a direction of social activities, is an open question. A survey made recently by Professor G. A. Lundquist of the University of Minnesota, of several classes in Rural Sociology at the Minnesota School of Agriculture and College of Agriculture would indicate that there are plenty of opportunities for social life, but that the thing needed is the guidance and direction of that social life. The survey does not show whether its social life centered around the towns and villages or out in the country districts. Too often it centers almost exclusively about the towns and in those cases more social

3. "Rural Work of the Young Men's Christian Association", Ann. Am. Acad., March, 1912, p. 145.

life is needed in the open country where everyone can participate. With the building of good roads and the increasing number of automobiles and the use of them during the entire year, the tendency to center social life about the villages or towns is increasing. On Sunday during the summer months long "drives" are taken to some park or to some relative who lives some fifteen or more miles away. Frequent visits to neighbors have ceased. This may be the ideal thing for those who have automobiles and can use them all the year, but what about the vast number who do not have "cars"? They are left alone and are thus practically ostracized socially.

In these small towns the most common form of recreation is the dance, perhaps held in the "town hall" for very few small towns or villages have any other place where such activities can be held. At these public dances the unscrupulous are the first to be present. These places are often unchaperoned and crime and evil prevail. A study of vice in the country leads Professor Vogt to the conclusion that "rural practice and conventional moral standards in village and rural communities are widely separated".<sup>4</sup>

Country people need to learn how to live together. Among no class of people is there more jealousy and ill feeling than among members of the rural classes. Neighbors frequently are enemies of one another. Farmers, as an agricultural class, have received less beneficial legislation, perhaps, than any other group, because they have not worked together in attempting to get favorable legislation. They have not learned how to cooperate, because they did not learn how to play together in boyhood days. This defect in rural life can be overcome only by providing an adequate social program in

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4. Introduction to Rural Sociology, p. 209.

which all the people of a community can participate. "The secret of a sound social life resides in the ability of folks to live together in the strain and struggle of work and in the joyous relaxations of play."<sup>5</sup>

The average small village or town church and the rural church are doing little or nothing to help the social life. And the thing needed in all the rural districts is a great, strong, constructive agency, not only to direct and supervise recreation and the social life, but to place it within the reach of both young and old.

The needs in production, marketing and distribution of food and produce, transportation, etc., which we have classified as physical, have received more attention perhaps than any other need of the agricultural class. Not very long ago the farmer was "considered by the city man simply as a mere machine for growing food, and what happened to him in the course of his work, whether he prospered or not, concerned the people of the cities very little."<sup>6</sup> But the time has come when he and all of us are concerned, for the very existence of the city is dependent upon the farmer. "Men can live without clothes, and they are doing it today in certain parts of the world, men can live without shelter, and they are doing it by millions, but nobody lives without food, and no people prosper anywhere in this world in any large numbers, except as a result of prosperous agriculture. The man on the farm gives us the food for our bodies and the food for our civilization."<sup>7</sup> The city needs the farmer's produce. In these days of high prices, especially, the city is tremendously concerned as to what kind of food it gets. It

5. Campbell, "Values in County Work", Rural Manhood, June, 1918, p. 261.

6. Pinchot, "Rural Religious Problems", Rural Manhood, January, 1916, p. 3.

7. Ibid., p. 3.

wants the best, everything as fresh as possible, and for as little money as possible. This means that the farmer must know how to select the best seed, how to take care of his crops properly, and how and when to market his produce. Agricultural education, transportation, sanitation, tenantry, and farm labor, are involved in getting these results. The city ultimately suffers as much as the farmer from this maladjustment of rural physical conditions.

Rural educational advantages are not too numerous. The farmer, without doubt, is partly to be blamed. Education to him, often, is a necessary evil imposed by the state. Frequently parents make every effort to ignore the law which enforces school attendance. Success by them is measured in terms of dollars and cents and in their landholdings. The rural school system is also partly to be blamed. Professor Gillette gives six reasons contributory to the weakness of our rural school system:<sup>8</sup>

"1. They are wasteful.

"2. Rural schools fail to educate in view of the surroundings.

"3. There is lack of stimulus among the pupils of the country schools on account of their small numbers.

"4. The school term is too short to do good work.

"5. In many states the rural schools are conducted by teachers who are inefficient.

"6. The rural school houses are inadequate."

Progress is made in rural education through the better training of teachers, consolidated schools and better equipment. The concept of the real purpose of education is changing. "The purpose of the development of the individual is gradually ceasing to be that

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8. Constructive Rural Sociology, pp. 36-9.

of enabling him to achieve personal success in competition with his fellows and is becoming that of preparing him for service in community life."<sup>9</sup> The country schools leave a great many fields untouched, and for the older folks as well, education should not cease. There is always room for special information which can easily be brought in the form of lectures. The Government is constantly making investigations on improved methods of agriculture, and these results ought to be brought direct to the farmer for his adoption. Then there are such things as sex-hygiene, of value to both men and boys, sanitation, cooperation, road building, etc. It is impossible for the farmer to read very much, and the best way to bring these things to his attention is through lectures and moving pictures. Considerable can be done along this line.

The religious needs of the country are just as important. "The church at large is not reaching young men in the rural districts", says President Butterfield.<sup>10</sup> This is not due to less devotion to their work on the part of the pastors, but a result of several forces working together. The building of good roads and the coming of the automobile have placed a city or village within reach of almost every rural community. The young men and the older folks as well, do not necessarily attend some church in "town", but it gives them a place to go and leave the farm for a day. Formerly it was more difficult to go very far and the country church was an assembling place for the people of the community.

The rural pastors receive such small salaries and are so poorly educated that they cannot lead their community intellectually, as they did in former years. The fact is that, with education

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9. Vogt, Introduction to Rural Sociology, p. 266.

10. The Country Church and the Rural Community, p. 116.

within the reach of all, a great many young people of the rural communities have a better education than the country pastor, and it is impossible for him to give the young people very much to keep their minds active. Preaching, to grip young men, must be educationally sound.

But the greatest reason, perhaps, why the rural church is losing ground is the fact that too often only part of the Christian religion has been preached. True Christianity has a dual relationship, as found in the Great Commandment. The first is "Thou shalt love the Lord, thy God with all thy heart, and with all thy soul, and with all thy strength, and with all thy mind". Too many preachers have stopped here and believed it was the whole of true religion. The second part of the Commandment "and thy neighbor as thyself" has been ignored almost entirely. They have attempted to adjust family difficulties, but they seldom, if ever, presented their people with the idea that "padding scales", or putting large apples at the top of the barrel, or selling impure milk, or sanitation, or health, or good roads were implications of the Great Commandment. They preached a gospel by which men die but not one by which men live. The great need today is to preach a living gospel and death will take care of itself. The country pastor has received a thorough theological training but often has had no idea at all of economics, sociology, education, biology or any of the sciences pertaining to rural life, a knowledge which is absolutely necessary to the building up of a strong church in a rural community.

Increasingly, we are beginning to realize that the problems of the rural church and the rural community are one and the same. For some reason religion has been separated from the rest of life.

Farmers have been interested in their crops and their cattle. Great

pains have been taken to produce only the best. But their boys have received very little attention. Boys are worth more than a dairy cow or an acre of tobacco. They will be the farmers and the world leaders of tomorrow. And the time must come, and is now rapidly coming, when we shall see that the human element is after all the principal element which needs consideration. Everything that helps to build up life and character is religious. And some program, whether we call it religious or not, which will have as its distinct aim the building up of the complete life of boys and young men in rural communities, needs to be worked out.

