



INDIANA NONPROFITS

Scope and Community Dimensions

Nonprofit Survey Series

Report #6

INDIANA NONPROFITS: A PROFILE OF MEMBERSHIP ORGANIZATIONS

A JOINT PRODUCT OF

THE CENTER ON PHILANTHROPY
AT INDIANA UNIVERSITY

AND

THE SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS
AT INDIANA UNIVERSITY

SEPTEMBER 2005

KIRSTEN A. GRØNBJERG
AND
PATRICIA BORNTRAGER

Copyright © 2005 Kirsten A. Grønbjerg
All rights reserved
Printed in the United States of America

ACKNOWLEDGMENTS

We express our deep-felt gratitude to the many Indiana nonprofits that completed our survey. Without their cooperation, we would have nothing to report. We also thank members of the project advisory board (listed at the beginning of the report) for their assistance with the survey and for their valuable feedback and suggestions on the analysis.

This report was prepared as part of an ongoing project on the **Indiana Nonprofit Sector: Scope and Community Dimensions** made possible by a grant from the Aspen Institute's Nonprofit Sector Research Fund and by support for the Efroymsen Chair in Philanthropy by the Indianapolis Foundation at the Central Indiana Community Foundation and the Indiana University Center on Philanthropy's Indiana Research Fund, supported in part by Lilly Endowment Inc. Additional funding and in-kind support has been provided by WBH Evansville, Inc.; The Center for Urban Policy and the Environment at I.U.P.U.I.; the School of Public and Environmental Affairs at Indiana University on the Bloomington, Indianapolis, South Bend, Northwest, and Fort Wayne campuses; Ball State University; and the University of Southern Indiana.

The survey instrument is based on key concepts developed by the Donors Forum of Chicago. Laurie Paarlberg did much of the initial work in developing the survey instrument and we received much valuable feedback on several versions of the instrument from a large number of individuals. We also acknowledge the work by Ange Cahoon, Amy Horst, Hun Myoung Park, Allison Leeuw, Julie Schaefer and Erin Nave in carrying out a variety of follow-up tasks to the survey, by Linda Allen, Curtis Child, and Richard Clerkin for their related work on other reports from this survey, and by the Center for Survey Research at Indiana University for managing the survey process itself. The support and efforts of all of these strengthened this work enormously and we are grateful to them all. Of course, any remaining problems remain our responsibilities entirely. We are grateful to the many project research assistants who have worked on the survey in various capacities.

SUGGESTED CITATION

Indiana Nonprofits: A Profile of Membership Organizations, Nonprofit Survey Series, Report #6, by Kirsten A. Grønbjerg and Patricia Bortrager (Bloomington, IN: Indiana University School of Public and Environmental Affairs, September, 2005). Copies of this report are available on the Indiana Nonprofit Sector Web site (www.indiana.edu/~nonprof).

**INDIANA
NONPROFITS:
A PROFILE OF
MEMBERSHIP
ORGANIZATIONS**

**PROJECT ON
INDIANA NONPROFITS:
SCOPE & COMMUNITY
DIMENSIONS**

**NONPROFIT SURVEY SERIES:
REPORT #6**

A JOINT PRODUCT OF

**THE CENTER ON PHILANTHROPY
AT INDIANA UNIVERSITY**

AND

**THE SCHOOL OF PUBLIC &
ENVIRONMENTAL AFFAIRS
AT INDIANA UNIVERSITY**

KIRSTEN A. GRØNBJERG

AND

PATRICIA BORNTRAGER

SEPTEMBER 2005

TABLE OF CONTENTS –

Project Advisory Board.....	2
Introduction.....	3
Executive Summary.....	4
Key Findings.....	6
Detailed Findings.....	7
I. Profile of Membership Organizations.....	7
Prevalence of Members.....	7
Variety of Membership Organizations.....	7
Service Missions and Targeting.....	10
General Characteristics of Membership Organizations.....	14
Legal Status.....	21
Conclusions and Implications.....	23
II. Changes Affecting Membership Organizations.....	24
Vitality of Membership Organizations.....	24
Community Conditions and Changes.....	27
Policy Changes and Impacts.....	32
Conclusions and Implications.....	37
III. Interactions with Other Organizations.....	38
Formal Affiliations.....	38
Collaborations and Networks.....	41
Competition and Membership Organizations.....	46
Conclusions and Implications.....	51
IV. Human Resources.....	51
Paid Staff.....	51
Volunteers.....	55
Boards of Directors.....	57
Conclusions and Implications.....	60
V. Management Challenges and Capacities.....	61
Member and/or Client-Related Challenges.....	61
Program Related Challenges.....	63
Challenges in Managing Human Resources.....	66
Financial Management Challenges.....	68
Management Tools.....	71
Conclusions and Implications.....	75
Appendices	
A. National Taxonomy of Exempt Entities (NTEE): Major Categories and Fields.....	77
B. Types of Membership Organizations by National Taxonomy of Exempt Entities (NTEE) Code.....	79
C. Community Profiles.....	82
Section I: Profile of Membership Organizations.....	82
Section II: Changes Affecting Membership Organizations.....	92
Section III: Interactions with Other Organizations.....	105
Section IV: Human Resources.....	113
Section V: Management Challenges and Capacities.....	121
Recent Project Publications and Reports.....	134

PROJECT ADVISORY BOARD

Ellen K. Annala

President and Chief Executive Officer, United Way of Central Indiana

Barbara Burt

President, The Foellinger Foundation, Inc.

Greg Charleston

Executive Director, Arts Council of Indianapolis

Sandy Daniels

Executive Director, Johnson Co. Community Foundation

Roland Dorson

Executive Vice President, Indianapolis Chamber of Commerce

Brent C. Embrey

Deputy Attorney General, State of Indiana

Rev. Nancy Ferriani

Board Member, Indiana Partners for Christian Unity and Mission

Christie Gillespie

Executive Director, Indiana Association for Community Economic Development

John Hamilton

Former Secretary, Indiana Family and Social Services Administration

Jane Henegar

Deputy Mayor for Public Policy, City of Indianapolis

Stan C. Hurt

President, Rotary Foundation

Dorothy Ilgen

Executive Director, Indiana Arts Commission

Harriet Ivey

President and CEO, Nina Mason Pulliam Charitable Trust

Sheila Kennedy

Professor, School of Public & Environmental Affairs

Scott Massey

President & CEO, Indiana Humanities Council

Thomas P. Miller

President, Thomas P. Miller and Associates

Fran Quigley

Executive Director, Indiana Civil Liberties Union

Todd Rokita

Indiana Secretary of State

Thomas Rugh

Executive Vice President, Indiana Association of United Way

Paula Parker Sawyers

Director, Indiana Office of Faith-Based Initiatives

Msgr. Joseph Schaedel

Vicar General, Archdiocese of Indianapolis

Rev. Timothy Shapiro

President, Indianapolis Center for Congregations

Carol Simonetti

President and CEO, Indiana Grant-Makers Alliance

Joseph L. Smith

Executive Director, Indiana Commission on Community Service and Voluntarism

Eugene Tempel

Executive Director, Center on Philanthropy at Indiana University

William Stanczykiewicz

Executive Director, Indiana Youth Institute

Gloria Lewis Vaughn

Program Consultant, Indianapolis Ten Point Coalition

Pamela Velo

Associate Vice President for Donor Services, Central Indiana Community Foundation

Dr. Rev. Angelique Walker-Smith

Executive Director, Church Federation of Greater Indianapolis

Megan Wiles

President, Legacy Fund of Hamilton County

Susan Williams

President, Indiana Sports Corporation

INTRODUCTION

Membership organizations are integral to the social fabric of our society as mechanisms for people to pursue shared interests or address common concerns. Indeed, people active in associations are also more politically and socially engaged in general. However, declining memberships in locally based associations, such as labor unions, fraternal organizations, or parent-teacher associations, suggests to some observers that the nation's stock of social capital – the webs of interpersonal networks permeated by trust and agreed-upon norms – is declining; indeed, that our civic life is endangered.¹

While Robert Putnam and many others have examined who participates in which types of associations to assess the state of the nation's social capital and civic life, there is much less systematic information about these important organizations themselves. This report is an effort to remedy this lacuna.

Most previous nonprofit research has focused mainly on just one type of membership organizations (e.g., congregations or labor unions) or on public charities eligible to receive tax-deductible contributions, only some of which have members (such as scouting organizations, historical societies, or the YMCA). However, many important types of membership associations are not public charities and serve primarily the interests of their members – e.g., fraternal organizations, industry associations, recreational groups or hobby clubs. This report examines membership organizations of all types.

Because of our broad focus, however, we have necessarily had to group the organizations into broader categories in order to identify both common features and important differences. To do so, we carefully examined the names, major programmatic activities, and service missions of survey respondents.² We also consulted our advisory board (listed above) and considered detailed response patterns. Our report profiles six major types of membership organizations, with particular attention to changes they have encountered, interactions with other organiza-

tions, human resources, and management challenges. Although we present some data by **membership status** – comparing nonprofits with members to those without – we focus primarily on differences among the **six major types of membership organization**. We also consider whether there are notable differences among **subgroups of each major type of membership organization**. As appropriate, each of these key dimensions is discussed in more detail in the body of the report.

Indiana Nonprofits: A Profile of Membership Organizations is the sixth in a series of reports³ based on a major survey of Indiana charities, congregations, advocacy and mutual benefit nonprofits undertaken as part of the **Indiana Nonprofits: Scope and Community Dimensions** project currently underway at Indiana University. Previous reports have outlined management challenges and capacities of Indianapolis nonprofits,⁴ presented an overall profile of Indiana nonprofits,⁵ examined the impact of community and policy changes,⁶ and explored financial and human resources⁷ and collaborations and competition.⁸ A final report will examine congregations and other faith-based nonprofits. No other study has examined such a variety of nonprofits or in such detail.

The results presented here are based on a 2002 survey of 2,206 Indiana charities, congregations, advocacy, and mutual benefit nonprofits, representing a response rate of 29 percent. Details of how the sample was developed and the data collected are described in technical reports available upon request. The survey was designed to allow for direct comparison with a study of Illinois nonprofits sponsored by Donors Forum of Chicago.⁹ Our analysis highlights differences that meet statistical criteria of significance (5 percent or less chance that the results occurred by chance).

³ For information on the survey and related reports, please see www.indiana.edu/~nonprof and follow links to “Research Results” and then “Indiana Nonprofit Survey.”

⁴ Kirsten A. Grønberg & Richard Clerkin, *The Indianapolis Nonprofit Sector: Management Capacities and Challenges*. Report #1. February 2003.

⁵ Kirsten A. Grønberg & Linda Allen: *The Indiana Nonprofit Sector: A Profile*. Report #2, January 2004.

⁶ Kirsten A. Grønberg & Curtis Child, *Indiana Nonprofits: Impact of Community and Policy Changes*. Report #3. July 2004.

⁷ Kirsten A. Grønberg & Richard M. Clerkin, *Indiana Nonprofits: Managing Financial and Human Resources*, Report #4. August 2004.

⁸ Kirsten A. Grønberg & Curtis Child, *Indiana Nonprofits: Affiliations, Collaborations, and Competition*. Report #5. November 2004.

⁹ Kirsten A. Grønberg & Curtis Child, *Illinois Nonprofits: A Profile of Charities and Advocacy Organizations* (Chicago, IL: Donors Forum of Chicago, December 2003).

¹ For examples, see Robert Putnam, “Bowling Alone: America's Declining Social Capital,” *Journal of Democracy* 6(1):65-78. 1995; Verba, Sidney, Schlozman, Kay Lehman, & Brady, Henry E. 1995. *Voice and Equality: Civic Voluntarism in American Politics*. Cambridge, MA: Harvard University Press.

² Technical reports on the steps we took to classify types of membership organizations are available upon request.

EXECUTIVE SUMMARY

1. **Profile of Membership Organizations:** We distinguish between six types of membership organizations and examine how they differ in service targets, size, age, funding profiles, dues structures, and legal status.

- Three-fourths of Indiana nonprofits are membership organizations, which we group into six types: religious congregations (29 percent), civic associations (18 percent), mutual benefits (14 percent), occupation/industry groups (9 percent), recreation groups (8 percent), and other member groups (all remaining organizations with members, 22 percent).
- The majority (76 percent) of membership organizations serve both their own members and the general public while one-fifth (19 percent) serve their own members only.
- Membership organizations target their services primarily by geographic location (48 percent) and age (47 percent). Religious congregations stand out as more likely to target services by age (71 percent), gender (48 percent) and religious faith (56 percent). They are also more likely to target multiple groups.
- In general, membership organizations are smaller and older than organizations without members although there is great variation among major types. Mutual benefits are the oldest, particularly fraternal beneficiary societies. Religious congregations are the largest in size followed by other member and occupation/industry groups.
- The majority (60 percent) of membership organizations rely on dues to some extent, particularly occupation/industry groups, recreation groups, and civic associations.

