

and open lines of communication. In addition, volunteers should have the opportunity to offer their varying perspectives, experiences, talents, and abilities. Brudney continually provides the reader with step-by-step hints and directions on how to address all of these areas successfully.

In conclusion, Brudney summarizes the role that volunteers play within the public sector when he states that their primary purpose is to "improve the quality and impact of government services." We are all capable of working collaboratively to affect positive change. Brudney depicts how volunteers and the public sector can proceed, with volunteers linking the community to the public agency in an effort to deliver fundamental human services, and paid staff focusing their expertise and attention on critical administrative tasks. Once the public sector realizes the importance of designing and organizing volunteer programs, once it accepts the sharing of power and authority, and once management learns to work in conjunction with the voluntary sector by delineating explicit purpose, direction, and mission, there is no reason that both sectors cannot work effectively as a whole. Active work in recruiting and retaining trained volunteers is also essential as agencies seek to expand their services, extend continuity of service and direction, and exhibit accountability and credibility.

Brudney offers his book as a tool to many: administrators, students, and volunteers alike. His work will assist each group in initiating, developing, planning, and managing the coordination, operation, and delivery of human services by successful volunteer-assisted organizations.

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The Future of the Nonprofit Sector: Challenges, Changes, and Policy Considerations, by Virginia A. Hodgkinson, Richard W. Lyman, and Associates. San Francisco: Jossey-Bass, 1989. 546 pp., \$39.95 cloth.

American society was founded by people who were fleeing from the oppression of big, all-encompassing institutions, whether those institutions were governmental or religious. Parallel to the flight from oppression (a "push factor") has been the hope, realistic or not, that in a new place one could develop one's own talents and abilities (a "pull factor"). Each set of reasons tends to emphasize the importance of the personal, the voluntary, and the private over the public, the required, and the impersonal.

It is in this tradition that the "nonprofit sector" was founded and has flourished and been challenged. The voluntary agency has a long history in America precisely because it provides, simultaneously, ways to meet the needs of a range of potential recipients as well as those who volunteer time and money. In the sixty years since 1930, the role of government in the provision of need-meeting services has changed dramatically, going from a few paltry dollars, so to speak, to hundreds of billions of dollars. It is in this context that the book under consideration here, *The Future of the Nonprofit Sector*, arrives and makes its welcome contribution. The editors have done a masterful job in assembling a collection of top-quality papers that address a range of issues affecting the sector, including the very definition of the sector itself. This book will be a key reference for scholars, students, board members, and others who have concerns about what directions the sector is taking and what issues it will be facing.

The publication of this volume was supported by INDEPENDENT SECTOR, a Washington-based group interested in the role of nonprofit activity in America, and the foreword is by its president, Brian O'Connell. The book is organized into seven sections on (1) changing roles and responsibilities of the nonprofit sector, (2) the commercialization of the nonprofit sector, (3) underserved constituencies that the sector needs to serve, (4) managing and financing the nonprofit sector, (5) trends in corporate giving, (6) trends in individual giving and volunteering, and (7) future directions of the nonprofit sector.

Within the broad scope of these topics, there are some central themes that emerge and deserve attention here. One of them has to do with the whole question of tax exemption and civic purpose in the nonprofit sector. Questions are being raised, as most readers know, about the conditions under which tax exemptions should be given, retained, and removed. These questions have pertinence not only for individual organizations but for the sector as a whole. Henry Hansmann suggests dividing the nonprofit sector into fee-for-service and donative organizations, and retaining tax-exempt status only for the latter group. However, as competition for funding increases, and unmet needs multiply, questions about how the sector can secure resources abound. Aggressive organizations not only charge fees but may actually go into businesses designed to support their activities. How does one then draw the line between commercial and civic purpose organizations, between the health program at the local "Y" and the one at the local "fat farm"?

The tax issue, important in and of itself, embodies yet other concerns. What is the relationship among the public, commercial, and nonprofit sectors? Which should play what roles? Should, for example, commercial enterprises replicate schools, day-care centers, and counseling functions, passing along the costs of these items to the product buyers? Or should such enterprises try to fix and expand the public and voluntary systems that now exist to meet such needs?

A third issue has to do with the role of the community. Communities, it appears, have "tastes" for charity. Julian Wolpert points out that, controlling for relevant influences, there are differences in levels of generosity in American communities, and that these tastes are reflected in both public and private expenditures, which tend to support, rather than supplant, each other.

Other issues, of course, are raised in this volume as well. Is anything missing? Perhaps some suggestions are in order, but more as items for consideration for the next volume than as a criticism of this one, which is complete. First, some attention to the historical connections and imperatives might be of assistance in plotting future scenarios. While mentioned often throughout, historical material receives little sustained attention. Second, more attention to the religious bases of charitable effort and organization would be welcome. After all, religious impetus founded and sustains many charitable enterprises, and consideration of the ethos would be helpful. Some emphasis on leadership within the sector, and by the sector for the country as a whole, would also be welcome. Overall, though, for this volume, I say, "Well done."

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The Nonprofit Organization: Essential Readings, edited by David L. Gies, J. Steven Ott, and Jay M. Shafritz. Pacific Grove, CA: Brooks/Cole, 1990. 428 pp., \$21.95 paper.

One would be startled to see a new anthology titled *The Business Organization* or *The Government Organization*, simply because those terms cover such a multitude of sins that a single anthology would be unthinkable. The fact that an anthology titled *The Nonprofit Organization* still makes some sense says more about the youthfulness of this field of studies than about its subject matter. Even though the nonprofit sector is awesomely large and complex, the literature on the sector is still quite limited.

This book is a sort of "Everything You Wanted to Know About the Nonprofit Sector But Were Afraid to Ask." It is "a collection of what we . . . consider to be the most important articles, chapters, and papers written to date about the nonprofit organization" (p. ix). The editors are not overly persuasive in going beyond that to explain their criteria for selection, but they probably do not need to be, precisely because, as they note, the field