#### SECTION II. THE AIMS OF THE COUNTY YOUNG MEN'S CHRISTIAN ASSOCIATION.

The aims and ultimate goal of the Young Men's Christian Association have not received very much consideration from the vast majority of people. To some people the Young Men's Christian Association is an athletic or a social club. To others it is a series of lectures and talks on various educational topics of interest, and they are interested primarily in the educational value of the organization. While to the more religiously inclined, it is a religious organization and are interested in it only as such. But to Association leaders, the Young Men's Christian Association, whether it be student, city or county Association, has only one ultimate aim or goal. Its aim is to build up in our rural districts fully developed Christian men. Its very name implies that it is to be Christian. It is not a Young Men's Association, but a Young Men's Christian Association. President Butterfield defines the purpose of the County Young Men's Christian Association in terms of a mission. "The special mission", he says, "of the County Young Men's Christian Association is, by means of helpful comradeship and inspiring leadership, to influence boys and young men, living in the

country, on behalf of a complete manhood motivated by the Christ spirit."<sup>11</sup> Whatever program is undertaken, President Butterfield, goes on to say, "The great effort will be to try to bring the boy and young man to see that religion is a life and not a doctrine; that it is an attitude and not a garment; that it is a motive and spirit and not an artificial classification of men; and consequently that all life must be made religious."<sup>12</sup> "Real progress in country life cannot be made without the great spiritual forces, and therefore the Young Men's Christian Association puts first and foremost the spiritual motive in everything."<sup>13</sup>

A goal, which may be called a secondary motive in Association work is to recruit young men who will dedicate their entire lives to distinctly Christian work, such as the ministry, the Young Men's Christian Association secretaryship and to work in the foreign mission fields. The Centenary Movement alone, is asking for one hundred and fifty thousand young men and women. Others of the great church forward movements are asking for similar numbers to dedicate themselves to full time Christian service. These cannot all be secured from our cities and the County Young Men's Christian Association attempts to enlist a personnel from among the young men in the rural communities.

Then too, the County Young Men's Christian Association "seeks to unite in a town, village or rural community or in the open country the vital forces of young manhood for self improvement, physically, mentally and spiritually, and to give expression to these

11. Place of the County Young Men's Christian Association in the New Awakening, p. 15. (Bulletin)

12. Ibid., p. 16.

13. Roberts and Israel, "Rural Work of the Young Men's Christian Association", Ann. Am. Acad., March, 1912, p. 147.

resources in community life for the betterment of others."<sup>14</sup> The Association aims to bring together various organizations of the community, all giving their best and all contributing toward one end -- that of building up personality and character and making the community a better place to live in. It tries to get all the rural organizations to help in building up an atmosphere and an environment that will make it hard for any young man to do wrong, but easy to do the right and the manly and the noble thing. The Rural Young Men's Christian Association has no other ultimate aim.

### SECTION III. THE FIELD OF THE COUNTY YOUNG MEN'S CHRISTIAN ASSOCIATION.

The County Young Men's Christian Association considers its legitimate field to be all communities too small to maintain the city type of Young Men's Christian Association work. This usually includes villages and towns under less than four thousand population. Experience, however, has shown that the greatest success is possible in communities where the strictly agricultural population is the dominating factor, although even this may center about some small town or village.

The County Young Men's Christian Association recognizes three fundamental and essential institutions in rural life -- the home, the school and the church. If these three institutions were meeting the rural needs adequately and were able to build up and maintain an ideal social, economic, educational and religious life in each community, the County Young Men's Christian Association would have no excuse for its existence. But where those institutions are not and cannot meet the needs and demands adequately, the Association finds its greatest field of usefulness and service. It enters no

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14. Roberts and Israel, "Rural Work of the Young Men's Christian Association", Ann. Am. Acad., March, 1912, p. 140.

community with the idea of competition or substitution with or for any one of these institutions, but its plan is always cooperation. The Association, in all the branches of its work, believes in "consolidation somewhere but cooperation everywhere".

"While there are other organizations doing good in the field, and some are touching upon the question of young men and boys, none of them are specializing upon the question of making the young men and boys of a community the power and force they can be in solving not only their own personal life questions but in becoming the resident force to transform home and community life. This is because their native strength has never been used personally or in an organized manner. While church and Sunday Schools are doing much for young men, their efforts need to be coordinated in a community so they can work better together.... County work has an approach and emphasizes some things that have not been emphasized. The religious motive is dominant in all activities, whether it be in agricultural contests, athletic meets, or Bible study, and the Association recognizes its close relation to the church nowhere more than in its county work."<sup>15</sup>

President Butterfield says, in stating his conception of the ideal County Young Men's Christian Association,<sup>16</sup>

"1. It will be more an influence than an institution. It will attempt to create an atmosphere rather than to build up an elaborate machinery.

"2. In so far as it has an institutional character, this will lie in the comradeship of multitudes of country boys and young

15. Hubbell, "Four Questions of County Work", Rural Manhood, May, 1915, p. 234.

16. The Place of the Young Men's Christian Association in the New Awakening, pp. 21-3. (Pamphlet).

men. The band or group spirit will be its great asset, and the fraternal feeling will be developed for high ends.

"3. The heart of this enterprise is a verile man, the rural secretary, backed by a strong committee, all holding a clear conception, both of the opportunities and the limitations of the Association, and whose chief function is so to influence boys and young men, that there will gradually be gathered together bands of comrades who are seeking to solve their life problems on the highest lines and who are anxious to help others to do the same.

"4. The Association will supplement other institutions rather than seek to become itself an institution. It will not only supplement the school, and the home, and the church, and the grange, and the college, and the county demonstration work, in anything that seeks to reach rural boys and young men, but it will do all it can to help those institutions to a larger activity in order that they may themselves reach boys more adequately, 'function' more completely.

"5. The Association will hold itself to be essentially a part of the common church, the federated church, if you please, at work for the purpose of reaching boys.

"6. This means a temporary function. Yes, in the willingness of the Association, and in fact, its desire to turn over tasks to primary institutions as rapidly as they are willing to assume them; but actually a permanent function because, as we begin to realize the possibilities of service for boys, we shall see the need of a specialized branch of county work activity on behalf of boys and young men. I do not know what it may be called fifty years from now; possibly not the Young Men's Christian Association, though it will be that. For just as soon as the country churches 'find' themselves, are ready to take that leadership in country life which

the present situation imperatively demands, are prepared to work together as a unit, and are willing to sink institutionalism in vital religious service, then we will find the churches demanding that the County Young Men's Christian Association shall come into every agricultural county in America."

The problem of farm improvement and the problems of marketing and exchange, as such, do not immediately concern the rural Association, but it is concerned about the effect these problems have "to maintain upon our land a class of people whose status in society fairly represents American ideals -- industrial, political, social and ethical."<sup>17</sup> Country life, and particularly the life of the boy and the young man is its chief concern and anything which will help to strengthen and to build up this life will be considered within its legitimate field of undertaking.

#### SECTION IV. PRINCIPLES AND METHODS OF THE COUNTY YOUNG MEN'S CHRISTIAN ASSOCIATION.

Certain well established principles, worked out from a great field of experience, are recognized by the County Young Men's Christian Association in its work in the rural field. These are given in brief form as follows:<sup>18</sup>

- "1. A task for every man and a man for every task.
- "2. A recognition of the resident forces as the redemptive forces.
- "3. The approach of the rural problem a community approach.
- "4. The recognition of the inherent value of country life in and for itself.
- "5. The maximum development of constructive forces in

17. Butterfield, Country Church and the Rural Problem, p. 30.

18. Roberts and Israel, "Rural Work of the Young Men's Christian Association," Ann. Am. Acad., March, 1912, p. 143.

community life.

"6. Trained leadership for community enterprises.

"7. Deliverance of the enervating paternalism of the city.

"8. To stem the tide which sweeps toward the city.

"9. Adequate preparation and appreciation for the problems of the city, by those who must leave the environs of country life.

"10. Better health and sanitation in farm homes and country communities.

"11. A redirected educational system which will fit for life in the country.

"12. A more scientific type of crop production and farm administration as essential to greater satisfaction in rural life.

"13. A wholesome development of the recreative life.

"14. For the increased power of the church.

"15. Cooperation rather than competition.

"16. A standardization of operation. Membership is based upon what is given in service rather than what is secured in privileges. And finally a dominance of Christian ideals in the character of the manhood and boyhood of the country."

With these established principles in mind, the Association sets out to accomplish its task of rejuvenating country life and building personality and character in the boys and young men of the country. All work undertaken, is taken up by the group, natural groupings if possible of young men and boys. It is a poor plan to recruit a group for one particular task and then let it dissolve. A much better policy is to have each group organized to carry on a complete, balanced program along social, physical, educational and religious lines, directed by its group leader. Whatever is undertaken

is undertaken by the group as a whole. A considerable amount of group psychology may frequently be employed to secure results, particularly in natural groupings of boys. The leader may find it difficult at times to get the boys started, but when once started boys like sheep will follow their leader, especially if he is a natural or trained leader. Here then comes the task of directing the efforts and activities of the group not only to the end that whatever they do will be wholesome for each member of the group, but that they will be actually uplifting to the entire community.