2. **Changes Affecting Membership Organizations:** We looked at perceptions of changes in demand for services, number of members, community conditions and government policies.

- The majority (53 percent) of membership organizations report changes in their membership rolls with 26 percent noting increases and 27 percent decreases. Mutual benefit organizations stood out with almost half (47 percent) reporting a decrease in the number of members.
 - About half (52 percent) of membership organizations say that demands for services stayed the same while almost two-thirds (63 percent) of organizations without members report that demands increased.
 - The majority (71 percent) of membership organizations report at least one change in community conditions, especially population size or employment opportunities (48 percent each). Almost half (49 percent) report being impacted by the changes.
 - Membership organizations are *less likely* to report government policy changes than organizations without members. Two-thirds (66 percent) of membership organizations report that policies did not change, and 78 percent report that they were not impacted by changes. Occupation/industry groups are most likely to perceive changes and impacts. They are also most likely to be involved in advocacy activities.
3. **Interactions with Other Organizations:** We examined the affiliations, collaborations, and competition among membership organizations.
- Membership organizations are *more likely* to have affiliations than organizations without members. The majority (62 percent) of membership organizations are affiliated with other organizations, particularly religious congregations (78 percent) and occupation/industry groups (72 percent).
 - Membership organizations are *just as likely* to engage in formal collaborations or informal networks as nonprofits without members. The majority of membership organizations (57 percent) are involved in collaborations. Other member groups (70 percent), religious congregations (67 percent) and occupation/industry groups (60 per-

cent), are most likely to be involved in collaborations or networks.

- Membership organizations are *less likely* to compete with other entities than organizations without members. Only two-fifths (40 percent) say they compete, with other member groups most likely to report competition (57 percent).

4. **Human Resources:** We looked at the human resources present in membership organizations in the form of paid staff, volunteers, and boards of directors.

- Over half (52 percent) of membership organizations have paid staff. However, this varies greatly among types of membership organizations from 87 percent of religious congregations to only 28 percent of mutual benefits and 18 percent of civic associations.
- Over three-fourths (76 percent) of membership organizations use volunteers. Membership organizations are *more likely* to use volunteers than nonprofits without members and they are more likely to value them highly.
- The majority of membership organizations have boards of directors, but boards are smaller than for nonprofits without members.

5. **Management Challenges and Capacities:** We analyzed the management challenges faced by membership organizations and the tools they utilize in management.

- The majority of membership organizations face challenges in enhancing visibility (78 percent), delivering high quality programs/services (72 percent), performing strategic planning (68 percent) and evaluating programs (62 percent). Enhancing visibility and service delivery are *greater challenges* for membership organizations than for organizations without members.
- Attracting new members (or clients) is a *greater challenge* for membership organizations than for nonprofits without members. The majority (87 percent) of membership organizations say it is a

challenge, with 54 percent reporting it is a major challenge.

- Obtaining funding is a challenge for two-thirds (66 percent) of membership organizations. It is *less of a challenge* for membership organizations than for organizations without members (81 percent).
- In terms of information technology tools, the majority of membership organizations have computer access for key staff/volunteers (63 percent), computerized client/member records (60 percent), computerized financial records (58 percent), and internet access (51 percent). Membership organizations are *less likely* than organizations without members to have internet access or an organizational e-mail address.
- Three-fourths (75 percent) of membership organizations have an annual report and 60 percent have a recently completed financial audit. Membership organizations are *more likely* to have reserves dedicated to maintenance (46 percent) and capital improvement (37 percent) than organizations without members (36 percent and 27 percent respectively).

KEY FINDINGS

Four key findings stand out from our analysis of Indiana's membership organizations:

1. ***There are notable differences among the six major types of membership organizations:*** The six types of membership organizations – religious congregations, civic associations, mutual benefit organizations, recreation groups, occupation/industry groups, and all other member groups – differ significantly on almost every dimension examined. This suggests that these six groupings do indeed capture important variations among membership organizations.
2. ***The six types of membership organizations group into two broader categories:*** Despite important differences among the six types of membership organizations, they appear to group into two broader categories: (1) religious congregations, other member groups, and occupation/industry groups tend to have somewhat similar responses across most dimensions; (2) mutual benefit groups, civic associations, and recreation groups tend to answer in ways that are more similar to one another than to those in the first category.
3. ***Three types of membership organizations appear to face more threats to survival, but also to lack systemic capacity to overcome them than other membership organizations:*** Mutual benefit groups, civic associations, and to a lesser extent recreation groups have seen declines in membership numbers and stagnation in demands for services. However, they are also less likely to be aware of changes in community conditions or government policies, to be involved in collaborations or networks, and to consider themselves in competition with other groups. They have smaller boards, fewer paid staff and rely less on volunteers. Despite this evidence of decline and isolation, they are less likely to report facing management challenges. At the same time, they are also less likely to have important management tools in place.
4. ***We find notable differences among sub-groups of the six major types of membership organizations for some dimensions:*** Despite these overarching patterns, there are notable sub-group differences within most of the six major types of membership

organizations. We highlight these differences in more detail in the conclusions to each of the sections below.

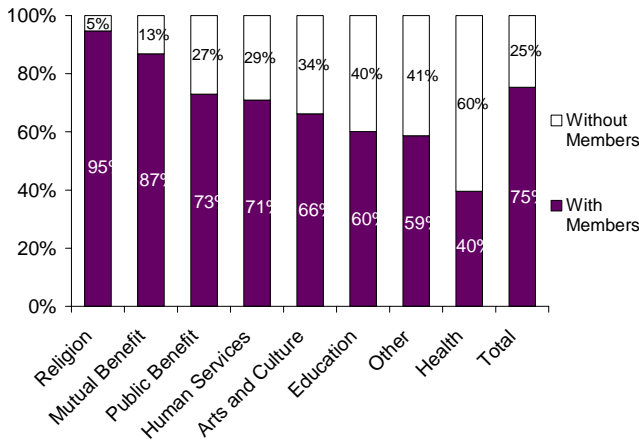
DETAILED FINDINGS

I. PROFILE OF MEMBERSHIP ORGANIZATIONS

The majority of Indiana Nonprofits report that they have members (other than board members), but membership has a variety of meanings and is found across diverse organizational settings.

Prevalence of Members: A defining feature of all membership organizations is that they have members. Indeed, most Indiana nonprofits (75 percent) have members, not counting board members. However, some nonprofit fields of activity are more likely to include membership organizations than others. Membership organizations dominate every field of activity except for health. Only 40 percent of health organizations report having members while 95 percent of religious, 87 percent of mutual benefit, and over half of all remaining fields of activity report the same. See Figure 1.

Figure 1: Major fields of activity by Indiana nonprofits with and without members (n=2,206)



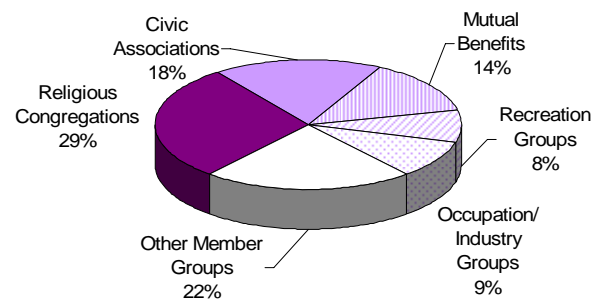
Our primary definition of membership organizations is based on whether nonprofits say they have members other than board members (the basis for Figure 1, above). However, we also include those that say they (1) serve primarily their own members or both their own members and the general public and (2) receive revenues from membership dues/fees.

Variety of Membership Organizations: As suggested by Figure 1, there is a great variety of membership organizations, which complicates our efforts to identify

distinct categories. For purposes of this report, we sorted membership organizations into six different types, based mainly on their primary purpose and major activities (using the (NTEE)).¹⁰

- **Religious Congregations:** Religious congregations make up 29 percent of all membership organizations – the single largest category of Indiana membership organizations, although not always viewed as such. Included in this grouping are churches, mosques, temples, and all other types of religious congregations. See Figure 2.

Figure 2: Types of membership organizations (n=1,682)



- Over half (51 percent) of religious congregations in Indiana belong to the evangelical Protestant tradition.¹¹ Groups in this tradition tend to remove themselves from mainstream culture, emphasize missionary activity and individual conversion, and take strict interpretations of religious doctrines. Examples include Pentecostals, Missionary Baptists, Apostolic Christians, Seventh Day Adventists, Nazarene and Amish, among a wide range of others.
- Those belonging to mainline Protestant congregations make up one-third (31 percent) of religious groups. These are the more mainstream types of Protestants such as Lutherans, Episcopalians, Methodists, Presbyterians, etc.
- Seven percent of religious congregations are Roman Catholic.

¹⁰ We used self-reports of mission and major programs to assign detailed codes for major fields using the National Taxonomy of Exempt Entities (NTEE) used by the IRS. See Appendix A.

¹¹ Categorization of evangelical and mainline Protestant denominations here is based on Steensland et. al “The Measure of American Religion: Improving the State of the Art,” *Social Forces*, September 2000, 79(1):291-318

-
- All other religious traditions make up eleven percent of congregations.
 - **Civic Associations:** Almost one-fifth (18 percent) of all membership organizations are civic associations, the second largest category. These are groups that cover a wide range of activities from community service clubs and neighborhood block associations to parent/teacher associations. We divide civic associations into three sub-groups: community service clubs, homeowner and neighborhood associations, and other civic associations.
 - Two-fifths of civic associations (40 percent) are community service clubs such as chapters of Kiwanis International or the Rotary Club.
 - Another 37 percent of civic associations are homeowner and neighborhood associations.
 - We refer to the remaining quarter (23 percent) of civic associations as other civic associations:¹²
 - About 8 percent of civic associations are focused on the environment such as garden or conservation clubs.
 - Another 7 percent of civic associations are built around education such as parent/-teacher groups or student services organizations.
 - Some 4 percent of civic associations are centered on agriculture, such as 4-H groups or farm bureaus and granges.
 - Homemaker clubs account for another 3 percent of civic associations.
 - The remaining organizations include culture and ethnic awareness groups (1 percent), senior rights groups, such as the American Association for Retired Persons (AARP, 1 percent), mothers of preschoolers groups (1 percent), and similar clubs (1 percent).
 - **Mutual Benefit Associations:**¹³ Mutual benefits account for 14 percent of membership organizations. For purposes of this report, mutual benefit associations include all fraternal beneficiary societies, voluntary employee beneficiary organizations, and cemeteries classified as “Y” (mutual benefit organizations) under the NTEE system. We also included military and veterans’ groups and public utilities classified as “W” (other public and societal benefit organizations) under the NTEE system. These organizations tend to focus their services exclusively on their own members. Mutual benefits include three sub-groups: fraternal beneficiary societies, veterans’ organizations, and financial organizations and related groups.
 - About two-fifths (38 percent) of mutual benefit organizations are fraternal beneficiary societies such as the Moose, Elks or Masons.
 - One-fifth (20 percent) are military and veterans’ organizations.
 - The remaining two-fifths (42 percent) of mutual benefits are financial organizations and related groups.
 - Cemeteries account for 14 percent of the mutual benefit category.
 - Insurance providers and public utilities contribute 5 percent each to mutual benefits.
 - Credit unions and other financial organizations account for 3 percent of mutual benefits.
 - Pension and retirement funds add an additional 3 percent to the group.
 - Agricultural co-ops account for 2 percent of mutual benefits.

¹² See Appendix B for a detailed table of the sub-groups and NTEE classifications of each membership type.

¹³ Note that in all previous reports on Indiana nonprofits, mutual benefits are classified solely in terms of NTEE-coded “Y” organizations. We expand the definition in this report to include those plus other similar organizations. Note also that under Indiana code all incorporated nonprofits that are neither congregations nor public benefit entities are legally defined as mutual benefit corporations. This latter definition is much broader than ours.

