

Propositions

1. Situating volunteer value at the micro, meso, and macro levels creates insight into the complexities of different manifestations and recipients of value creation (*chapter 2*).
2. Volunteer value can be categorized as complementary, supplementary, and ambidextrous. Volunteer-involving organizations should carefully explore these three options to optimize value when making staffing decisions (*chapter 3*).
3. Third-party gatekeepers can play a crucial role in the inclusion and exclusion of volunteers in host organizations, thereby potentially creating more volunteer value for all parties involved (*chapter 4*).
4. The amount and type of volunteer value created depends partly on the individual volunteering, specifically in volunteer tourism scenarios (*chapter 5*).
5. Volunteers create unique value compared to paid staff, which should be considered to maximize efficiency and effectiveness in volunteer-involving organizations (*this dissertation*).
6. “A little consideration, a little thought for others, makes all the difference.” (*Eeyore in Winnie the Pooh, probably on volunteering*).
7. Perceptions of the legitimacy of and value created by protesters will change depending on whether they are volunteers or paid staff.
8. Overcoming analysis paralysis, the academic excuse for procrastinating, is a major steppingstone towards a finished dissertation. In the process it is important to remember that practice makes progress and not let perfect be the enemy of good.
9. To be a good teacher, one must be a good student. This means remaining curious, open, engaged, and compassionate.

10. Navigating a doctoral program requires the ability to adjust the sails or destination to accommodate unexpected winds and the slow forces of drifting. Having a good crew is essential for establishing the right path and making the necessary course corrections along the way.
11. Years, 'final' versions, and glasses of wine – these things must not be counted. (*Adapted from Italian/Spanish proverb*).