Getting boys to join a group is frequently a difficult and a puzzling task for the local leader or the secretary. But nearly every boy has a hobby or something in which he is particularly interested. The first duty of the leader is to discover, through some means, what the boy's interests are and what he likes to do. This will mean that an acquaintance and friendship must be cultivated with every boy that is to be reached. Farm and rural boys ordinarily appreciate that sort of a thing. They like to get acquainted with someone who comes to "town" occasionally, especially if that person is frank and open minded and shows a friendly spirit toward them. This again shows the necessity of the secretary being a man with a strong character. He dare not be bigoted or conceited.

After the friendship has been cultivated and the boy's interests uncovered it will be an easier task to get him lined up for work. The hard part often is to get acquainted. It is necessary next to tell him of the work the Association is doing, or planning on doing, right along the line of his interests. He may be interested in athletics and sports, or in camping or hikes, or something else. Whatever it is that thing must be presented to him first for it is the one avenue of approach. Nearly all boys have at least a

certain sense of community pride and will be pleased to assist in a program which, in some way, will help the community. Boys want to do something and the Association can usually give each boy a task. Its program is not a fixed but a flexible one so as to give each boy a definite piece of work. It does not have to be a big job, a wonderful service, requiring unusual skill or challenging the boy's courage. Boys admire such a program also, but little things are just as interesting for them. These little things will also help build up our rural communities and at the same time develop the spirit of service and industry and a sense of community pride in the boy. For this reason a task for every one in the community ought to be sought. That kind of a program will inspire ideas and ideals in the youth of the rural communities and they will begin themselves to reclaim their own community. The constructive forces of any community must be the local forces.

Having once stimulated the boy's interest and having received his promise to do something definite he will usually accept the other features of the program also. With the entire, well balanced, four-fold program of every Association, men with symmetrical Christian characters will be developed. Men and boys will be much better and stronger and at the same time will have built up a better community to live in. If enough men and boys could be enrolled in such a program the rural communities of America would be completely transformed within a few years.

The County Young Men's Christian Association does not attempt to set up a separate institution to carry out its program, but it finds its greatest field of service in cooperating with existing institutions, always keeping in mind that these institutions are primary and that their program needs first consideration. They are

expected to do all they can and the county Association comes in to help them do the rest. The objectives of the fundamental institutions are recognized and the Association comes not to reach the objectives for them but to help them do it. The Rural Young Men's Christian Association does not work for men and boys or institutions but with men and boys and institutions. "The Association will regard itself, not as a primary social institution but as supplementary, not as intending to take the place of home, school or church, but as performing a service that is difficult under the present conditions, for home, school or church to fulfill."<sup>19</sup> The Rural Young Men's Christian Association cooperates with any organization or worthy cause in any community. "It comes out of thirty years and more of experimental efforts to supply the isolated and barren life of boys and men in village and country with a character-building and larger life program.... Through volunteer leaders and committeemen, the forces of home, school and church and other agencies are enlisted in this service on the platform of cooperation under the distinctly Christian but interdenominational instrumentality of the Y. M. C. A. An employed county secretary devotes his life to the rounding out of the program of physical, social, educational and religious activities for individual boys and so also, through groups of men and boys, develops a program for the community as well as for the entire county, County work service is altogether cooperative and also sets up an organization where no machinery exists, as for instance in the program of distinctly religious training for young men and boys."<sup>20</sup>

It is generally admitted that the home is not always the ideal place that it should be, nor is it doing all that it should be

19. Butterfield, The Place of the Young Men's Christian Association in the New Rural Awakening, p. 16, (Pamphlet).

20. McGuire, "To Sell County Work", Rural Manhood, March 1920, p. 87.

doing in training the boy. The Association finds a great field here to supplement, though it should never supplant the home. The father has a tremendous responsibility toward the boy and nothing can do what he ought to be doing. Yet, while the business of farming and our present form of industry is taking so much of his time to earn a livelihood, the Association must assist the father in this work. Perhaps the father can be brought to do more than he is doing. President Butterfield says, "The Association will be a father to the boy, and will do for the boy what perhaps the father cannot do, but will also seek to bring vision to the father and will even go so far as to help the fathers of a community in their boy problems."<sup>21</sup>

The school should be the natural recreation center for the entire community. Also in the field of recreation is to be found a great opportunity in directing the play and spare time activities of the community. A great many schools are not functioning at all. Too many of them are locked all the time except during school hours. The older boys and young men are not reached. As soon as the law permits, they leave school which no longer has any attraction for them. The school often does not function fully even along educational lines. It does not provide sex-education at all, does not concern itself adequately with matters of health and sanitation. Often it does not provide agricultural training and also refuses or neglects to consider the wider community problems. Besides, the school in the country ought to take the place of a lecture hall, ought to be provided with a moving picture machine, so that educational films could be presented. It ought to be the center for practical demonstration for the entire community. Until the school

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21. The Place of the Young Men's Christian Association in the New Rural Awakening, p. 16, (Pamphlet).

does all this and considerable more it is not meeting its opportunities, and some other agency, such as the County Young Men's Christian Association, needs to supplement it.

The County Young Men's Christian Association, with its experience and well organized methods, is well suited to step into the community as a unifying agency, and to assist the churches in building up their church and Sunday School attendance and membership. The health agencies, such as the county nurse, boards of health, and health and sanitary inspectors always welcome cooperation and assistance and the Association is anxious to use its groups to help promote their programs. Agricultural agencies, such as the farm bureau, county agent, boys' and girls' club work director, and farmers' clubs are very essential and quite indispensable to every community. Where these do not exist or do not function, the Association takes over the work and attempts to accomplish the same result. Where they do exist, cooperation again becomes the Association's program. The recreational and play activities in connection with these organizations are often turned over to the County Secretary.

The Association recognizes the importance of all of the organizations, and in its work attempts to help them realize their own purpose. "Furnishing a common platform upon which the various interests of the people will find expression and where those interests can come together in a democratic spirit, is the unifying task of the county work in the organized counties. It stands for the elimination of waste, for the interpretation of real needs after careful survey has been made, for the assumption of specific tasks by specific individuals and communities. It gives itself to the awakening of a social consciousness, a getting together; it seeks to supplement and not to supplant. If it can persuade a verile type of a

man to teach a class of boys in a Sunday School, or a leader to supervise the play and athletics of a school, or a farmer to give his boy a man's chance, it has made a contribution to the community life, and its leaders are as well satisfied as they would be if a new organization had been formed."<sup>22</sup>

Another very important feature through which the Association works in a community is the correlation of local activities. Every organization in a community has its own purpose and seeks to realize its own objective. Often this purpose does not take into consideration the welfare and individuality of other organizations. The farm bureau is interested largely in the raising of better crops and in helping the farmer secure the best prices for his produce and it seldom concerns itself with anything else. A women's missionary society is concerned with the welfare of people in "heathen lands" and often takes very little interest in local conditions, even though they are deplorable. If there are any Sunday Schools, their interests often lie with conditions anywhere except in their local communities and little or nothing is done by them to build up a better community for their own boys and young men. A social club may exist and do a great deal to benefit the social and recreational life. The county may have a Red Cross nurse, or some other health agency, interested primarily in the health and sanitary conditions of each community. The school deals only with rather formalized education and usually with nothing else. Several churches may exist, but each one is more interested in building up a large membership, than in the upbuilding of the community. Then there are the political parties, often concerned with nothing more socially important than holding office. All

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22. Roberts and Israel, "Rural Work of the Young Men's Christian Association", Ann. Am. Acad., March 1912, p. 143.

of these organizations have their place in the rural social structure and most of them are helping to build up a rural life worthy of American traditions and ideals. But often none of them are interested in anything more than their own welfare. There is competition and rivalry and their purposes cross. Indifference, misunderstanding and prejudice permeate all their common undertakings, and no community wide program can be undertaken by any one of them. As a result, instead of becoming constructive forces in a community, they may become disintegrating or destructive forces.

Here is one of the tremendous opportunities of the County Young Men's Christian Association, to set up a complete community program and get the various organizations to work together for one common purpose. As a consequence, the community will be greatly improved and each organization strengthened. Figure 4 well illustrates what a unified community program can do for the welfare of that community. All the forces remain the same but it takes some interested organization like the County Young Men's Christian Association to set up the program in which all can cooperate. Cooperation and correlation are two strong factors in building up rural life and the County Young Men's Christian Association seeks to utilize them to the fullest extent.