- Voluntary employee beneficiary associations (government and non-government) make up 2 percent of mutual benefits.
- **Occupation/Industry Groups:** These groups make up 9 percent of all membership organizations. We include here membership organizations that are formed around commerce or particular professions or industries. Occupation/industry groups have four sub-groups: labor unions, professional associations, chambers of commerce, and employment and related organizations.
 - Labor unions make up one-third (33 percent) of occupation/industry groups.
 - Another 29 percent of occupation/industry groups are professional associations interspersed among fields of activity.
 - Almost one-quarter (23 percent) of occupation/industry groups are chambers of commerce and business leagues.¹⁴

The remaining 16 percent of occupation/industry groups are employment and related, spread among fields of activity but with a common emphasis on employment or commerce.

- **Recreation Groups:** Some 8 percent of all membership organizations are recreation groups. These are sports teams, hobby clubs, and all other organizations that have recreation or sports as a drawing factor. Recreation groups are divided into three sub-groups: hobby clubs, amateur sports teams, and fraternities/sororities, animal clubs, and related groups.
 - About 41 percent of this subset are hobby clubs, built around members with shared hobbies and interests ranging from woodcarving to stamp collecting or quilting.
 - One-third (32 percent) of recreation groups are amateur sports teams formed around sports such as fishing and hunting, baseball, and winter sports.

¹⁴ We had originally grouped these organizations under civic associations, but found that they generally resembled occupation/industry groups more and therefore included them here.

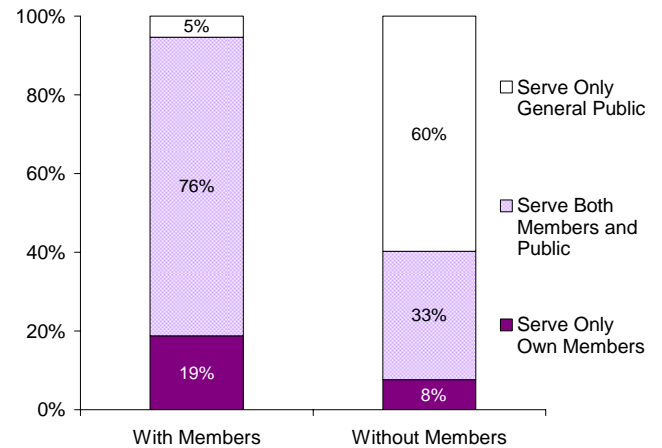
- We refer to the remaining quarter (24 percent) of recreation groups as fraternities/sororities, animal clubs, and related groups.
 - Some 9 percent of recreation groups are camps, both secular and religious, or country clubs.
 - Student fraternity and sorority groups make up 8 percent of recreation groups.
 - Clubs formed around shared interests in arts and culture or music, such as arts guilds or barbershop quartets, make up 5 percent of recreation groups.
 - Another 3 percent of recreation groups are dedicated to interest in specific animals such as kennel clubs.
- **Other Member Groups:** All remaining organizations that report having members but don't fall into the above listed categories are grouped in a catchall "other member" category. Groups in this category have some focus on serving the general public, rather primarily their own members, but are otherwise very diverse. The category accounts for one-fifth (22 percent) of all membership organizations.
 - Organizations specializing in human services make up 19 percent of other member organizations.
 - Senior centers (4 percent), developmentally disabled centers (3 percent), and group homes (2 percent) contribute 9 percent to the other member category.
 - Emergency assistance organizations, neighborhood centers, and children and youth services account for 2 percent each of other member groups.
 - Young Men's or Women's Associations (YMCA or YWCA) and neighborhood centers account for 2 percent of other member organizations.
 - The American Red Cross and Salvation Army make up less than 1 percent of other member groups.

- Another fifth (19 percent) of this group is made up of educational institutions and fundraising groups.
 - Band boosters and other fundraising groups for educational institutions account for 10 percent of other member organizations.
 - Actual educational institutions from pre-schools to primary, elementary and secondary schools or undergraduate colleges make up 7 percent of other member organizations.
- Some 13 percent of the other member organizations have an NTEE major code of “A,” designating them as focusing on arts and culture.
 - Some 8 percent alone of other member organizations are historical societies.
 - Performing arts groups make up 3 percent of other member organizations.
 - Museums contribute 1 percent to this category.
- Counseling and support groups for people suffering from diseases or mental health disorders make up 11 percent of this group
- Advocacy groups concerned with the environment, animal and civil rights make up 9 percent of other member groups.
- Volunteer fire departments and related public safety organizations have an obvious public benefit and do not restrict services to members only. They make up about 8 percent of other member organizations.
- Some 7 percent of other member groups specialize in community improvement and philanthropy.
- Another 7 percent of other member organizations are focused on youth development such as Boy Scouts of America or Boys’ and Girls’ Clubs.

Service Missions and Targeting: A defining part of a membership organization is its members. We would expect therefore, that membership organizations would target their programs and services to their members. However, they may also target certain types of individuals or groups. We found a wide variety of service targets among Indiana nonprofit membership organizations.

- **Service Scope:** As noted above, we asked our survey respondents whether their programs or activities were targeted to their own members, the general public, or both.
 - *Members vs. No Members:* As might be expected, nonprofits with members have more of a member focus in their services and programs than nonprofits without members.¹⁵
 - The great majority (76 percent) of membership organizations report that they serve both their own members and the general public while only a third (33 percent) of nonprofits without members report the same. See Figure 3.

Figure 3: Member service focus by member status (n=2,206)

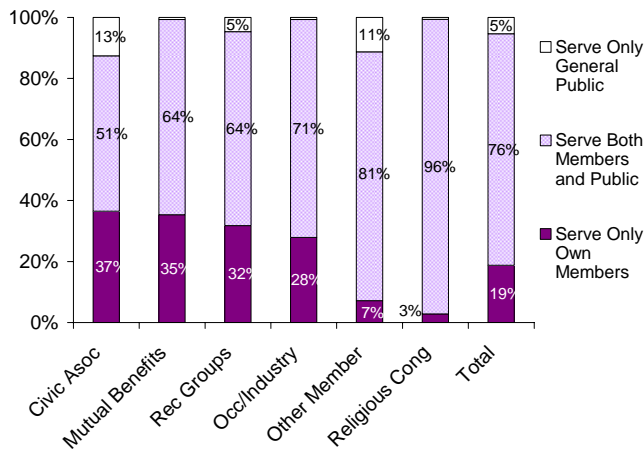


- The majority (60 percent) of nonprofits without members, on the other hand, report that they serve only the general public as compared to 5 percent of membership organizations.

¹⁵ The definition of “member” is open for debate and obviously varied in responses to this question; thus, some organizations that fall into our “without members” category respond that they serve members, while their other survey responses indicated that they do not have members.

- Almost one-fifth (19 percent) of membership organizations say that they serve their members alone while only 8 percent of organizations without members report the same.
- **By Type of Membership Organization:** The extent to which organizations serve primarily their own members vs. the general public also vary by type of membership organization.
- Roughly one-third of *civic associations* (37 percent), *mutual benefits* (35 percent), *recreation groups* (32 percent), and *occupation/industry groups* (28 percent) say that they serve only their own members. See Figure 4.

Figure 4: Member service focus by type of membership organization, (1,633)



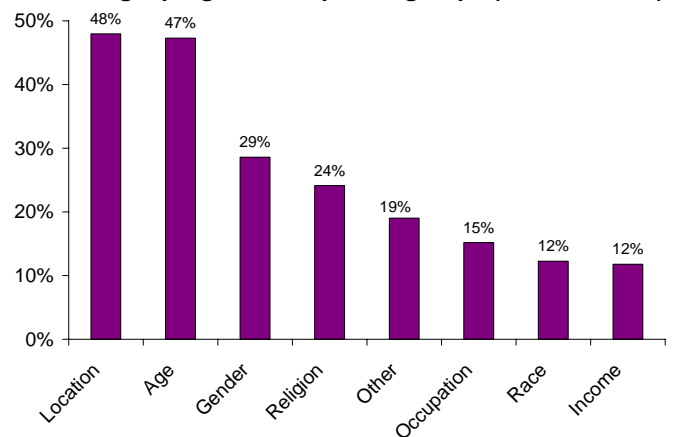
- At the same time, at least half of civic associations, mutual benefits, recreation groups and occupation/industry groups report that they serve both their own members and the general public (51 to 71 percent).
- Over a tenth (13 percent) of *civic associations* says that they serve the general public only. Subgroups within civic associations vary in their responses to the question.
 - Homeowners and neighborhood associations are most likely to report that they serve their own members only (82 percent vs. 35 percent of civic associations overall).
 - Community service clubs, on the other hand, are more likely to report that they serve only

the general public (33 percent vs. 11 percent of civic associations overall).

- Relatively few *other member groups* (7 percent) or *religious congregations* (3 percent) say that they serve only their own members. Rather, the vast majority of religious congregations (96 percent) and other member groups (81 percent) report that they serve both own members and the general public. However, this pattern varies among subtypes:
 - Catholic congregations are more likely to say that they serve their own members only than all other congregations, although this pertains only to a small minority (17 percent for Catholics vs. 3 percent overall).
 - Youth development organizations and counseling and support groups are more likely to report that they serve only the general public (31 and 28 percents respectively, compared to 11 percent overall).

- **Targeting Specific Groups:** Like Indiana nonprofits overall, membership organizations target primarily by geographic location (48 percent) and age (47 percent) but also by gender (29 percent) and religion (24 percent). They target less frequently by occupation (15 percent), race and ethnicity (12 percent) or income (12 percent). See Figure 5.

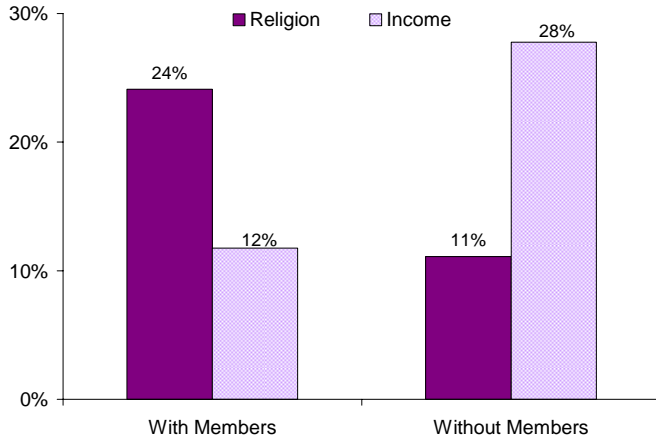
Figure 5: Percent of membership organizations that target programs to specific groups (n=1,236-1,359)



- **Members vs. No Members:** Membership organizations are less likely than organizations without

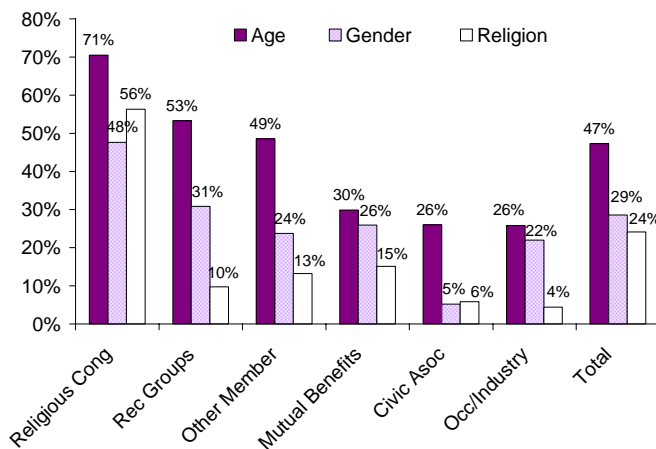
members to target by income but more likely to target by religion. See Figure 6.

Figure 6: Targeting by religion or income by member status (n=1,948-1,952)



- **By Type of Membership Organization:** The different types of membership organizations also vary with regard to which groups they target.
- **Age:** Nearly half (47 percent) of membership organizations target their programs and services by age. The great majority of *religious congregations* (71 percent) and half (53 percent) of *recreation groups* do so. On the other hand, *mutual benefits* (30 percent), *civic associations* (26 percent), and *occupation/industry groups* (26 percent) are less likely to target by age. See solid bars in Figure 7.

