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Success with Library Volunteers

Kelli Johnson

Marshall University, johnson28@marshall.edu

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book includes excellent bibliographies and indices.—*Jennifer Hoyer, Artstor, Interference Archive.*

Leslie E. Holt and Glen E. Holt. *Success with Library Volunteers.* Santa Barbara: Libraries Unlimited, 2014. 156p. Paper, \$45.00 (ISBN 978-1-61069-048-5).

If you have been waiting to find a comprehensive strategy before starting a volunteer program at your library, your wait is over. While volunteerism has not been a top priority in many academic libraries in the past, the current state of college budgets may make recruiting volunteers a more attractive prospect. Leslie and Glen Holt's book, *Success with Library Volunteers*, offers an extensive look into the past, present, and future of volunteers in all types of libraries. The book is clear and concise with many practical examples. Each chapter is accentuated with comprehensive notes and contains a case study of a successful volunteer program in the King County Washington Library System.

The Holts begin with four chapters laying the foundation for a successful volunteer program. In chapter 1, "The Basics," the authors discuss the changing face of the library volunteer as well as the necessity of setting a solid infrastructure. Chapter 2, "Hidden Volunteers," and chapter 3, "Popular Types of Volunteers," define the various types of library associates. First are those whom we do not generally call volunteers such as library founders and advocates. Interestingly, the Holts also identify volunteerism as a significant way to reach out and add to cultural diversity. Volunteers can lend experience and provide instruction, as well as providing assistance and direct special projects. Chapter 4, "Planning," addresses constructive advice for management including a list of practical questions ("Can you define a needed volunteer project in a clear and realistic way?") and leadership advice.

The final five chapters of the Holts' text will take your volunteer program forward and into the future. Chapter 5, "Recruitment, Retention, and Recognition," discusses three very important stages in the volunteer program process. Recruiting and keeping the best volunteers are key to the success of your volunteer program. Tips on where to look for volunteer recruits are extensive. The text also contains information about applications, communication, and volunteer recognition.

Chapter 6, "Evaluating Your Volunteer Program," is one of the hot topics in higher education recently, and the Holts cover every aspect of evaluation as it pertains to a volunteer program. Assessing costs and benefits of any program is important, and the Holts thoroughly explore how to evaluate a volunteer program. Subjects in this chapter include training and supervision of volunteers, outcome planning and evaluation, measuring impact, and reporting results and outcomes. The last section of chapter 6 takes up the matter of problem volunteers. They stress training and positive reinforcement.

Chapter 7, "Volunteers That Require Special Attention," addresses specific types of volunteer groups aimed mostly at public libraries: Friends of the Library, youth, and agency partnerships. Of particular interest is a brief section on working with volunteers with disabilities. Though aimed at public librarians, the information about working with volunteers from different populations is interesting for all librarians.

The Holts continue to take us forward in their discussion of "Volunteer Management Information Systems" in chapter 8 and, in chapter 9, "The Future of Library Volunteerism." Although using an electronic information system to track volunteer service may seem excessive, library systems have benefitted from the ability to automate their program tracking. The authors include descriptions of some volunteer management information systems along with a considerable list of suggested information categories. The final chapter begins with the statement that the text has been about three things: libraries, librarians, and volunteers. Chapter 9 anticipates the trends and

issues ahead for librarians and volunteers. Libraries are evolving and librarians and volunteer programs must evolve too. Budgets continue to shrink, the library profession is more specialized, and digitization is becoming endemic. Volunteerism in libraries will remain an important factor to continue to provide excellent customer service and to help face the concerns ahead.

The book ends with an appendix introducing a successful model of a library volunteer program at the King County Library System in Washington. The appendix details the KCLS approach from the system's multiyear assessment of its volunteer problems through planning stages for various aspects of the program to recruitment and implementation. The Holts include a descriptive list of the various volunteer programs employed at KCLS and how volunteers contribute to those programs.

Success with Library Volunteers is a concise yet comprehensive manual that will be a valuable addition to any library's toolkit. Leslie and Glen Holt cover the range of issues, questions, and methods involved in planning and implementing a library volunteer program.—Kelli Johnson, Marshall University.

Leadership in Academic Libraries Today: Connecting Theory to Practice. Edited by Bradford Lee Eden and Jody Condit Fagan. Lanham, Md.: Rowman & Littlefield, 2014. 222p. Cloth, \$75.00 (ISBN 978-1-4422-3259-4). LC Z675.U5L37.

Theories for effective management wax and wane, yet this useful book only reinforces the significance of, and need for, best practices in general library leadership and administration. *Leadership in Academic Libraries Today: Connecting Theory to Practice* is an invaluable tool for library managers at every level because it applies current leadership models to an expanse of library-related issues. In four skillfully crafted parts, the editors include cogent chapters addressing 21st-century library leadership challenges. Best of all, there is instructive material in this book for almost every library leader, which signifies the important role that leadership literature can play in enhancing and advancing our profession.

Part One, "Combining Theory and Practice," immediately demonstrates means of effective application of theoretical constructs in real-world library settings. In chapter 1, "Motivating Millennials: The Next Generation of Leaders," Julie Artman advocates Transformative Collaboration as a means of orchestrating communication and change. She regards a leader as a sort of theater director, who coaches, and communicates with, the players to produce collaborative work. Transformative Collaboration appeals to millennials in particular because it encourages organizational participation by all of the stakeholders in an enterprise, which, in turn, generates personal investment in the success of the library and its mission. Clearly, Transformative Collaboration can be applied more broadly to enhance buy-in from stakeholders of different generations, yet it also provides a way to nurture future library leaders. In chapter 2, Susan E. Parker describes "Positive Leadership in Libraries: The Rise of the Credible Optimist." She endorses Martin Seligman's notions of Learned Optimism and Positive Psychology as a means for leaders to model desirable attitudes and behavior. According to her research, positive perspectives can transform the library as a workplace. This, in turn, becomes a new model for future library leaders. In chapter 3, Deborah S. Garson and Debra Wallace elucidate "Leadership Capabilities in the Midst of Transition at the Harvard Library." This chapter is especially valuable because it provides a case study of transformation in a particular library. The authors grapple with the nature of the evolving academic library environment and adapting management theory to account for current library needs. Ultimately, they adopt the Four-Frame Model that includes a Structural Frame, a Human Resources Frame, a Political Frame, and a Symbolic Frame. In essence, these frames constitute lenses through which leaders examine an