## The Community Work Secretaryship

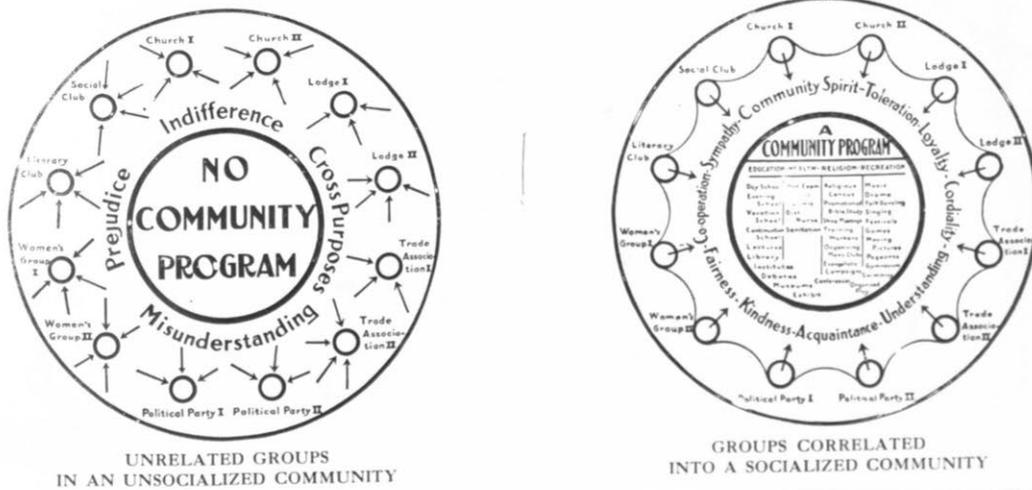


Figure 4. <sup>23</sup>

23. The Secretarial Bureau of the International Committee of the Young Men's Christian Association, Manhood Engineering.

SECTION V. TYPES OF WORK OF THE COUNTY YOUNG MEN'S  
CHRISTIAN ASSOCIATION.

The superior advisory agencies cannot work out a blanket program to fit the need of every community. General suggestions can be made and the local organizations asked to use these suggestions in so far as they meet the local need. But the program is left almost entirely to the local communities for them to work out as the local conditions demand. No two communities are alike and a secretary does not know definitely what is required of him until he has made a thorough study of local conditions. He cannot come with a "canned program" and expect it to work. Local needs never will fit a ready-made program. The program always must be made to fit the community.

Some kind of a general program can, however, be adopted by each one of the regions, states and districts and adjusted to local needs as the conditions may permit in each case. The program for a district should be more definite and complete than for a region, because its local conditions will be more uniform since the district is smaller in extent of territory. As we approach nearer the local field the program may become more specific. However, in no case can a definite program be worked out until the conditions are thoroughly understood. Not even a local secretary can hope to outline his program in detail until he has made a complete survey of conditions and has discovered the local needs.

This study must not be superficial and cannot be done in any slipshod manner. Every activity and organization ought to be considered in detail. Considerable time and effort will be required to accomplish this study but it is necessary to assure permanent

future success. This is one of the reasons why counties cannot be organized more rapidly. In the future the information gathered by the Interchurch World Movement in its rural surveys will be of great value to the County Association movement. Farm bureaus, farm management organizations, county Sunday Schools, and County Superintendents of schools often make surveys or have information of great value which will facilitate matters greatly for the Secretary in making his study. In some way or other, however, the information must be secured before a suitable program can be arranged.

Considerable time is consumed gathering this information and progress in organizing Associations apparently is slow. But it is expected that such work will occupy the major portion of the County Secretary's time the first year. "It has been suggested that he should not plan to organize more than five or six communities the first year. Some men suggest even less. Probably three of these should be local Associations. It is also suggested that a possible maximum of ten groups should be the aim the first year, emphasis being given to make the leadership of these efficient. The size of the towns and the opportunity in the rural fields will have a bearing on the amount of the local work."<sup>24</sup> The New Jersey State Committee, in order to standardize more fully the work in that state and to unify and coordinate efforts in the counties, urged the adoption and promotion of the following recommendations:<sup>25</sup>

"For the First year's work in a newly organized county:

"1. Organize local Associations with a fourfold work in six points or more with well-supervised group work in at least four communities, at least one Hi-Y Club suggested.

24. Rowe, "First Year's County Work Program", Rural Manhood, Jan. 1919, p. 41.

25. "Standards in County Work." Rural Manhood, Feb. 1920, p. 65.

"2. Conduct a Leaders' Training Conference for group leaders, Sunday-school teachers, and other men who are working with boys -- four or more conferences suggested.

"3. Set up and conduct, in addition to cooperating with the State Boys' Conference, an Older County Boys' Conference.

"4. Conduct a summer camp. In some cases a joint camp with other County Associations may be preferable.

"5. Supplementary and in addition to the Leaders' Training Conference, the County Committee should cooperate with the other already organized counties in conducting the Annual County Workers' Institute. Committeemen, leaders, and workers should be secured to attend one of the Institutes conducted just previous to the opening of camp.

"6. The County Secretary should attend, with expenses paid, the two weeks summer school at Silver Bay, and also be present and participate at the monthly conference of the State County Work Secretaries in Trenton on the first Wednesday of the month.

"7. The County Secretary, as the Executive Secretary, should administer the work in a businesslike way. Regular County Committee meetings should be held at least bi-monthly. Monthly reports should be made to the state office, bills should be paid promptly, careful and consistent records should be prepared and kept for future reference.

"8. The County Secretary should familiarize himself with the various industrial, social, fraternal, financial, educational, religious, and other county organizations. A workable survey should be made.

"9. The County Secretary should cultivate the friendship and acquaintance of the various committeemen, contributors, and friends

of the Association and inspire, enthuse, and lead those with whom he may come in contact into larger service for the county and the community as well as with men and boys.

"For work in counties organized for more than a year the following additional standards are recommended for your county:

"10. Organize local Associations in at least ten points. In counties with an assistant secretary, fourteen points; with an associate secretary, 18 points are suggested. The number of Association groups, Hi-Y Clubs, and Sunday school classes should depend on the type of leadership available. However, let us work for quantity along with quality.

"11. Conduct and cooperate with other organizations in arranging Father and Son Banquets, Socials, and Sunday.

"12. College Deputation Team Visitations in a number of communities. (Suggested that at least one-fourth of local Associations annually conduct such work.)

"13. Cooperate with State Committee in securing contributions for State, District, International, and Foreign Work.

"14. Conduct Campaign for Rural Manhood and Association Men.

"15. Conduct at close of fiscal year an Annual County Convention, on such scale as to create an active interest on the part of those who are able to finance our work. Financial campaigns to be conducted at most convenient and strategic time.

"16. Continue and complete a study of the county. Add outstanding Christian leaders to the County Committee.

"17. Increasingly make the county office a clearing house for useful and purposeful information for those interested in work with boys and men, and for the betterment of community life.

"18. Cultivate and develop a larger financial constituency so

that the field may be more completely manned by addition of assistants or associate secretaries who may specialize along particular lines of service.

"19. Strive to enlist and chart every year at least three per cent of the boy life in the Christian Citizenship Training Program. (Five year goal is ten per cent of the boy life of our country.)

"20. Present the claims of Christ and the Church to every group membership, preferably through personal interviews by leader or some sympathetic Christian friend.

"This program does not include many worth-while projects such as Agricultural Contest Work, Thrift Campaigns, Educational Trips, Athletic Track Meets, Ball Leagues, Play Festivals, Keep Fit Campaigns, Vocational Guidance, Find Yourself Campaigns, Community Singing, Sunday Men's Meetings, Americanization Work, Lecture Courses, and other equally valuable pieces of work adapted to meet the needs arising in our county fields. In counties organized for three years or more many of these projects should be conducted."

The Rural Young Men's Christian Association in outlining its program attempts to meet the needs of the young men and boys. In our discussion of the needs of country people we found that they could very well be grouped into social, physical, educational and religious needs. The activities of the Association fall naturally into one of the four groups. It is difficult at times to say exactly how to classify an activity, for it is impossible to give a clear cut distinction. However, mere classification is unimportant. The essential thing is to have a program that will meet the needs and bring results in the lives of the boys and manifest itself in the development of the community. Each item in the program must function in the community where the boy or the young man lives. If it does

not so function, then it has no place in the program. A great deal of the work of these groups will be experimental and the Association will of necessity frequently launch out into some new and untried field in search for new ideas and new plans and possibilities.

Great efforts are made to construct a well balanced program which will give each activity the proper representation and will leave no part of the program uninteresting. No part of it is to be stressed unduly. However, Association leaders hold that the religious is to be the predominant feature in all the activities, since the organization is essentially a religious organization.