Figure 7: Targeting by age, gender or religion by type of membership organization (n=1,496-1,497)

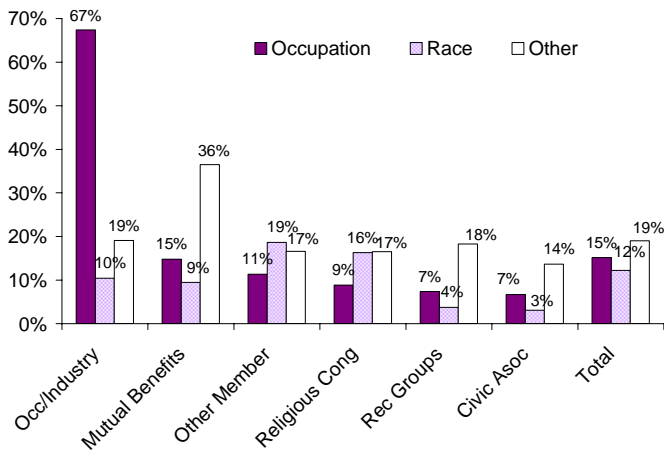


- **Religion:** A quarter (24 percent) of membership organizations target by religion. *Religious congregations*, unsurprisingly, are the most likely (56 percent) to say they target in this manner. Mutual benefits (15 percent), other member groups (13 percent), recreation groups (10 percent), civic associations (6 percent) and occupation/industry groups (4 percent) are less likely to target by religion.
- **Age:** Nearly half (47 percent) of membership organizations target their programs and services by age. The great majority of *religious congregations* (71 percent) and half (53 percent) of *recreation groups* do so. On the other hand, *mutual benefits* (30 percent), *civic associations* (26 percent), and *occupation/industry groups* (26 percent) are less likely to target by age. See solid bars in Figure 7.
- **Gender:** No more than a quarter (29 percent) of membership organizations target by gender. *Religious congregations* (48 percent) are most likely to do so while *civic associations* (5 percent) are least likely. See light purple bars in Figure 7.
- **Among mutual benefits, fraternal beneficiary societies** are more likely to target by age (49 percent vs. 30 percent overall) while other groups (including public utilities, credit unions, employee organizations, etc) are less likely (12 percent) to do so.
- **Among civic associations, community service clubs** are more likely to target by age (45 percent) while homeowners' and neighborhood associations are not (5 percent), compared to 27 percent of civic associations overall.
- **As might be expected, among other member groups, youth development (93 percent) and human services organizations (68 percent)** are much more likely to say that they target by age compared to the overall subgroup (49 percent).
- **While a quarter (26 percent) of mutual benefits target by gender, 43 percent of the fraternal beneficiary sub-group** report that they target in this manner.
- **Among recreation groups, 58 percent of amateur sport teams target by gender while only 9 percent of recreation clubs do the same.** (Overall, 31 percent of recreation groups target by gender.)
- **Among other member groups, youth development organizations** are most likely to target by gender (76 percent vs. 24 percent of other member groups overall).

tion groups (4 percent) are much less likely to target by religion. See white bars in Figure 7.

- Among religious congregations, Catholic congregations are most likely to say that they target by religion (80 percent) followed by mainline Protestant congregations (67 percent), while evangelical Protestants (48 percent) and all other religious affiliations (47 percent) are less likely to do so.¹⁶
- Among other member groups, volunteer fire departments and related groups (27 percent) and educational institutions and fundraising groups (25 percent) are more likely to target by religion than other member groups overall (13 percent).
- **Occupation:** While only 15 percent of membership organizations target by occupation, not surprisingly, as much as two-thirds (67 percent) of *occupation/industry groups* do so. See solid bars in Figure 8.

Figure 8: Targeting by occupation, race or other group by type of membership organization (n=1,494-1,497)

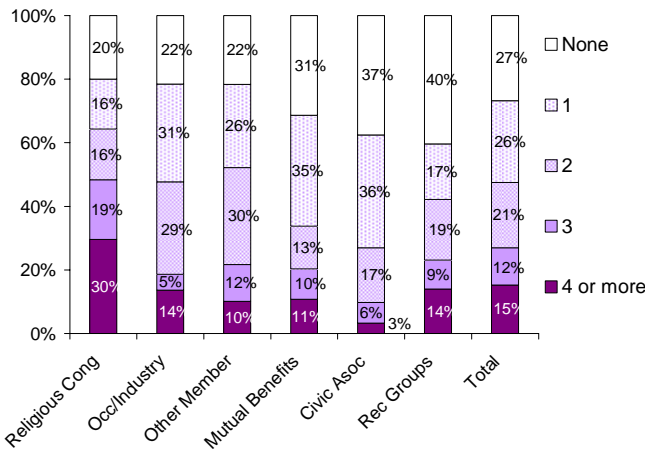


- Among occupation/industry groups, labor unions are much less likely to target a specific occupation (38 percent vs. 67 percent of occupation/industry groups overall). In comparison, 89 percent of professional associations target by occupation.

¹⁶ Differences among religious congregations will be addressed in detail in a further report.

- Among other member organizations, volunteer fire departments and related groups (36 percent) and environment, animal and civil rights groups (28 percent) are more likely to target by occupation than this category overall (11 percent).
- **Race or Ethnicity:** Just over one-tenth (12 percent) of membership organizations target by race or ethnicity with *other member groups* (19 percent) and *religious congregations* (16 percent) most likely to do so. *Civic associations* (3 percent) and *recreation groups* (4 percent) are least likely to target by ethnicity or race. See lightly shaded bars in Figure 8.
- **Other:** One-fifth (19 percent) of membership organizations say that they target some other group not specified in the survey. *Mutual benefits* are the most likely to say that they target other groups (36 percent). See white bars in Figure 8.
- Among mutual benefits, the vast majority of veterans' organizations (93 percent) say that they target other groups, most likely veterans.
- Among occupation/industry groups, labor unions are more likely to say they target other groups (48 percent vs. 19 percent overall), presumably the industry workers they serve.
- **Number of service targets:** When we look at the likelihood that a nonprofit answered positively to at least one type of service target, we see that nearly three-fourths (73 percent) of membership organizations target at least one specific group. See Figure 9.
- *Religious congregations* stand out from other membership organizations as more likely to have multiple service targets. Nearly half (49 percent) of religious congregations target 3 or more different groups, compared to only 9 percent of civic associations and 27 percent of membership organizations overall.

Figure 9: Number of service targets by type of membership organization (1,682)



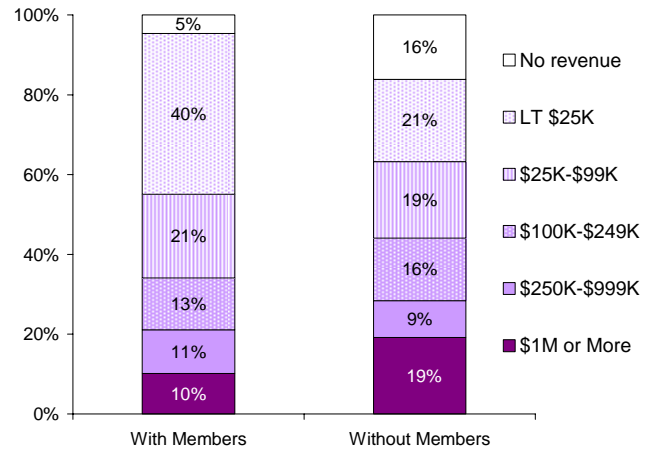
General Characteristics of Membership Organizations:

We turn now to how the various types of membership organizations differ by size, funding and dues profiles, age, and legal status. These basic parameters have an impact on organizational capacities.

- **Size of Revenues:** Larger organizations are more likely to have staff, as well as the ability to hire specialists. They may also have more flexibility to restructure activities and therefore be able to weather difficult periods. Membership organizations differ from nonprofits without members in size. There are also notable differences among membership types.

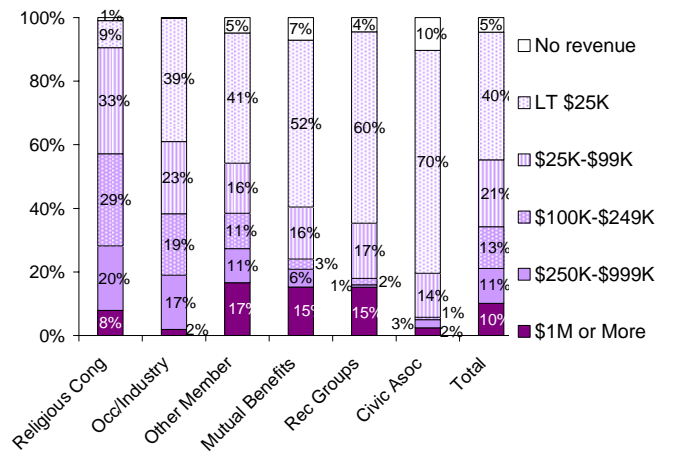
- **Members vs. No Members:** In general, organizations with members are smaller than those without members. Membership organizations are more likely to be very small (revenues of less than \$25,000) than organizations without members (40 percent vs. 21 percent). See Figure 10.
- However, membership organizations are much less likely to have zero revenues than are organizations without members, (6 percent as opposed to 17 percent).
- Membership organizations are less likely to be very big (revenues of over \$1 million) – only 10 percent of member organizations have revenues over \$1 million, compared to 19 percent of those without members.

Figure 10: Total revenues by member status (n=1,745)



- **By Type of Membership Organization:** There is great variation in size of revenues among types of membership organizations.
- **Religious congregations** are best characterized as mid-sized organizations. Only 1 percent of religious congregations report no revenues while 62 percent have revenues in the range of \$25,000 to \$249,000. While religious congregations are unlikely to have zero revenues, only 8 percent of religious congregations have revenues over \$1 million. See Figure 11.

Figure 11: Total revenues by types of membership organization (n=1338)



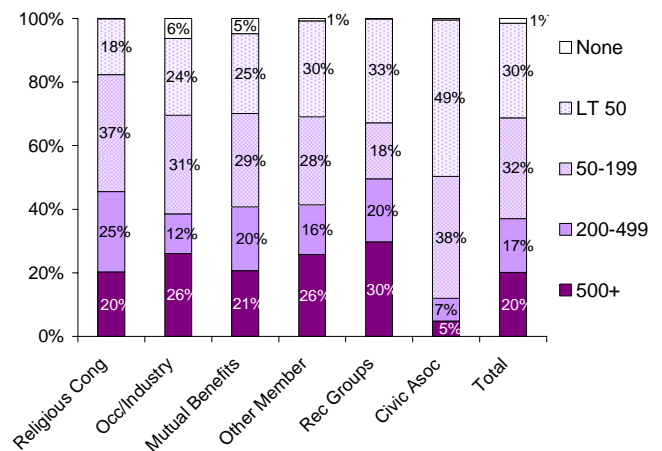
- Among religious congregations, **Catholic congregations** are the largest with 72 percent reporting revenues exceeding \$250,000, compared to only 28 percent of religious congregations overall.

- *Occupation/industry groups* are likely to be small to mid-sized organizations. Some 62 percent of these groups have revenues under \$100,000, while only 2 percent of occupation/industry groups have revenues over \$1 million.
- *Other member groups* vary widely in size, with no overall pattern as a sub-group. Two-fifths (41 percent) of other member groups have revenues under \$25,000 while 17 percent have revenues over \$1 million.
 - Among other member sub-groups, youth development organizations stand out as larger, with 51 percent reporting revenues over \$250,000 compared to 28 percent of other member groups overall.
- *Mutual benefits* tend to be very small or very large with fewer mid-sized organizations. Half (59 percent) of mutual benefits have revenues under \$25,000, including 7 percent with no revenues. At the same time, 15 percent of mutual benefits have revenues of over \$1 million.
 - Among mutual benefits, financial organizations and related groups are large. Over one-third (35 percent) of this sub-group has revenues over \$1 million, compared to 15 percent of mutual benefits overall.
- *Recreation groups* follow a similar pattern of few mid-sized groups. Although 64 percent of recreation groups have less than \$25,000 in revenues, (including 4 percent with zero revenues), 15 percent have revenues over \$1 million.
 - Among recreation groups, hobby clubs are smallest (83 percent with revenues under \$25,000 vs. 64 percent overall) while fraternities/sororities, animal clubs, and related groups are the largest.
 - A majority (59 percent) of fraternities/sororities, animal clubs and related groups report revenues greater than \$1 million.
- *Civic associations* are the most likely to be small with 70 percent reporting revenues of less than

\$25,000 and only 6 percent reporting revenues over \$100,000.

- **Number of Individual Members:** Indiana membership organizations vary widely in the number of individual members that are a part of their organizations. One-third (32 percent) have between 50 and 199 members while 30 percent have fewer than 50 members. Some 37 percent of membership organizations have more than 200 members including one-fifth (20 percent) with more than 500 members. See Figure 12.

