

**In This Issue:  
Leader: A Dealer in Hope**

There has not been a previous time in world history when the concepts of leadership, governance, and stewardship have been more prevalent and relevant to the collective human condition. From political arenas on the worldwide stage, to grassroots movements that shake long-established institutions, to public outcries and demands for greater transparency and accountability in societies around the globe, these three concepts have become uniquely and intricately interwoven into our contemporary social consciousness. A quick Google search of “leadership” alone yielded an amazing 186 million on-line references! Yet as a 20-year scholar, researcher, and teacher of these topics, I still return to a historic definition that I first encountered over a decade ago – Napoleon’s simple definition of a “leader” as “a dealer in hope.” What an appropriate a phrase to focus this second issue of Volume XXV of *The International Journal of Volunteer Administration* that seeks to highlight the increasingly synergistic roles of leadership, governance, and stewardship in today’s volunteer programs and organizations as professional volunteer resource managers and volunteers seek to bring hope to the world’s peoples.

Three *Feature Articles* are included. Nancy K. Franz, Ph.D., of Virginia Polytechnic Institute and State University emphasizes the rapidly emerging nature of transformational leadership in volunteer contexts. She concludes, “Transformative learning focuses more on the development of volunteers in addition to task accomplishment and often brings changes in work styles, world views, and/or personalities. Transformative learning can lead to better and more autonomous decision making and personal actions that better align with personal values.” Landry Lockett, Ed.D., and Chris Boleman, Ed.D., from Texas A&M University explore the use of volunteers as middle manager leaders in Cooperative Extension, and the requisite competencies needed by volunteer program administrators. Their study provides critical insights into effectively utilizing volunteers as mid-managers, along with advantages and limitations of doing so, and is applicable to any volunteer resource manager in helping effectively utilize their time, energy and resources for maximum impact and program success. Richard E. Trevisan, M.S., of Santa Clara University, focuses on the training, development, and retention of construction volunteer teams with Habitat for Humanity. His case study provides insights for ensuring a continuing volunteer workforce by practicing accepted leadership competencies that contribute to retaining volunteers.

In *Tools of the Trade*, Marshall Stewart, Ed.D. reviews the 2004 text, *Governance as Leadership: Reframing the Work of Nonprofit Boards* by authors Richard P. Chait, William P. Ryan, and Barbara E. Taylor. (New York: Wiley; 224 pp.; Hardcover, ISBN 0-471-68420-1).

In *Ideas That Work*, Harriett C. Edwards, Ed.D., from North Carolina State University suggests practical and realistic approaches for working with volunteers in leadership roles serving on volunteer advisory councils. According to Edwards, “By focusing efforts upon effectively engaging volunteers in leadership roles through advisory councils, volunteer resource managers are building organizational capacity and creating succession systems to allow volunteers to develop needed skills and knowledge to become and remain more fully engaged. The challenge is shifting from simply managing advisory councils, to positioning council members as leaders within the organization.”

Erin L. Barnhart, M.P.A., offers an excellent *Commentary* in which she makes the case for volunteer resource managers serving more effectively in professional advocacy roles. According to the author, “Often considered a task both easy and quick, the reality is that volunteer resource management is a highly skilled, time and resource intensive profession that is genuinely fundamental to the success of volunteer programs.” She outlines five key strategies for volunteer resource managers to engage in as routine methods of professional advocacy.

*From The JOVA Annals* features five articles published previously in *The Journal of Volunteer Administration*: “Evaluating Individual Board Members: A Training Summary” by Barry L. Boyd, Ph.D. (first published in 1999); “Powerful Synergies Exist Between Managers of Volunteer Resources and Fund Development Staff” by Valerie Cooper (published in 2000); “Building a Strong Advisory Group” by Nancy Macduff (published in 1989); “Leadership Practices of Ohio AmeriCorps Program Directors and Coordinators” by R. Dale Safrit, Ed.D., Chadwick J. Wykle, M.S. and Joseph A. Gliem, Ph.D. (first published in 2004); and, “Tough Choices: The Challenge of Leadership in the 90's” by Judith V. Waymire (published in 1991).

I join the entire Editorial Board and Reviewers of *The International Journal of Volunteer Administration* in challenging the reader to review, reflect, and experiment with both the practical and thought-provoking insights in this issue so that managers of volunteer resources may better mobilize and engage volunteers through leadership, governance, and stewardship.

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Editor-In-Chief