Figure 5 indicates some of the activities that may very profitably be promoted. It also shows a general division of the work. We shall attempt briefly to consider a few of these activities as they are carried on by the Association.

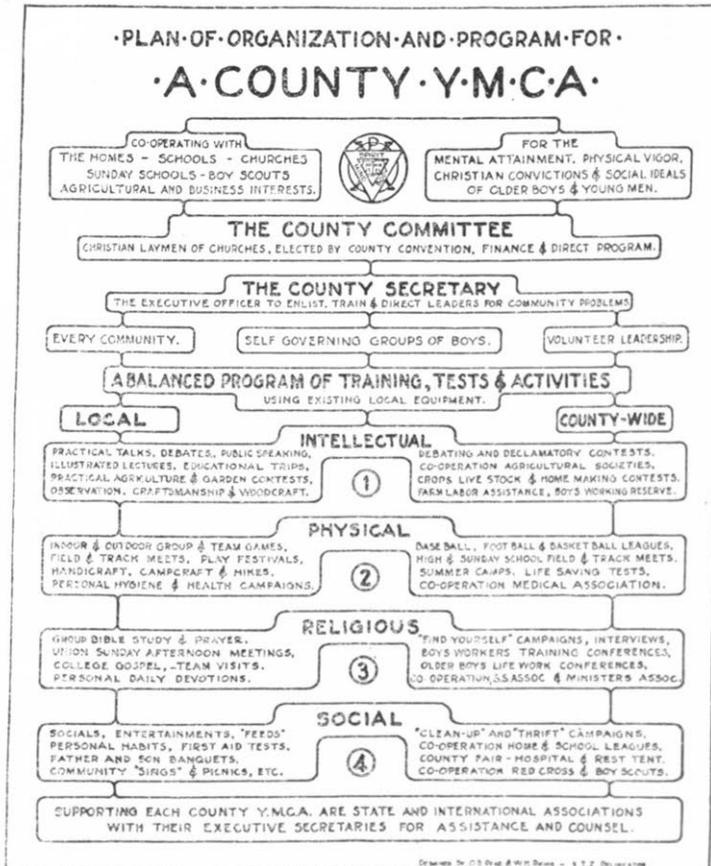
The social program will be largely a community undertaking, encouraged by the groups. Each group may have its social evening with games and stunts, but the Association will direct its efforts largely toward developing social activities for the entire community. During the summer parties are desirable and they can meet at some home in the community. Farmers usually are glad to open their homes for that purpose. A community picnic stimulates community interest and pride. Churches and schools may be persuaded to open their doors for community social functions. Functions on special days and occasions such as the Fourth of July, Hallowe'en, New Year's Eve, Home-coming, etc., prove to be interesting and helpful. Hikes, excursions, community sings are also frequently encouraged and promoted. All of these activities help to build up a strong community spirit and the county Association makes such activities a part of its program.

ALBERT J. NASON  
STATE CHAIRMAN

E. W. PECK  
STATE SEC'Y

E. W. DECKER  
STATE TREAS

GENERAL OFFICES: NEW Y. M. C. A. BLDG.  
MINNEAPOLIS



Shall Minnesota be behind other States in providing "Red Triangle" Activities for the Youth of our great Rural Communities?

INQUIRE OF  
**ROSCOE C. COFFIN**  
STATE RURAL SEC'Y

Figure 5.

The Association also attempts to foster the play spirit among the children of the schools. A secretary, or someone under his supervision, will spend a noon period at a country school teaching the children some new games. A Michigan county secretary, with four or five such men and an automobile, visited several schools each day, leaving one man at each school to direct the play during the noon recess.

Athletics occupy a large place in the Association's rural program. A baseball team, a track team, or a football team may be organized within the group of each school or community or Sunday School. The Secretary may organize a county athletic league and have the teams play for the county championship. If desired, a state league may be organized and have the winners of each county play for the state championship. Gymnastics and equatics may form an important part of the physical program if the equipment is available.

Education always is supplementary. The school does not provide such things as sex-education or vocational guidance nor does it <sup>deal</sup> with special questions or topics. Lectures and instruction on personal, domestic and community hygiene and sanitation are provided by the Association. These are very essential, for frequently the boy's and the community's health are impaired because of the limited knowledge of hygiene and sanitation. A man or woman, qualified to talk on any one of these subjects, is asked to speak to the group at its regular meeting or at a general meeting of all the men and boys of the community. Frequently, such a man is brought to the school to speak to the school children. Cooperation with the state agricultural college produces good results because its extension men travel through the country and frequently can be secured to talk on

some special phase of agricultural work to the boys and young men. In counties where the state does not have boys' and girls' club leaders the Association promotes such organizations and directs the work. This gives boys and girls some knowledge of scientific agriculture and develops an interest, even among the older people, in better stock and better crops. At the same time it stimulates new interest in farm life and has a tendency to keep boys and girls on the farm rather than drive them to the city.

Special evening classes are often conducted for those who want to continue their education along some particular line. Reading courses are directed, literary and debating clubs are organized and special lectures provided.

Religious work is by no means the least important of these four phases of activity. The Young Men's Christian Association is essentially a religious organization and, as such, religious activities must occupy an important place in all of its work. The Association attempts to develop Christian character and definite religious activities are necessary to accomplish that end.

A great deal of emphasis is placed upon prayer and Bible study. Each group meeting is opened with prayer and the boys and young men are urged to take part. A part of each meeting is also devoted to Bible study and each boy is urged to read his Bible daily and form the habit of Bible study. Boys are urged to unite with the church and Sunday School and to become positive forces in their church and community by doing real Christian service. A few of the strongest men will perhaps visit some other community to learn of their work and activities and report back to their own group. Gospel or deputation teams from colleges are brought into a community for a few days to do Christian and personal work with the boys. Giving

plays a large part in the Association's program and boys are urged to give systematically to some worthy cause.

The following outline by E.T. Judd, County Secretary of Monmouth County, New Jersey, is typical of the activities of a county:  
26

"I. Bible Study in Association Groups.

"II. Inner Circle in High Schools.

"III. High School Student Association Groups.

"IV. Noon Hour Groups in High Schools.

"V. Prayer.

"1. Encourage prayer by boys at group meetings.

"2. Observance of Week of Prayer.

"3. Prayer by County Sec'y and members of County Committee, by leaders and friends.

"4. Prayer group: group of men selected by the County Sec'y, meeting weekly for conference and prayer, especially the latter, number limited to not more than four to eight like-minded men, group not to be known outside of group.

"VI. Personal Work.

"By County Secretary, Leaders, County Committeemen and other volunteer workers.

"VII. Service.

"1. Gospel team work by older fellows, going out to small communities and visiting other Young Men's Christian Association groups.

"2. High School Deputations.

"3. Laymen's Deputations.

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26. "Religious Work Activities", Rural Manhood, February, 1918, pp. 62-4.

"4. Echo Meetings by State and County Boys' Conference delegates.

"5. Christmas Cheer Work by Association groups, promoting municipal Christmas tree and providing Christmas dinner baskets for the poor.

"6. Giving toward Rural Young Men's Christian Association work in India and other worthy objects.

"7. Encouraging members to serve in churches.

"8. Responsibility for athletic, social and religious activities.

"9. Friendly relationship to a younger boy.

"VIII. Public Meetings.

"1. Sunday meetings for boys.

"2. Sunday meetings for men. In each case where conditions and results make it worth while.

"3. Association Sundays, which includes presentation of Association work and a religious message to men and boys, women and girls, closing with a union or individual church service.

"4. Community meetings for men and boys, women and girls.

"5. Sunday park or other outdoor services.

"6. Shop meetings.

"7. Stereopticon talks on Bible lands, "How We Got Our Bible," etc.

"IX. Special Gatherings.

"1. Father and Son Banquets.

"2. Community Men's Dinner, with presentation of claims of church, men's Bible classes, and service and responsibility to boys of the town.

"X. Campaigns.

"1. College Deputation Campaigns.

"2. Religious and Moral and Social Education Campaigns, using men of authority and ability to teach mature people.

"3. Find Yourself Campaign in high schools, with Christian character, vocational education, and life objectives as results to be striven for in the interviews. (See articles in American Youth).

"XI. Conferences.

"1. Leaders' Conferences, monthly, quarterly, or on specially scheduled dates, to promote the welfare of the group work and the personal life of the leader.

"2. Boys' Workers Association Conferences, which include all workers with boys in the county.

"3. County Workers' Institutes should be held in every state (as in N.J.) by sections, if state is large. Middle of June is a good time with a two and one-third days' session.