Figure 12: Number of individual members by type of membership organization (n=1,279)



- *Religious congregations* tend to have mid-sized congregations, with 37 percent reporting between 50 and 199 members and another quarter reporting 200-499 members. One-fifth (20 percent) have over 500 members while less than a fifth (18 percent) have fewer than 50 members.
 - Catholic congregations tend to be larger, with 43 percent reporting over 500 members (compared to 20 percent of religious congregations overall).
 - Mainline Protestant congregations tend to be mid-sized, with 51 percent reporting between 50 and 199 members (compared to 37 percent of religious congregations overall).
- *Recreation groups* stand out, with relatively large percentages (30 percent) reporting 500 or more members (compared to 20 percent of membership organizations overall).

– *Occupation/industry groups* and *other member groups* follow a pattern similar to membership organizations overall; however, there are variations among sub-groups:

- Among occupation/industry groups, half (50 percent) of professional associations have 500 or more members, compared to 26 percent of occupation/industry groups overall.
- The great majority (92 percent) of volunteer fire departments and related nonprofits have fewer than 50 members compared to 30 percent of other member groups overall.
- On the other hand, two-fifths (38 percent) of youth development organizations have over 500 members (as opposed to 26 percent of other member groups overall).

– *Civic associations* clearly stand out from other membership organizations as most likely to have relatively few members. Almost half (49 percent) have fewer than 50 members and another two-fifths (38 percent) have between 50 and 199 members. Only 12 percent have 200 or more members compared to 37 percent of membership organizations overall.

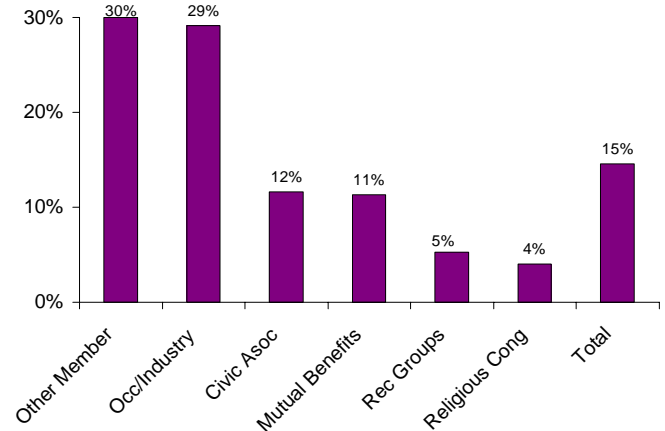
- Community service clubs are the smallest type of civic association. The majority of them (62 percent) have fewer than 50 members compared to 49 percent of civic associations overall.

• **Organizational Members:** Not all members of organizations are individuals; some may be other organizations – as is the case for chambers of commerce. We find that the majority (85 percent) of Indiana membership organizations have only individual members while 15 percent report at least some members that are organizations. Some types of membership organizations are more likely to have organizational members than others.

– *Other member groups* and *occupation/industry groups* are by far the most likely to have members that are organizations rather than only individuals. Almost one-third (30 percent and 29 percent respectively) have organizational members, compared to only 5 percent of *recreation*

groups, 4 percent of *religious congregations*, and 15 percent of membership organizations overall. See Figure 13.

Figure 13: Percent with organizational members by type of membership organization (n=1,682)



▪ Among other member groups, community improvement and philanthropy organizations are most likely to have organizational members (46 percent), compared to only 2 percent of youth development organizations and 30 percent of other member groups overall.

▪ Chambers of commerce drive the relatively high percentage in occupation/industry groups, with 87 percent reporting organizational members (compared to 29 percent of occupation/industry groups overall).

▪ In contrast, none of the labor unions (0 percent) report organizational members.

– Only 12 percent each of *civic associations*, 11 percent of mutual benefits, and 5 percent of *recreation groups* have organizational members.

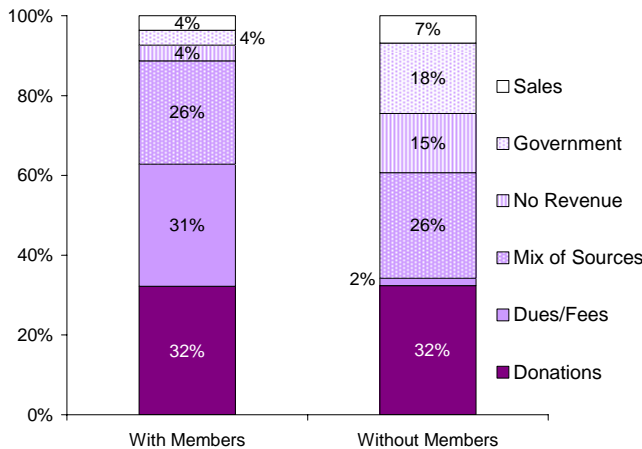
▪ “Other” types of recreation groups such as fraternities/sororities, animal clubs, and related groups are more likely to have organizational members (15 percent) than hobby clubs (3 percent) or amateur sports teams (1 percent), although still only a small minority.

• **Funding Profiles:** A nonprofit’s dominant source of funding reveals how it positions itself and what it

has to do in order to obtain resources to operate its programs. We asked Indiana nonprofits where their revenues come from in order to determine their funding profiles. Possible options included: government or public agencies, donations and gifts, special events, dues/membership fees, private sale of goods and services, or other sources. We characterize nonprofits that get more than half from a given source as dependent on that source. Those that have a mixture of funding sources such that no one source accounts for a majority of revenues we characterize as a “mix of sources.”

- **Members vs. No Members:** Not surprisingly, dues and fees are more important as a revenue source to nonprofits with members than to those without members. The latter depend more on public funding.
 - Membership organizations are much more likely to have membership dues/fees as a major source of funding (31 percent) than organizations without members (2 percent). See Figure 14. By the same token, it is noteworthy that most membership organizations do not depend primarily on dues/fees.

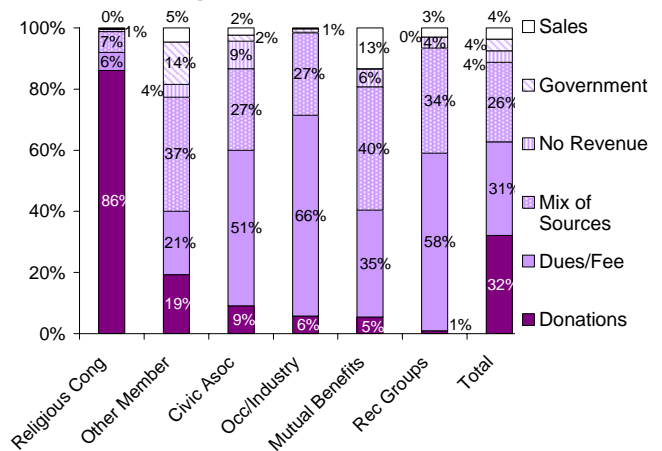
Figure 14: Primary source of revenue by member status (n=2,000)



- Donations and a mix of sources are equally likely (32 percent and 26 percent respectively).
- Organizations without members are much more likely to use government as a major source of funding (18 percent vs. 4 percent).

- **By Type of Membership Organization:** Membership organizations themselves have very different funding profiles, with major differences revolving around dues/fees, government funds, and donations.
 - *Occupation/industry, recreation groups, and civic associations* are the most likely to rely on membership dues/fees as a major source of funding (66 percent, 58 percent, and 51 percent respectively). See Figure 15.

Figure 15: Primary source of revenue by type of membership organization (n=1,549)

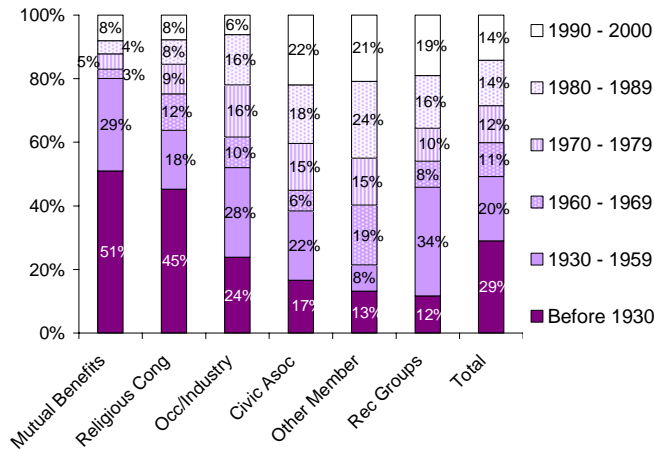


- Among civic associations, homeowner and neighborhood associations are by far the most likely to depend mainly on dues or fees (80 percent vs. 51 percent of all civic associations).
- Community service clubs are somewhat more likely to have a mix of funding (49 percent vs. 27 percent of all civic associations).
- *Religious congregations* are the least likely to have dues or fees as a major funding source (6 percent), and they are by far the most likely to depend on donations/gifts (86 percent) for half or more of their total revenues.
 - While 86 percent of religious congregations report donations as the dominant funding source, only 43 percent of Catholic congregations do so.

-
- Among civic associations, homeowner and neighborhood associations again stand out, with 82 percent reporting that they rely on dues for three-fourths or more of revenue, (compared to 50 percent of civic associations overall).
 - Community service clubs are somewhat less likely to report reliance on dues. Two-fifths (38 percent) of community service clubs say that dues account for less than 25 percent of revenues.
 - Over two-thirds of *mutual benefits* (68 percent) rely on dues as a source of revenue to some extent, including 37 percent that rely heavily on dues (accounting for 75 percent or more of revenues).
 - While one-fifth (20 percent) of mutual benefits overall say they receive between 25 and 49 percent of their revenues from dues, two-fifths (38 percent) of veterans' organizations say the same.
 - The majority of *other member groups* (71 percent) rely on dues to some extent as a source of revenue, but not heavily. Only 29 percent depend on dues for 25 percent or more of funding.
 - Over two-fifths (42 percent) of other member groups say that dues are only a minor funding source (less than 25 percent of revenue). This is especially the case for youth development organizations (66 percent) and counseling and support groups (52 percent).
 - Only 13 percent of other member groups rely heavily on dues. However, among other member groups, 41 percent of environment, animal and civil rights groups and 24 percent of arts and culture organizations report that three-fourths or more of revenues come from dues.
 - Educational institutions and fundraising groups also have a mid to heavy reliance on dues. Two-fifths report that they receive 50-74 percent of revenues from dues, (compared to 10 percent of other member groups overall).
 - *Religious congregations* are the least likely to report any reliance on dues, with 87 percent of religious congregations reporting none. However, for some or even most congregations, contributions serve as a form of dues payments.
 - **Dues Structures:** In addition to variations in reliance on dues, there are a variety of ways that organizations collect dues from their members. We asked membership organizations about three specific dues structures: flat dues from all members, dues based on the level of services members receive, and dues based on the capacity of members to pay.
 - *Overall:* The most popular dues structure is to require members to pay the same flat dues or fees, with the majority (64 percent) of membership organizations using this structure. Less than a tenth of membership organizations say that they base dues on capacity to pay (9 percent). See total bar in Figure 17. The rest (27 percent) say they have some other type of dues/fees structure. This was especially likely to be the case for religious congregations (49 percent).
 - *Flat Dues:* Mutual benefits are by far the most likely to require all members to pay the same flat dues or fees. The great majority (84 percent) of *mutual benefits* require flat dues, as do the majority of all other types of membership organizations except for occupation/industry groups and religious congregations. See solid bars in Figure 17.
 - Among *other member groups*, the great majority of youth development (88 percent), counseling and support (73 percent), and community improvement and philanthropy (73 percent) groups use flat dues structures, compared to only one-third (34 percent) of educational institutions.
-

cieties were founded before 1930 (compared to 51 percent of mutual benefits overall).

Figure 19: Year of establishment by type of membership organizations, (n=1,546)



- The majority (58 percent) of veterans' organizations were formed between 1930 and 1959 (as opposed to 29 percent of mutual benefits overall).
- *Religious congregations* are also disproportionately old, with a majority founded before 1960 (63 percent), including 45 percent that were founded before 1930.
 - Among religious congregations, mainline Protestant congregations are the oldest subgroup with 76 percent founded before 1930 (vs. 45 percent of all congregations).
 - Catholic congregations are also somewhat older than other religious affiliations—80 percent were formed before 1960, compared to 63 percent of all congregations.
- Over half of *occupation/industry groups* were formed before 1960 (52 percent), although 16 percent were established during the 1970's and 1980's each.
 - Chambers of commerce are the youngest, with half (50 percent) formed since 1980 (vs. 22 percent for all occupation/industry groups).

