CONTENTS

Figures, Tables, and Exhibits ix
The Contributors xiii
The Editor xxv
Introduction to the Fourth Edition xxvii

David O. Renz

PART ONE: THE CONTEXT AND INSTITUTIONAL SETTING OF THE NONPROFIT SECTOR 1

1 Historical Perspectives on Nonprofit Organizations in the United States 3
   Peter Dobkin Hall

2 The Legal Framework of the Nonprofit Sector in the United States 43
   Bruce R. Hopkins and Virginia C. Gross
3 The Changing Context of Nonprofit Management in the United States 80

*Brent Never*

4 The Many Faces of Nonprofit Accountability 102

*Alnoor Ebrahim*

---

**PART TWO: LEADING AND GOVERNING NONPROFIT ORGANIZATIONS  125**

5 Leadership, Governance, and the Work of the Board 127

*David O. Renz*

6 Executive Leadership 167

*Robert D. Herman*

7 Ethical Nonprofit Management: Core Values and Key Practices 188

*Thomas H. Jeavons*

8 Strategic Management 217

*William A. Brown*

9 Strategic Planning and the Strategy Change Cycle 240

*John M. Bryson*

10 Understanding Nonprofit Effectiveness 274

*David O. Renz and Robert D. Herman*

---

**PART THREE: MANAGING NONPROFIT OPERATIONS  293**

11 Social Entrepreneurship and Social Innovation 295

*Matthew T. A. Nash*

12 Social Enterprise and Nonprofit Ventures 334

*Scott T. Helm*

13 Marketing for Nonprofit Organizations 366

*Brenda Gainer*

14 Advocacy, Lobbying, and Social Change 396

*Marcia A. Avner*
## Contents

15 Value Creation Through Collaboration 427  
*James E. Austin and M. May Seitanidi*

16 Outcome Assessment and Program Evaluation 444  
*John Clayton Thomas*

### PART FOUR: DEVELOPING AND MANAGING NONPROFIT FINANCIAL RESOURCES 475

17 Financial Leadership in Nonprofit Organizations 477  
*Jeanne Bell and Shannon Ellis*

18 Philanthropy and Fundraising: The Comprehensive Development Program 488  
*Sarah K. Nathan and Eugene R. Tempel*

19 Nonprofit Finance: Developing Nonprofit Resources 509  
*Dennis R. Young and Jung-In Soh*

20 Managing the Challenges of Government Contracts 536  
*Stephen Rathgeb Smith*

21 Tools and Techniques of Nonprofit Financial Management 564  
*Woods Bowman*

### PART FIVE: LEADING AND MANAGING PEOPLE IN NONPROFITS 595

22 Effective Human Resource Management: Nonprofit Staffing for the Future 597  
*Mary R. Watson and Rikki Abzug*

23 Compensation: Total Rewards Programs in Nonprofit Organizations 639  
*Nancy E. Day*

24 Designing and Managing Volunteer Programs 688  
*Jeffrey L. Brudney*

Conclusion: The Future of Nonprofit Leadership and Management 734  
*David O. Renz*

Name Index 747

Subject Index 757