"4. County Boys' Conferences. High School Boys' Conferences. Select a small number for prayer, planning and consecration. State Boys' Conferences.

"XII. Boys' Camps.

"County, Inter-county and local short term camps.

"XIII. Literature and Correspondence.

"1. Circulation of selected books. Each county office should maintain a religious, Boys' Work and rural life library.

"2. Circulation of Association publications. In addition, each County Committee should get certain people to subscribe to Rural Manhood and Association Men.

"3. Individual letters to boys, leaders, and committeemen.

"4. Special messages to boys and young men in printed form

from County Committee or Sec'y, in order to get certain ideals before all boys.

"XIV. Special Features.

"1. Attendance of boys' groups at church, monthly or on other occasions.

"2. Promotion of observance of Boys' Day throughout county.

"3. Contest system of points for attendance at Sunday-school and church.

"4. Pocket Testament League, among boys and young men.

"5. Literature, letters, and service to the drafted and enlisted men of the county.

"XV. Cooperation.

"1. In County Federation of Protestant churches. (County Sec'y is useful as secretary.)

"2. In evangelistic campaigns.

"3. In men's and boys' Bible classes.

"4. In Teacher-Training classes in connection with churches of community.

"5. In service. Information Department for churches, pastors, S.S. Supts. of county, and boys' workers. Monthly letter sent, informing of helpful books, games, stunts and programs for socials and boys' meetings, and making suggestions.

"6. In making the county office a clearing-house for speakers.

"XVI. Publicity.

"1. News articles furnished on work done, with religious emphasis.

"2. Helpful messages inprinted form supplied through the office. Special messages secured from influential and respected men of the county on topics pertaining to community, church, and individual life."

## SECTION VI. SPECIAL FEATURES.

Most of the work is done by the group for the group as a whole but the individual is not neglected. An individual program is frequently adopted to supplement the group. Each boy is expected to make his own report to his group leader. The following program, adopted by the boys of Houghton County, Michigan, is a test of personal development based on 100 credit record.<sup>27</sup>

"Physical= 30 credits total.

"1. Minimum of one hour a day in outdoor exercise - working, skating, coasting, skiing, hiking - walk 100 miles a month and qualify for the Century Club. - 5 credits.

"2. Clean teeth daily. - 5 credits.

"3. Cold sponge bath daily, warm soap bath weekly. - 5 credits.

"4. Read one article weekly on physical development. - 5 credits.

"5. Practice events in American Standard Program until able to attain normal score for a boy of your weight-class in each event. - 5 credits.

"Intellectual= 10 credits total. Do one of the following each week:

"1. Prepare list of books you would advise every boy to read.

"2. Read one book from list enclosed.

"3. Read one magazine article on Reconstruction Plans, Problems, and Policies.

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27. Johnson, "A Boy's Personal Program", Rural Manhood, March 1919, pp. 129-0.

"4. Read one magazine article on the Peace Conference, its tasks, results, etc.

"5. Memorize the "Psalm of Life," by Longfellow.

"6. Do one week's advance work in some school subject.

"7. Visit some local industry, or institution, and write description of same.

"8. Make some useful or ornamental article involving at least fifteen hours' work.

"Social= 5 credits total.

"1. Check off the following games which you already know and learn to play the others - checker's, chess, dominoes, back-gammon, crokinole, carroms. - 2 credits.

"2. Plan one or more features for a social program to be given by the Y. M. C. A. group to other boys of the high school. - 3 credits.

"3. At least once during the week do one of the following:

"(a) Converse with your mother, lady teacher or other woman friend for five minutes on: "Why Should I Stick to School?"

"(b) Converse for five minutes with some girl of your own age about some book which one has read and considers it worth the other's time to read.

"(c) Converse for five minutes with your father, or other man friend, about the treatment which should be accorded the German people by the Peace Congress.

"Moral= 15 credits total.

"1. At least once each week, by force of will, refrain from doing some one thing that you would like to do and do something else. - 5 credits.

"2. Likewise, do something that you do not like to do.

This to prove to yourself that you are master of yourself and to strengthen your will of exercise. - 5 credits.

"3. If working, take such an interest in your work that your employer will be obliged to give a good account of you. - 5 credits.

"Religious= 40 credits total.

"1. The best you know how, pray. Pray each morning, to form the habit of at least one stated time each day for prayer. Pray in behalf of others rather than for yourself. - 10 credits.

"2. Cover day by day, one week's work in your Bible study course, writing answers to questions asked, making notes and writing questions you wish to ask and ideas suggested. - 15 credits.

"3. Relieve some one else of a duty or a responsibility which has been something of a burden to him. - 3 credits.

"4. Do some one thing to make home happier. - 3 credits.

"5. Keep sweet, cheerful, good-natured. - 2 credits.

"6. Have a smile and a good word for everyone you meet.  
2 credits.

"7. Try to "feel" God in the beauties of the snow scenes and in the hearts and eyes of those who love you. 5 credits."

Besides the local group activities, in which the local groups participate in their own community, county-wide activities are also a part of the program of the County Young Men's Christian Association. Representatives of local groups usually participate in the county-wide activities. Most of these are regular annual events.

1. The County Convention. is held annually with representatives from each local Association. It is the general legislative body for the county. This convention appoints the county

committee, hears reports from the local as well as from the county committee, employs the secretary and adopts the general policy for the following year.

2. The County Boys' Conference is held annually at some favorable central point. All boys over twelve years of age are invited. To obtain best results a leader for each group of boys is secured. A four-fold program is carried on but the religious activities receive special emphasis and occupy the major portion of the program.

3. At the County Camp leaders get together for several days of intensive training for the following year's work. They discuss methods and plans and adopt a general policy for the work.

4. The Father and Son Banquet is a banquet to which the father is expected to take his son. It is usually held during the National Father and Son Week in February. The idea has spread rapidly and churches are beginning to have father and son banquets of their own. Topics of community interest are discussed, getting the views of both the father and the son. The purpose is to improve the community conditions in which the boy lives.

Local groups participate in such county-wide activities as road dragging contests, county-wide surveys, county fair cooperation, thrift and financial, health and sanitation campaigns. Such activities stimulate an interest in community welfare and a desire to improve local conditions through voluntary service.

The County Young Men's Christian Association is one of the rural organizations working for the betterment of the agricultural communities. Its methods and principles have been tested and wherever the Association has had a fair chance it has produced results. The Association believes that the improvement of rural life must be

secured through the resident forces of each community. The best in these forces must be coordinated and utilized for a common end. This end is the individual and the development of his character and personality.

APPENDIX A.

Diagrams Showing Various Forms of Organization.

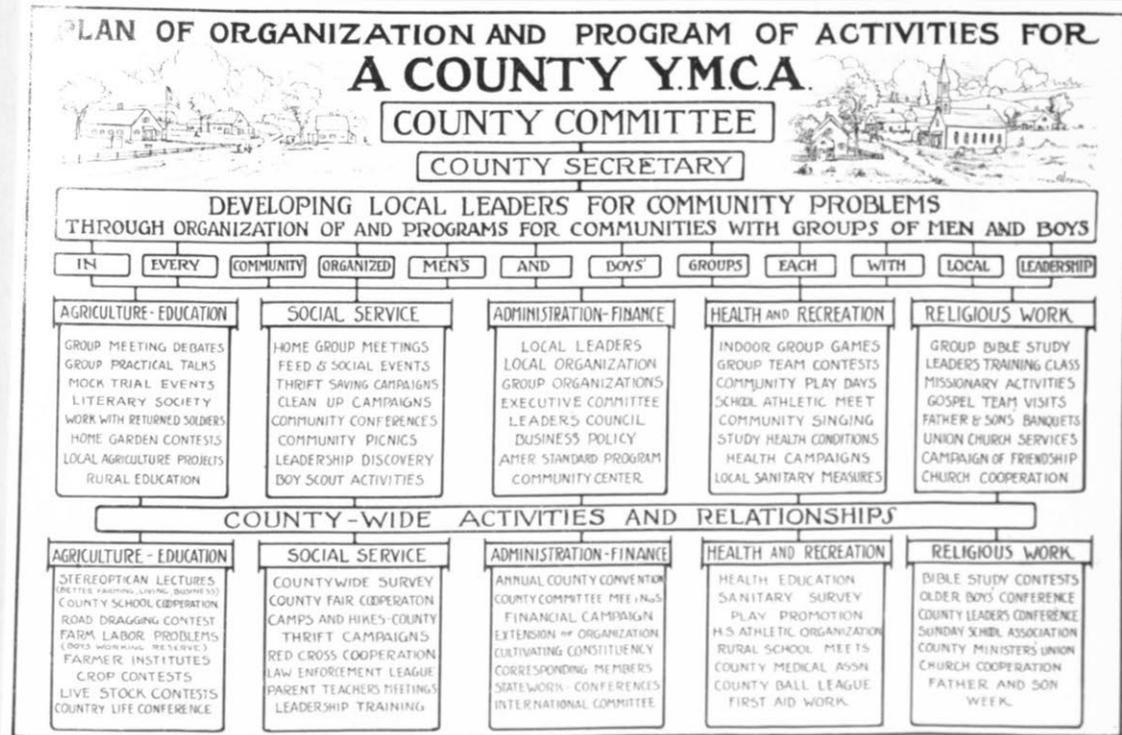


Diagram 1.