- *Civic associations* and *other member groups* are most likely to be younger, with a majority of these groups founded since 1970.
 - Among civic associations, community service clubs are the oldest, with 70 percent formed before 1960 (compared to 39 percent overall).
 - Among other member groups, educational institutions and fundraising groups are oldest, with 30 percent founded before 1930 (compared to 13 percent for all other member groups).
 - On the other hand, the majority of community improvement and philanthropy groups (61 percent) and counseling and support groups (58 percent) are very young (founded since 1990).

Legal Status: In this section we look at the legal status of membership organizations. Nonprofits that are registered with the internal revenue service (IRS) as 501(c)(3) charities are eligible to receive tax-deductible donations. This creates incentives for potential contributors and enhances an organization's attractiveness to donors. Formal incorporation with the Indiana Secretary of State (ISOS) is an important tool that protects staff or board members from liability. Membership organizations vary in their likelihood to be eligible for charitable donations and in their incorporation status.

- **Tax-Deductible Donations:** We asked membership organizations whether or not they are eligible to receive tax deductible donations.¹⁸
 - Members vs. No Members: Membership organizations are less likely to say they are eligible to receive tax deductible donations for federal income tax purposes than organizations without members. Just over half (52 percent) of membership organizations say they are eligible, compared to nearly three-fourths (73 percent) of organizations without members. See Figure 20.

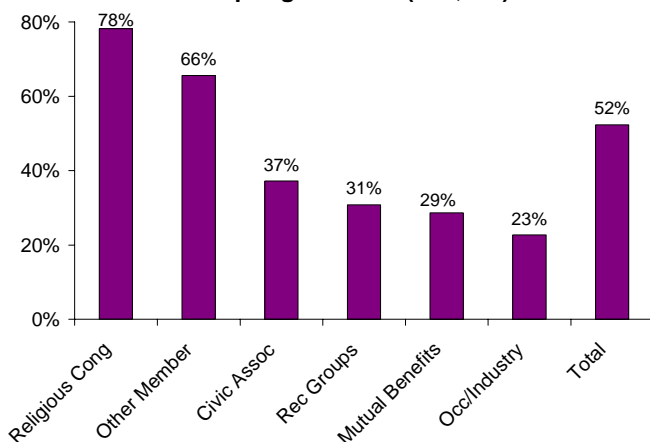
¹⁸ We expected to be able to verify survey responses to this question with the IRS list of tax-exempt entities with Indiana addresses; however, we found discrepancies in self-reports and IRS listings. The findings in this section are based on self-reports only.

Figure 20: Percent eligible to receive tax-deductible donations for federal income tax purposes by member status (n=2,206)



- **By Type of Membership Organization:** Four-fifths (78 percent) of *religious congregations* and two-thirds (66 percent) of *other member groups* say they are eligible to receive tax-deductible contributions, compared to roughly one-third or less of the other types of membership organizations. See Figure 21.

Figure 21: Percent eligible to receive tax-deductible donations for federal income tax purposes by type of membership organization (n=1,682)

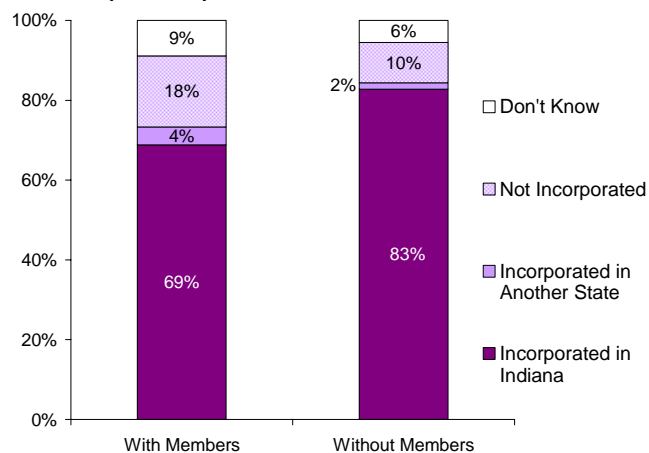


- Among civic associations, community service clubs (45 percent) and other civic associations (60 percent) were more likely to report eligibility for tax-deductible donations than homeowner and neighborhood associations (15 percent) and civic associations overall (37 percent).

- **Incorporation Status:** We asked nonprofits whether or not they are formally incorporated. Respondents could indicate that they were either incorporated in Indiana, incorporated in another state, not incorporated, or that they were unsure.¹⁹

- **Members vs. No Members:** Membership organizations are less likely to report that they are formally incorporated than organizations without members. Only 73 percent of member organizations are incorporated in Indiana or elsewhere, compared to 85 percent of nonprofits without members. See Figure 22.

Figure 22: Incorporation status by member status (n=2,017)

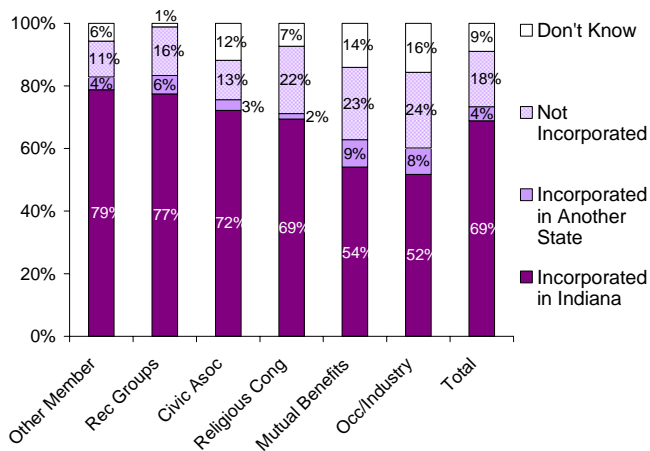


- Nearly one-fifth (18 percent) of membership organizations are not incorporated while only one-tenth of organizations without members report the same.

- **By Type of Membership Organization:** *Other member groups*, *recreation groups* and *civic associations* are the most likely to say they are incorporated in Indiana (79 percent, 77 percent and 72 percent respectively), while mutual benefits and occupation/industry groups are the least likely (54 and 52 percent respectively). See Figure 23.

¹⁹ We cross-checked these responses against the list of nonprofits incorporated with the Indiana Secretary of State. We found some inconsistencies and rely here exclusively on self-reports from our survey.

Figure 23: Incorporation status by type of membership organization (n=1,679)



- *Mutual benefits and occupation/industry groups* that are incorporated are somewhat more likely than other membership organizations to be incorporated outside of Indiana (9 percent and 8 percent). In addition, about one-quarter of each report that they are not incorporated.
 - Among mutual benefits, nearly half (46 percent) of veterans’ organizations report that they are not incorporated, compared to 23 percent of mutual benefits overall.
 - The majority of fraternal beneficiary societies (52 percent) say that they are incorporated in Indiana (compared to 54 percent of mutual benefits overall); however, one-fifth (20 percent) report that they are incorporated in another state (vs. 9 percent overall).
 - Among occupation/industry groups, the pattern of not being incorporated is driven by the labor unions, 43 percent of which report no formal incorporation.
 - In contrast, 86 percent of chambers of commerce report that they are incorporated.
- Interestingly, the percent of organizations that are aware of whether or not they are incorporated also varies by type of membership organization.
 - Only 1 percent of recreation groups answered that they “don’t know” whether or not they are incorporated, while as much as

16 percent of occupation/industry groups and 14 percent of mutual benefits were unable to answer the question.

Conclusions and Implications: We draw several conclusions and implications from these findings.

- *Most membership organizations target both their own members and the general public.* Only one-fifth of membership organizations say that they serve *only* their own members, while over three-fourths say that they serve *both* their own members and the general public.
- *Religious congregations target specific groups heavily.* Virtually all (96 percent) religious congregations say that they target both their own members and the general public. They are the most likely to target by age, religion, and gender.
- *Most membership organizations have relatively few members.* Three in 10 have less than 50 members, and only 20 percent have more than 500.
- *Membership organizations depend on dues and donations.* Just over half of occupation/industry groups, recreation groups, and civic associations receive over three-fourths of their revenue from membership dues/fees, while religious congregations depend almost entirely upon donations.
- *Membership organizations are older.* Half of membership organizations are at least 45 years old, compared to less than a quarter of organizations without members that are the same age. Mutual benefits, religious congregations, and occupation/industry groups are the oldest types of membership organizations. Civic associations, recreation groups, and especially other member groups tend to be younger.
- *Within each major type of membership organization, some sub-groups stand out in terms of their profile characteristics.* Thus, among religious congregations, Catholic congregations stand out as having notably different profile characteristics than other congregations, followed by those belonging to mainline Protestant denominational traditions. Among civic groups, community service clubs and homeowners and neighborhood associations stand out as having distinctive profiles. Among mutual benefit groups, fraternal beneficiary societies and

veterans organizations have distinctive profiles. Among occupation/industry groups, labor unions and chambers of commerce/business leagues tend to stand out in terms of profiles, as do amateur sports teams among recreation groups and youth development organizations among other member organizations (followed by counseling and support groups, volunteer fire departments and related organizations and community improvement organizations).

II. CHANGES AFFECTING MEMBERSHIP ORGANIZATIONS

Are membership organizations in decline as Putnam claims in “Bowling Alone”?²⁰ We look at whether Indiana nonprofits report growth or decline in the number of members and in demand for their programs or services over the previous three years. We find that some membership organizations are indeed experiencing decline, but others are growing and facing increasing demands for their programs or services. Membership organizations differ in whether they observe shifts in community conditions or in government policies and in whether they are affected by such changes. However, relatively few engage in advocacy and or other efforts to promote particular issues or the interests of special groups.

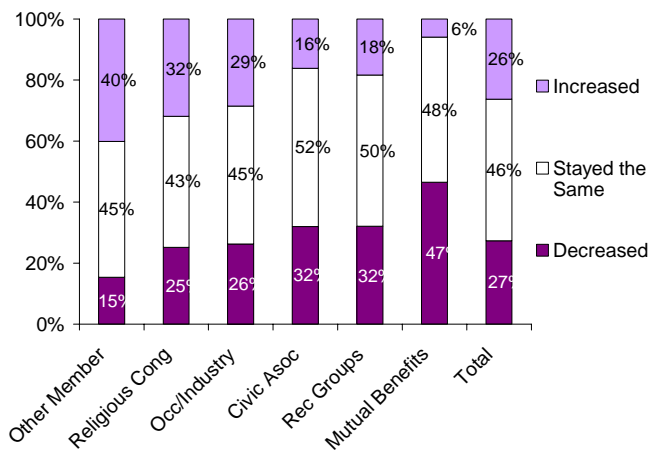
Vitality of Membership Organizations: One way to measure vitality in membership organizations is to determine whether the number of members is increasing or decreasing. We expect that organizations with a growing number of members would have healthier financial conditions than those with declining membership. Certainly growth of members by itself suggests that the organization is visible and attractive to more people or organizations. We also asked our respondents to indicate whether demand for the organization’s services or programs has changed over the previous three years.

- **Change in Members:** We asked Indiana nonprofits that have individual members how the number of members has changed over the previous three years. We report here on whether the membership count decreased, stayed the same or increased.²¹
 - *Overall:* Almost half (46 percent) of membership organizations say that the number of members had stayed more or less the same over the prior three years. The rest split almost evenly between those that reported increases (26 percent) and those that reported decreases (27 percent). See the total bar in Figure 24.

²⁰ *Bowling Alone: The Collapse and Revival of American Community* by Robert D. Putnam (New York: *Simon & Schuster*, 2000).

²¹ We gave respondents five choices: decreased significantly (by more than 25 percent), decreased somewhat (by 10-25 percent), stayed more or less the same, increased somewhat (by 10-25 percent), or increased significantly (by more than 25 percent). In this report we collapse the responses into the three categories named above.

