

Renz, David O. (Ed.). (2010). *The Jossey-Bass Handbook of Nonprofit Leadership and Management* (3rd ed.). San Francisco, CA: Jossey-Bass. 804 pp. \$85.00.

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The nonprofit sector is continuously changing, and new challenges regarding accountability, transparency, and the increased pressure to demonstrate outcomes loom on the horizon. Given these challenges, Renz (2010) argues that the “pace of change and the extent of that change will demand a greater level of knowledge, sophistication, and skill from those who aspire to lead and manage [nonprofit] organizations” (p. 803). Undoubtedly, then, it is essential to develop the knowledge, skills, and abilities of nonprofit managers to face these challenges, and this in fact is one major goal of *The Jossey-Bass Handbook of Nonprofit Leadership and Management*.

The *Handbook* brings together leading experts to illustrate effective practices of nonprofit management and leadership. In particular, it draws on current research, theory, and practice and offers useful advice for nonprofit

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practitioners, board members, volunteers, and “all who seek a solid core of support for the wide range of knowledge and skills that nonprofit leadership and management require” (Renz, 2010, p. xxxiv). The editor of this third edition is David O. Renz, who currently serves as the Beth K. Smith/ Missouri Chair in nonprofit leadership and director of the Midwest Center for Nonprofit Leadership at the University of Missouri, Kansas City. This third edition further enhances the relevance of both previous editions. To complement revisions, four new chapters have been added to the text, three of them addressing current challenges of accountability, financial leadership, and nonprofit finance (chapters 4, 17, and 18, respectively); the fourth new chapter focuses on social entrepreneurship (chapter 10).

Part 1 gives an overall perspective on the context and institutional setting of the nonprofit sector. Peter Dobkin-Hall in the first chapter provides an overview of the history and its development from early associations in the 18th century to the current state. The second chapter describes the legal and regulatory environment in which U.S. nonprofits operate and details the body of law and recent legislative changes that nonprofit practitioners and scholars ought to be aware of. In chapter 3, Lester Salamon describes the changing environment as well as global challenges facing the nonprofit sector: finance, competition,

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effectiveness, and technology. A new chapter by Alnoor Ebrahim completes part 1. He outlines the current debate on nonprofit accountability focusing on “to whom” and “for what” nonprofit organizations owe accountability.

Board and executive leadership, ethics, strategic management, and strategic planning are the main topics of part 2. The new chapter 10 on social entrepreneurship deserves particular notice. Social entrepreneurship in the nonprofit sector is a new and still growing phenomenon. Matthew Nash not only ventures to define the concept of social entrepreneurship but also provides the reader with guidance and knowledge on factors that positively contribute to a successful entrepreneurial social venture and outlines general implications of social entrepreneurship for nonprofit management and leadership.

Given that nonprofit organizations do not exist in a vacuum, the importance of maintaining and managing their exchanges with various stakeholders is the main focus of part 3. Four of the six chapters in this section address certain facets of these outside relationships. Brenda Gainer in chapter 11 focuses on marketing, which aims toward advancement of the organizational impact. Marketing, she argues, enables nonprofit organizations to assume the perspectives and ideas of external constituencies and “is thus a critical aspect of a new third-sector leadership” (Gainer,

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2010, p. 327). Next, Kathy Bonk illustrates the importance of strategic communications as an opportunity to integrate public outreach and media relationships into the strategy of nonprofits. In chapter 13, Marica Avner informs nonprofit practitioners on success factors of nonprofit advocacy and lays out the different steps in the advocacy process. She provides readers with an understanding of public policy and advocacy and guides them with practical advice with questions to think about and advocacy checklists. Part 3 concludes with two chapters on strategic alliances and collaborations within the nonprofit context as well as advice on outcome assessment, program, and organizational effectiveness evaluation.

Organizational success depends, in large part, on the availability and effective management of financial resources. Chapter 17 by Jeanne Bell has been added as one of two new chapters in part 4. Bell focuses on the strategic dimensions of financial management, whereby she distinguishes between financial management and financial leadership. According to her analysis, financial management alone is insufficient for financial sustainability and could be outsourced, whereas financial leadership, however, is crucial: financial leaders can make a difference in the health and impact of nonprofits. The new chapter 18 by Dennis Young disentangles various sources of income according to their value and applicability for different nonprofits.

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Young encourages nonprofits to find the unique mix of funding sources that best fits their mission and that will consequentially increase the maximum net social benefits. The remaining chapters in part 4 focus on the integration of fundraising programs according to the organizational mission, the challenges and opportunities for financial development of social enterprises and nonprofit ventures, the benefits and dynamics in governmental contracts, the process of accounting and managing the flow of money in nonprofits, and the best practices for nonprofits to assess and manage risk.

The final part of the *Handbook* centers on the notion that people are the most valuable asset within nonprofit organizations, and thus three chapters are devoted to strategic human resource management. Here, nonprofit managers and leaders learn the essential tools for recruiting, retaining, rewarding, and further developing their employees. Furthermore, these chapters examine aspects of compensation and rewards as well as the design and management of volunteer programs in U.S. nonprofit organizations.

Renz discusses in a concluding chapter the key challenges faced by the U.S. nonprofit sector and the essential capabilities of nonprofit leaders and managers to address those challenges successfully. He also emphasizes the similarities and—even more importantly—the differences between nonprofit

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and for-profit management practices. As Renz suggests, nonprofit leaders face the task of determining the best strategy to fulfill their organizational mission most effectively, while carefully considering the unique characteristics of nonprofits, such as the ownership structure, the legal context, or the financial structure.

In summary, the overall context and overview of the U.S. nonprofit sector is given in parts 1 and 2. The three following parts dig deeper by giving the reader a good mix of practical advice and current techniques in nonprofit management and leadership. Although there is a logical sequence in the arrangement of the chapters, the *Handbook* serves as a reference text and the reader does not have to follow the sequential order to find the content helpful. Clear definitions of important terms and key concepts are well integrated throughout the text, and the authors do not overuse jargon. Particularly worth mentioning are the chapter-by-chapter supplemental resources accessible online through the Jossey-Bass website; here, the readers are offered a wide array of additional online resources and links to websites sorted according to the individual chapters. Indeed, the content of the writing is relevant and accessible to an audience of newcomers as well as to established nonprofit scholars and practitioners. Overall, the *Handbook* is a valuable resource that gives nonprofit practitioners and scholars insights into better

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navigating through the challenging and exciting times ahead.

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