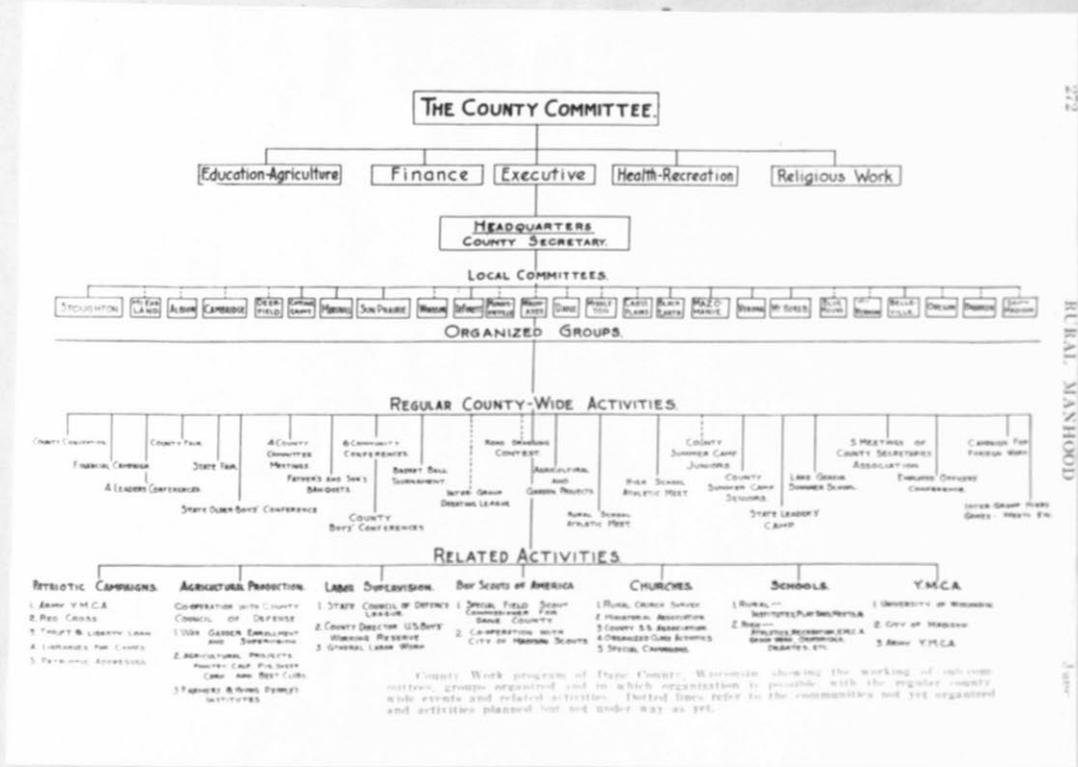
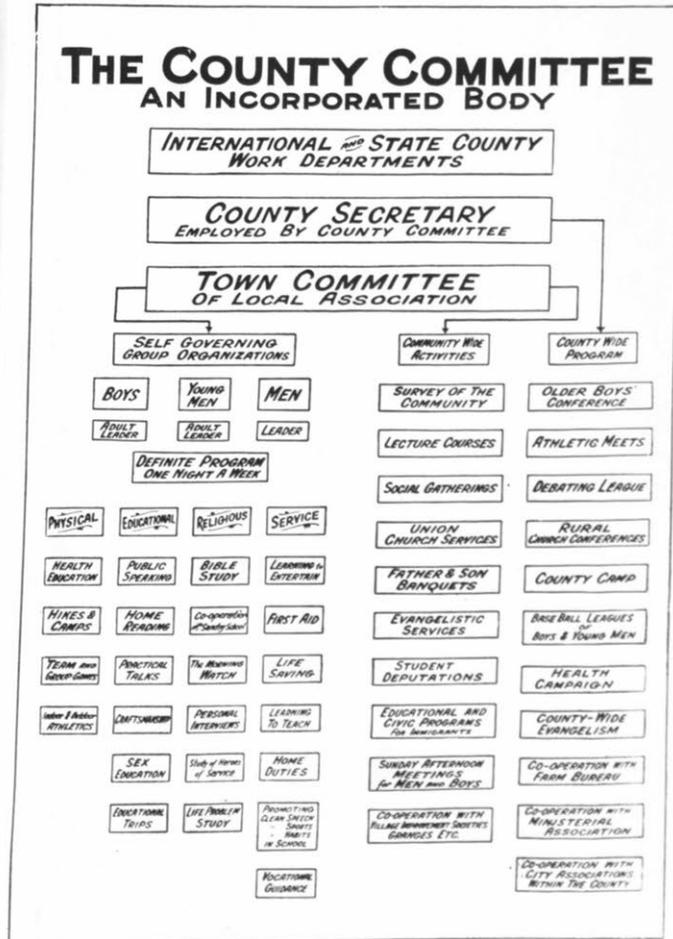


Diagram 2.

THE PLAN OF ORGANIZATION AND SOME PROGRAMS  
OF ACTIVITIES OF THE COUNTY Y. M. C. A.



THE ORGANIZATION IS SIMPLE AND EFFECTIVE AND HAS BEEN  
IN OPERATION FOR OVER TWENTY YEARS

Diagram 3.

APPENDIX B.

MINIMUM CONSTITUTION FOR A LOCAL ASSOCIATION.

ARTICLE I

NAME

The name shall be the Young Men's Christian Association  
of \_\_\_\_\_  
Town, Village, Community.

ARTICLE II

MEMBERSHIP

Active membership shall include only those who are  
members of evangelical churches. All others may be  
elected associate members.

ARTICLE III

MANAGEMENT

A board of directors, or community, village or township's  
committee, consisting of at least three men, shall be  
annually elected by the active membership of the  
Association. This board or committee shall be com-  
posed entirely of members of evangelical churches of  
eighteen years of age and over, and shall have general  
responsibility for the Association work in the locality.

When it is impossible for the local evangelical church  
members to find and elect the three or five similar men  
as board of local directors, the county committee may  
appoint such board from the local church members.

## APPENDIX C.

### A SUGGESTED YEAR'S PROGRAM.

By Clive McGuire

(Reprint from "Rural Manhood", June, 1919)

"The month of September is the logical time for opening a year's program in most rural and small town communities. The opening of the school year, especially the beginning of the athletic season in the high school, is the best time to enlist the united interest of the boys and girls. In most farming communities the close of the summer farming season marks the natural time for promotion of social activities.

#### SEPTEMBER

"1. Annual organization of Community Council.

"Council selected at Community Progress Sunday or other meetings in August. (See August Program.)

"2. Plans for immediate promotion of Boys' and Girls' Groups - (One adult Christian leader for every ten boys and girls).

"3. Community Pageant - This should be promoted by a special committee appointed at the August meeting. Best results are obtained when the pageant portrays a local history and conditions. Don't try a long and complicated one the first year.

"4. "Keep Fit" Campaign - Health instruction for every one in the community. This should also be specially adapted for boys and girls separately. In case of the boys it may take the form of the "Three C's Campaign," Clean Speech, Clean Sports, Clean Habits. The moral value of such a movement is especially forceful at the

opening of the football season in the high school. Social morality lectures for girls can be secured through the Field Department of the Y. W. C. A.

"5. Give special attention to the organization of group work with high school boys. The standard forms of Hi-Y clubs and Inner Circles are best adapted to this end. For the girls the Y. W. C. A. can furnish material and plans for organization of Standard Student Clubs.