Figure 24: Change in membership by type of membership organization (n=1,366)



- However, as Figure 24 shows, there are notable differences among the various types of membership organizations in whether memberships have increased or decreased over the last three years. Those of greatest concern to the followers of the “Bowling Alone” argument – fraternal organizations and civic associations – are likely to have seen stagnating or declining membership. Those most likely to include public charities (“other” membership groups and congregations) are more likely to have seen increasing membership.
- *Mutual benefits* saw the biggest decreases in membership, with 47 percent reporting a decline, compared to 27 percent overall, consistent with Putnam’s argument in “Bowling Alone.” Only 6 percent of mutual benefits reported an increase in the number of members.
 - Three-fourths (73 percent) of fraternal beneficiary societies report declines in membership, while only 3 percent report an increase.
 - Two-thirds of veterans’ organizations (64 percent) reports a stable membership roll; however, they report no growth (only 1 percent reports an increase in membership), while 36 percent report a decrease in number of members.
- Half (52 percent) of *civic associations* report that their membership rolls stayed the same. Most of the rest (32 percent overall) say membership numbers decreased, while less than one-

fifth (16 percent) report increases. Sub-groups vary notably:

- Somewhat akin to fraternal beneficiary societies, community service clubs are much more likely to report a decrease in membership (50 percent) than an increase (7 percent).
- Almost three-quarters (72 percent) of home-owners’ and neighborhood associations report stable membership numbers, and only 7 percent report a decrease in membership.
- *Recreation groups* are also quite likely to report stable membership roles (50 percent); among those that report changes, almost twice as many report decreases (32 percent overall) as increases (18 percent).
- *Other member groups* are the most likely to have seen an *increase* in membership (40 percent), with only 15 percent reporting a decrease.
 - The great majority (77 percent) of youth development programs, (such as Boys’ and Girls’ Clubs), have seen an increase in membership over the past three years.
 - Volunteer fire departments and related groups as well as community improvement and philanthropy groups stand out because of the large percentages reporting that membership stayed the same (69 and 77 percent respectively, compared to 45 percent of other member groups overall). Additionally, extremely small percentages of these groups report decreases (1 and 3 percent respectively, as opposed to 15 percent of other member groups overall).
- There was no significant variation among sub-groups of religious congregations, occupation/industry groups, or recreation groups regarding change in membership.
- **Demand for services:** In addition to changes in membership we asked Indiana membership organizations how demand for their services or programs changed over the last three years. Responses vary

according to whether or not organizations have members and by type of membership organization.

- **Members vs. No Members:** The majority of membership organizations (52 percent) say that demand for services or programs stayed the same, compared to only one-third (33 percent) of organizations without members. See Figure 25.

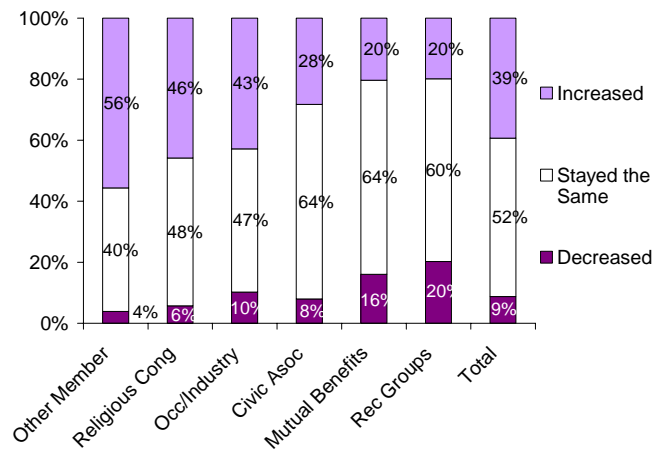
Figure 25: Change in demand for services or programs by member status (n=2,088)



- In contrast, the majority of nonprofits without members (63 percent) report an increase in demand for services or programs, compared to only two-fifths (39 percent) of membership organizations.
- **By Type of Membership Organization:** Mutual benefits and recreation groups were most likely to see a decrease in demand for services or programs, while other member groups saw a more pervasive increase in demand.
- For the majority of *recreation groups* and *mutual benefits*, demand stayed the same (60 and 64 percent respectively), and increased for only 20 percent (vs. 39 percent of membership organizations overall). Both were more likely to see declines in demand for services or programs (recreation groups, 20 percent; mutual benefits, 16 percent) than membership organizations overall (9 percent). See Figure 26.
- The majority (64 percent) of *civic associations* report that demand stayed the same. They are

also less likely than the average membership organization to report an increase in demand (28 vs. 39 percent).

Figure 26: Changes in demand for services or programs by type of membership organization (n=1619)

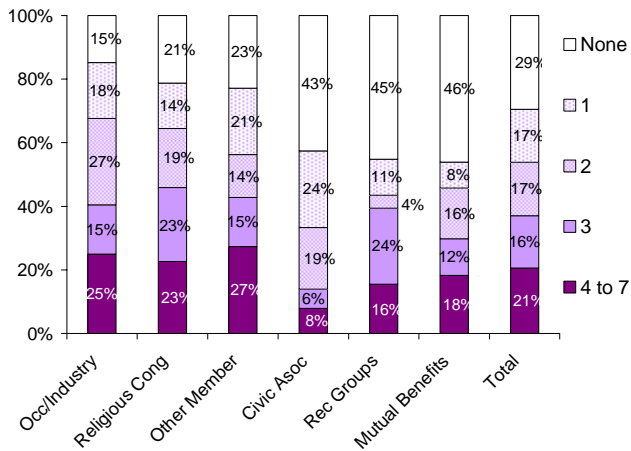


- The majority of *occupation/industry groups* report changes in demand for services or programs, with more than four times as many (43 percent) reporting increases rather than decreases (10 percent).
- Over half (52 percent) of *religious congregations* report that demand for services or programs changed, almost all of which (46 percent overall) saying it increased and only 6 percent saying it decreased. There was variation in response to demand for services or programs by religious affiliation.
 - **Catholic congregations** were more inclined to report an increase in demand for services or programs (69 percent vs. 46 percent overall).
 - **Mainline Protestant congregations** stand out as more likely to say that demand for services or programs stayed the same (66 percent vs. 48 percent overall).
- The majority of *other member groups* (56 percent) report an increase in demand for services or programs compared to 39 percent of membership organizations overall.

Community Conditions and Changes: We asked respondents to indicate whether certain community indicators had increased, decreased, or stayed the same over a three year period in order to ascertain their perceptions of community conditions.²² Our key indicators include: employment opportunities, household income, population size, ethnic or racial diversity, crime and violence, and tension between community groups. We also asked whether or not these conditions had an impact on their organization, although we did not ask how. We found that organizations with and without members have similar perceptions of changes in community conditions and of the impact of these changes. Notable variations exist, however, among types of membership organizations.

- **Scope of Changes:** To get an overall idea of the scope of changes in community conditions, we counted the number of changes reported.
 - **Overall:** Over two-thirds (71 percent) of membership organizations report at least one change in community conditions. Overall, a fifth (21 percent) reported between four and seven changes, with nearly equal percentages reporting one, two, or three changes in community conditions (17 percent, 17 percent, and 16 percent respectively). See total bar in Figure 27.

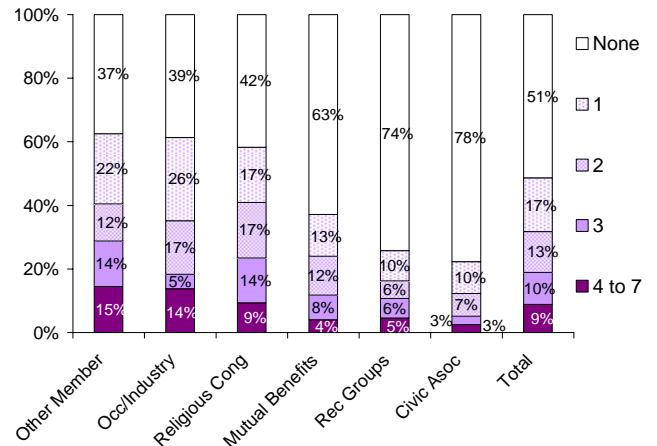
Figure 27: Number of changes in community conditions by type of membership organization (n=1,485)



²²In an earlier report we looked at changing community conditions and government policies in more detail. We draw on that analysis here but focus exclusively on membership organizations. See Kirsten A. Grønberg & Curtis Child, *Indiana Nonprofits: Impact of Community and Policy Changes*. July 2004.

- **By Type of Membership Organization:** *Occupation/industry groups, religious congregations, and other member groups* are more likely to report some changes in community conditions. The vast majority (85 percent) of occupation/industry groups report at least one change in community conditions, compared to 54 percent of mutual benefits and 55 percent of recreation groups.
 - Among other member groups, educational institutions and fundraising groups are far more likely to report many changes in community conditions, with over half (52 percent) reporting four to seven changes (compared to 27 percent of other member groups overall).
- **Scope of Impacts:** Not all changes in community conditions may actually impact organizations. We summed the number of impacts from changes in community conditions reported by membership organizations to ascertain the scope of impacts of community changes.
 - **Overall:** Half (51 percent) of membership organizations report no impacts from changes in community conditions, while 17 percent report one impact, 13 percent report two impacts, and 10 percent report three impacts. Only 9 percent of membership organizations report 4 or more impacts from changes in community conditions. See total bar in Figure 28.

Figure 28: Number of impact from changes in community conditions by type of membership organization (n=1,494)



- **By Type of Membership Organization:** Just as they were more likely to report at least one community change, *other member groups* (63 percent), *occupation/industry groups* (61 percent), and *religious congregations* (58 percent) were more likely to report impacts from at least one of those changes.
 - Among other member groups, 88 percent of youth development organizations report being impacted by at least one change, including 62 percent that report impacts from three or more changes. At the other extreme, only 37 percent of community improvement and philanthropy groups report any impacts from changes in community conditions.
 - Catholic congregations are more likely than all other religious congregations to report impacts from changes in community conditions, with the majority (56 percent) of catholic congregations reporting impacts from three or more changes, compared to 23 percent of religious congregations overall.

- **Specific Community Conditions:** We now look at specific community conditions in more detail and the changes and impacts perceived by membership organizations.

- **Overall:** Membership organizations are most likely to perceive changes (increases or decreases) in population size and employment opportunities (48 percent each). Two-fifths (40 percent) report changes in household income, 36 percent in racial diversity, 23 percent in crime and violence, and 10 percent in tension between community groups. See Figure 29.
- However, notably fewer membership organizations say that these changes impacted them. They are most likely to report impacts from changes in employment opportunities (32 percent), followed by impacts from changes in population size (28 percent) and household income (27 percent). Some 17 percent report impacts from changes in racial diversity, while one-tenth report impacts from increases or decreases in crime and violence (11 percent) as well as from changes in tension between community groups (10 percent). See Figure 30.

Figure 29: Percent of membership organizations reporting changes in community conditions by type of community condition (n=1,291-1,397)

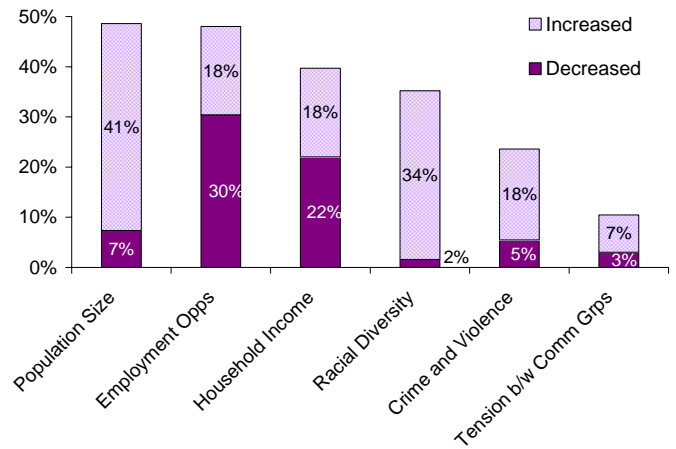
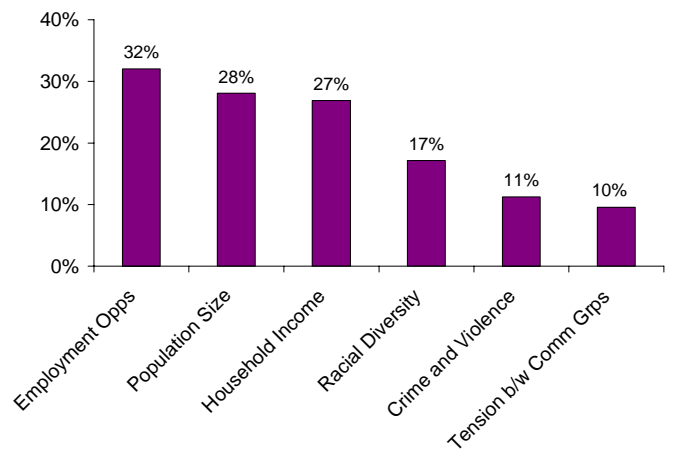


Figure 30: Percent of membership organizations reporting impacts from changes in community conditions by type of community condition (n=1,291-1,397)



- **Employment Opportunities:** almost one-third (30 percent) of membership organizations say that employment opportunities decreased over a three-year period, while 18 percent say that they increased. The majority (52 percent) of membership organizations report no change in employment opportunities. Occupation/industry groups, religious congregations, and other member groups are more likely to report changes in employment opportunities as well as impacts from those changes.
- The majority (63 percent) of *occupation/industry groups* report changes in employment opportunities (with most reporting a decrease, see Figure 31) and that they are impacted by employment opportunities (54 percent, see Figure 32).

