

In This Issue:
**The “Three P’s” in Volunteer Programs:
People, Programs, Processes, and Policies**

A well-known cliché states that formal education in its rudimentary sense should focus upon “the three R’s” of “reading, ‘riting’, and ‘rithmetics”. Similarly, after 27+ years working with volunteers and volunteer programs in two states, and as a scholar and academician at two separate research universities, I have a mind-startling premise to suggest to our readers: when it comes down to it, there are really only four relevant, rudimentary, foundational concepts involved with any volunteer-based program or organization: 1) people, 2) programs, 3) processes, and 4) policies. (Of course, the management literature would suggest that these four constructs are not limited to volunteer-based or non-profit organizations, but likewise apply to any formal social organization.) Therefore, on behalf of the Editorial Board and Reviewers of *The International Journal of Volunteer Administration*, I am very proud to introduce this issue focused upon these “four P’s” in volunteer programs.

The issue opens with four excellent *Feature Articles*. Thomas Hall and Rachel Vettern focus upon the “people” aspect of volunteerism and specifically, understanding differences between generational cohorts so as to strengthen intergenerational volunteer collaboration. According to the authors, “With an understanding of the different generations and their skills and abilities, VRMs can form effective cross-generational teams to build social capital and help communities achieve their goals through volunteerism” (p. 8). Landry Lockett, Scott Cummings, and Jeff Ripley describe basic competencies needed by volunteer resource managers working with an innovative Extension Master Gardener volunteer program in Texas. The authors conclude that “. . . the findings in this study suggest that increasing professional development opportunities related to gaining volunteer administration and ‘people’ skills such as leadership, communication and conflict resolution skills would prove extremely beneficial for volunteer administrators and their volunteer programs” (p. 15). Michael Janisse and W. James Weese explore the critical processes in volunteer resource management of recruitment and retention within the context of another innovative program: IndyCar Series Racing. They conclude that “Volunteers recruited by other volunteers tended to be the most satisfied with their experience compared to those who responded to general print or electronic advertisements” (p. 1). Finally, Amy Meier, Loretta Singletary and George Hill connect people, program, process and policy in their article regarding assessing impacts on volunteers working in a rural community development program. According to the authors, “The study results suggest that volunteer-based community development programs in isolated rural communities produce positive impacts for both the volunteers and their community” (p. 35).

Two excellent *Tools of the Trade* share valuable resources available to volunteer resource managers. Ryan Schmiesing contributes a review of the text recently published by the Council for Certification in Volunteer Administration (CCVA) that addresses core competencies in volunteer resource management. Dale Safrit and Harriett Edwards describe new distance based, academic professional development opportunities being offered by North Carolina State University that apply to volunteer resource managers. Harriett Edwards and Benjamin Chapman

present a thought provoking *Commentary* identifying questions, concerns, strengths, and challenges for volunteer-driven programs and their managers and administrators regarding the use of social media networking.

From the Annals includes three articles published previously in *The Journal of Volunteer Administration*, all relating directly to the current issue's focus. "A Systematic Approach for Volunteer Assignment and Retention" by John Saxon and Horace Sawyer was first published in 1984, while "Training Volunteers to Deliver a Breast Health Programme" by Merle Kisby, Marilyn MacKenzie, Diane Finkle, and Carolyn Hill was published in 1995. The issue closes with "Volunteer Screening Practices, and Essential Component of Volunteer Management: Implications from a National Study of Extension Professionals" authored by Cathy Sutphin and first published in 2004.

I join the entire Editorial Board and Reviewers of *The International Journal of Volunteer Administration* in sharing this issue so that we may all remind ourselves to stop and focus (or refocus) upon the "Four P's" of volunteer-based programs.

A handwritten signature in black ink that reads "R. Dale Safrit". The signature is written in a cursive style with a prominent underline.

R. Dale Safrit, Ed.D.
Editor-In-Chief