"6. Labor Day should not be passed unobserved. A program in the schools in a community gathering may emphasize the dignity of labor. The program should do honor to all of the varied types of service that contribute to the well-being of a healthy community. We must emphasize the brotherhood of all men and women who serve to make society prosper. The rural community where social life is comparatively simple is an ideal place to teach the necessity of a service test in true democracy. This is a good occasion to call to mind the dignity of housework and the service rendered by the women of the homes.

#### OCTOBER

"1. Vocational Guidance Campaign.

A "Find Yourself" week for the older boys and girls should at least give them the service point of view in making a selection of life work. The regular vocational guidance plan may be secured from the Boys' Work Division of the International Committee of the Y. M. C. A., 347 Madison Avenue, New York City. A similar plan for girls is available from the Girls' Work Department of the Y. W. C. A. 600 Lexington Avenue, New York City. This must be adapted to the peculiar conditions of the community.

"2. Christian Callings Conference.

"This should be a follow-up of the Vocational Guidance Campaign to give special attention to boys and girls contemplating religious work. No publicity need be given this effort. It may be well to merge it in a County Christian Callings Conference as well as in state or national efforts pointing in the same direction.

"3. Home Study and Experimentation - Special attention should be given to those young people in the community who are not in school. They should be encouraged to pursue study of some kind. In towns having a public library this plan may be promoted in connection with the library. In out-of-town communities a traveling library may be secured at a nominal cost by addressing the state librarian. It is well to appoint a director of Home Education for the community. Special themes of study and experimentation that may be followed are: Trapping, cooking, dairying, building, literature, art, music, sewing, interior decorating, correct home furnishing and the like.

"4. Hallowe'en Social.

"This should be made as nearly as possible a community-wide occasion and should be planned with an end in view and carried on under close supervision. Special effort should be made to rob the occasion of its customary spirit of vandalism. The young people are easily shown that the fun of the occasion is not in direct proportion to the amount of damage done.

NOVEMBER

"1. Thanksgiving - appropriate Sunday observance.

"2. "One Hundred Per Cent Social."

"A social evening for every member of every family in the community. In large communities this event will have to be held in several different points simultaneously. It can be made a master

stroke in the development of a community consciousness.

"3. Thrift Campaign.

"An event to be made community-wide. Special emphasis should be placed upon the proper spending of money as well as saving of money. A special event for enlisting the interest of men of wealth and influence.

"4. Week of Song.

"Use local song leader if possible. Divide the community into four parts geographically. During each of the four evenings in succession have the entire population of one section gather for singing. Place emphasis not upon learning new songs, but upon singing old ones. In four evenings the four sections will have met to sing. Then on the fifth night, which should be Sunday night, let the whole community come together for a Community Sing. The spirit of this week will not be lost but will be carried into every public gathering for months to come.

DECEMBER

"1. Quarterly Meeting of Community Council.

"2. Student Deputations of Men and Women or Both.

"Gospel teams are sent out by all colleges. This is one of the most profitable kinds of evangelism.

"3. Community Christmas Tree.

"The whole Christmas season should make a most direct and lasting contribution to home life.

"4. Meeting of public recognition for recently elected public officials. The "crooked" politician feels himself uncomfortably called to account on such an occasion.

JANUARY

"1. Watch Party.

"The Watch Party is a good time for a "Stunt Night" in which each group will be given a chance to put on a short stunt. They should be featured in a good program including an address on "What the New Year Should Mean." It should close in a consecration service and not in hilarity and rowdyism.

"2. Educational Trips.

"In some states Farmer's Week and Home Economic's Week are held in January. This should be made full use of by the community. Other Educational Trips may be featured either as group, inter-group or community-wide activities.

"3. "Newcomers" Social.

"A social evening for extending a welcome to persons who have moved into the community during the last year. This is especially valuable in a strictly rural community where persons may move into the community and not "feel at home."

FEBRUARY

"1. Father and Son Week, Mother and Daughter Week.

"There are good reasons for suggesting that these be held in separate months; they may be held simultaneously, however. Abundance of good material is available from the Y. M. C. A. and Y. W. C. A.

"2. Big Brother Movement, Big Sister Movement.

"These may be a part of the Father and Son and Mother and Daughter Week.

"3. Community Progress Sunday.

- a. History of Community events and people.
- b. Resources of community.
- c. What we can do.

"The purposes of the Community Progress Sunday are:

To create a community pride; to educate the community in its own talent and resources to crystallize sentiment for social service.

"4. First Voters Class.

"Begin a series of from three to ten weekly meetings for men and women who are about to cast their first vote. This anticipates the valuable help of a judge, lawyer, legislator, congressman, or other person versed in the fundamentals of local state and national government. The new voters should be charged with a social and moral obligation.

MARCH

"1. Quarterly Meeting of Community Council.

"2. Township and County Older Boys' Conference and Older Girls' Conference. These should not be held jointly.

"3. Organization of Boys' and Girls' Glubs for Summer Activities: Pig, Corn, Garden, Domestic Art, Poultry, Potato, Canning, etc. With the assistance of Boys' and Girls' Club Leader of State University.

APRIL

"1. Change from winter to summer program in Boys' and Girls' Groups. Summer club work should be opened with a Young People's Social.

"2. Home Builders' Convention - To inspire the building of good homes, not houses.

"Suggested topics for the program:

"Social Life in the Family Circle."

"Good Manners and Bad in the Home"; "The Democracy of Home Life"; "Advice to the Newly Married."

"3. One Hundred Per Cent Social.

(See November Program.)

## MAY

"1. Community May Day Festival.

"Feature election of a Queen of the May. Election should be held in April.

"2. Field Day Activities - Athletic Meet.

"3. Consecration Service. For task of the summer. Especially important in farming communities.

"4. County Sunday School Convention. Every community should give special attention to all county-wide activities.

"5. Memorial Day. With the new "Veterans" this day is given added significance.

"6. Clean-Up-Day.

"The latter part of May is a good time to grade roads and in other ways beautify the country-side. This day may mark the beginning of Home Beautiful and Flower Garden contests.

## JUNE

"1. Quarterly Meeting of the Community Council.

"2. Organization of Baseball.

"Make short schedule for games Saturday afternoons. All equipment should be property of the Community Council. They will on all trips be accompanied by reliable adult leaders.

"3. Educational Trips.

"This is a good season for agricultural trips to experiment stations or an auto trip over the county to visit the best farms.

"4. Flower and Song Service.

"The time of spring flowers should be used to the fullest extent. This service might be incorporated in the regular "Children's Day Service."

"5. Organization of Tennis or Croquet Clubs for Girls. (Make schedule for match games.)

## JULY

"1. Boys' Camp.

"2. Girls' Camp.

"Camps of short duration are more successful where they have not been held before. In no case should the boys' and girls' camps be held together or in the same neighborhood. The same equipment and location might be used by the two camps - one following the other.

"3. July 4th Celebration.

"4. Finish Baseball Schedule - The community should give public recognition to the team as having rendered a service.

"5. Finish Tennis and Croquet Schedule with a tournament between players.

"6. Farmers' Institute - The institute cannot feature a more important thing than the relationship of the church to the community. Insist also that the women attend the institute.

## AUGUST

"1. "Stick to School" Campaign.

"2. Annual Sunday School Convention - Township.

"3. Two or Three Days' Leaders' Training Conference.

"4. Community Census.

"5. Community Progress Sunday - (See February Program).

Members to be chosen for the Community Council.

"The whole program to be given to plans for year's program. It may be well to have a basket dinner at noon with the program morning and afternoon.

"6. Community Fair.

"The idea of the fair should be to make a contribution to the social life of the community - not to the purses of the fair

board. This at once eliminates many customary features, but substitutes others of social value.

"Other Events.

"1. Earn and Give Campaign - Select some cause that may represent a heroic appeal and endeavor to secure gifts from every boy and girl in the community. Gifts to be made from their own earnings.

"2. Public Forum - Questions of social and public importance to be discussed.

"3. The agricultural Extension Department of the State University is always ready to furnish special speakers for any community.

"4. Grange Activities.

"5. "Service Monday" - This is to be a Monday in which every person in the community will be called upon to do a kind turn for some other person. It should not be a time for presenting gifts but rather for trying to discover some concrete need and helping to meet it. This event frequently has the result of discovering needs that no one realizes were there. A part or all of the community may unite in meeting some community need.

"6. "Neighborhood Night" - A night set aside for neighborhood gathering of a social nature. No one will be expected to leave his own immediate neighborhood on that night to go to some social gathering in another section of the community. He must affiliate with his own immediate neighborhood.

"7. Creation and Use of a Community Library - State Library Association can help in this regard.

"8. Spelling Bee."

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