Figure 31: Percent reporting changes in employment opportunities by type of membership organization (n=1,397)

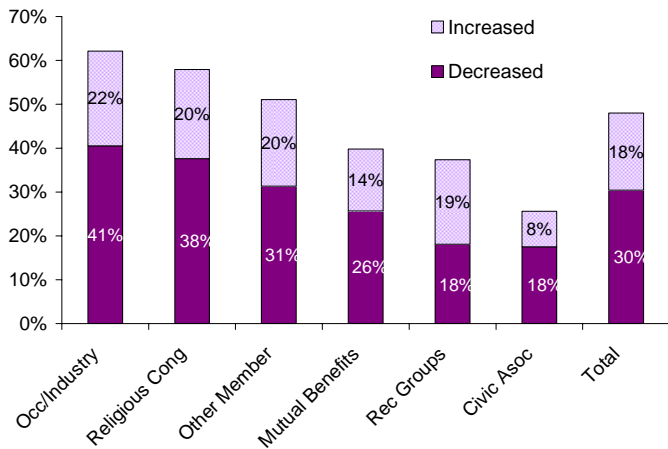
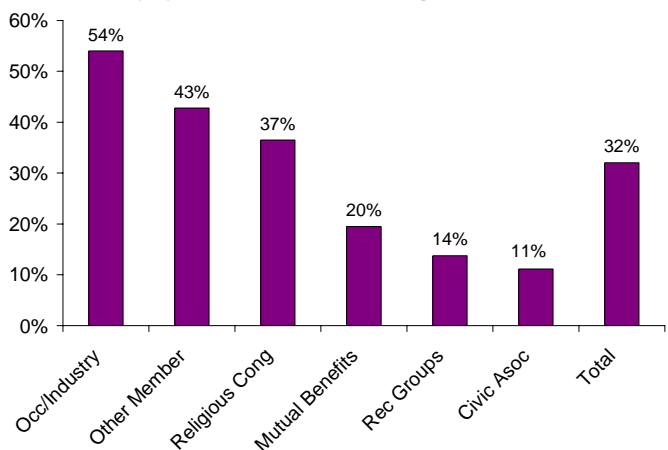


Figure 32: Percent impacted by employment opportunities by type of membership organization (n=1,406)



- Overall, 51 percent of *other member groups* perceive changes in employment opportunities and 43 percent say they are impacted; however, there is notable variation among sub-types:
 - Over three-fourths (76 percent) of youth development organizations say they are impacted by employment opportunities.
- Somewhat fewer *civic associations*, *mutual benefits*, or *recreation groups* report changes in employment opportunities (26 percent, 40 percent, and 37 percent respectively) or any impact from these changes (11 percent, 20 percent, and 14 percent respectively).

- **Population Size:** Almost half (48 percent) of membership organizations report a change in population size over a three-year period. Two-fifths (41 percent) say it increased while 7 percent say it decreased. See total bar in Figure 33. Only 28 percent said they were impacted by these changes (see total bar in Figure 34).

Figure 33: Percent reporting changes in population size by type of membership organization (n=1,366)

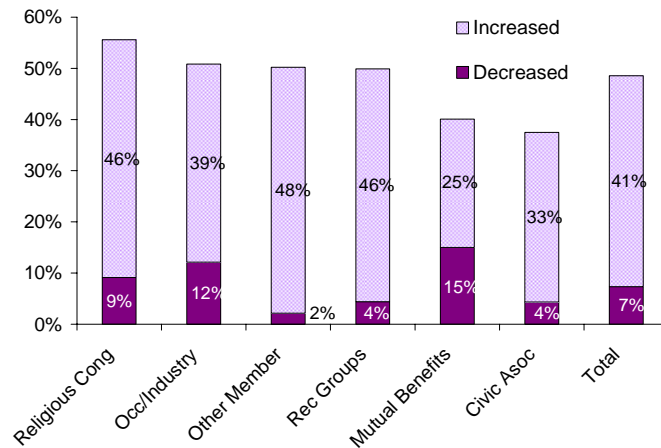
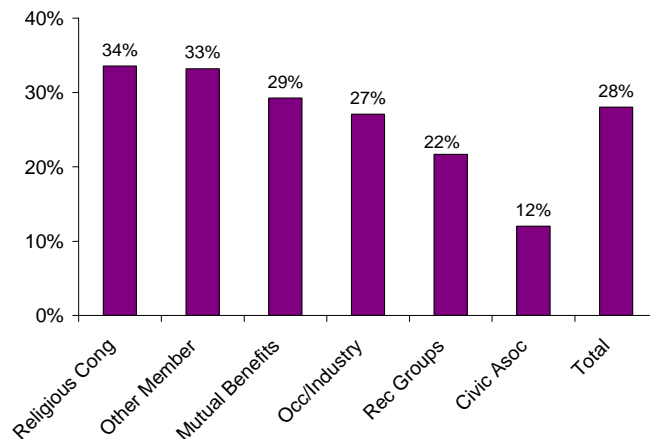


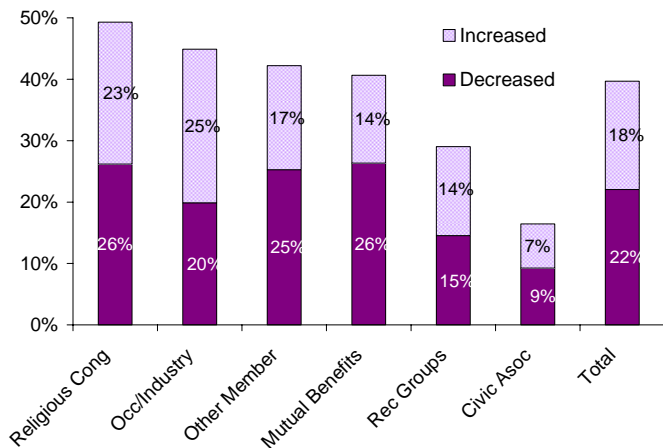
Figure 34: Percent impacted by changes in population size by type of membership organization (n=1,375)



- As Figure 33 shows, across the board most of the membership organizations that report a change in population size say that it increased, however, *mutual benefits* and *occupation/industry groups* stand out as having relatively high percentages that report a decrease in population size (15 percent and 12 percent respectively, vs. 7 percent of membership organizations overall).

- While *civic associations* are the least likely of all membership organizations to report a change in population size and least likely to report being impacted, there is notable variation within the group:
 - Some 44 percent of community service clubs report an increase in population size, compared to only 20 percent of homeowners' associations and 33 percent of civic associations overall.
 - The great majority (79 percent) of homeowners' and neighborhood associations report no change (compared to 63 percent of civic associations overall).
- **Household Income:** Two-fifths (40 percent) of membership organizations report a change in household income in their community over a three-year period, split fairly evenly between those that say it decreased (22 percent) and those that say it increased (18 percent). See final bar in Figure 35. Membership organizations vary notably in their perceptions that household income changed and in whether those changes in household income impacts them.

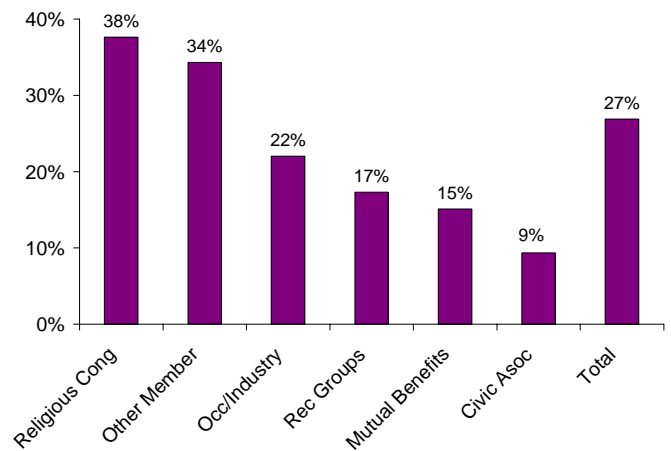
Figure 35: Percent reporting changes in household income by type of membership organization (n=1,361)



- Almost half (49 percent) of *religious congregations* report a change in household income, compared to on 16 percent of *civic associations*.

- *Occupation/industry groups* are more likely to report that household income increased (25 percent) than membership organizations overall (18 percent). There is interesting variation among sub-groups:
 - Some 73 percent of labor unions report a change in household income, compared to 45 percent of occupation/industry groups overall, and almost half (49 percent) report that income decreased (vs. 25 percent of occupation/industry groups overall.)
 - On the other hand, one-third (33 percent) of chambers of commerce report that household income decreased (compared to 20 percent of occupation/industry groups overall).
 - In contrast, the great majority (88 percent) of professional associations say that household income stayed the same.
- Less than a third (27 percent) of membership organizations report that household income impacts them. *Religious congregations* (38 percent) and *other member groups* (34 percent) are the most likely to say they are impacted. See Figure 36.

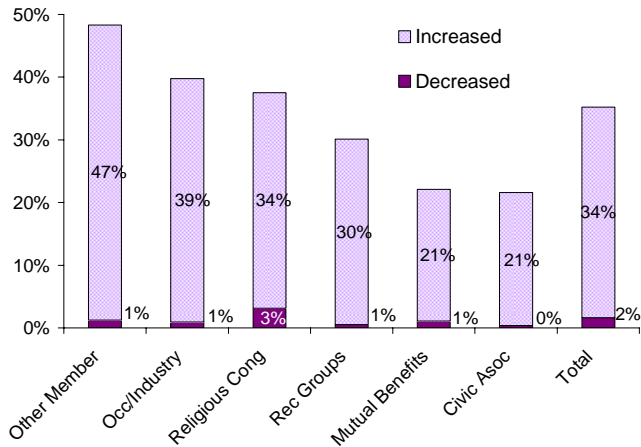
Figure 36: Percent impacted by household income by type of membership organization (n=1,371)



- In contrast, only one in ten *civic associations* (9 percent) say that they are impacted by changes in household income.

- **Ethnic or Racial Diversity:** Some 36 percent of membership organizations overall report that ethnic or racial diversity changed in their community—34 percent say it increased while only 2 percent say it decreased. See total bar in Figure 37.

Figure 37: Percent reporting changes in ethnic or racial diversity by type of membership organization (n=1,361)



- *Other member groups* are much more likely to report increases in racial diversity than all other membership organizations (47 percent vs. 34 percent), especially more than civic associations (21 percent) and mutual benefits (21 percent).
- Less than a fifth (17 percent) of membership organizations say that ethnic or racial diversity impacts them. *Other member groups* are most likely to do so (27 percent) while *mutual benefits* (7 percent), *civic associations* (7 percent) and *recreation groups* (5 percent) are least likely to do so. See Figure 38.
 - Among other member groups, youth development organizations stand out, with 63 percent reporting that changes in racial or ethnic diversity impacts them, compared to only 27 percent of other member groups overall.
- **Crime and Violence:** Almost a quarter (23 percent) of membership organizations say that crime and violence in their communities changed, mainly that it increased (18 percent)

rather than decreased (5 percent). See total bar in Figure 39.

Figure 38: Percent impacted by ethnic or racial diversity by type of membership organization (n=1,371)

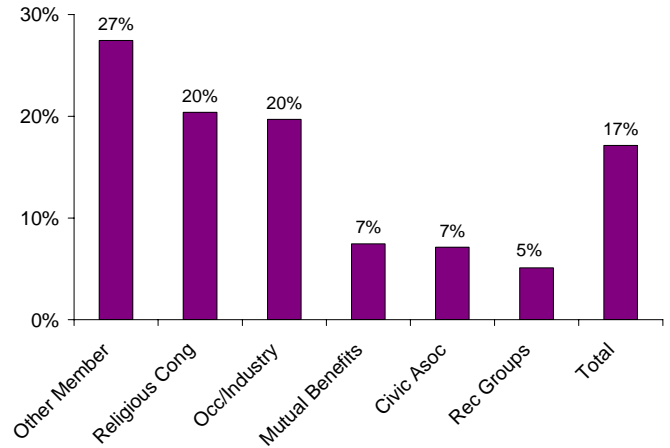
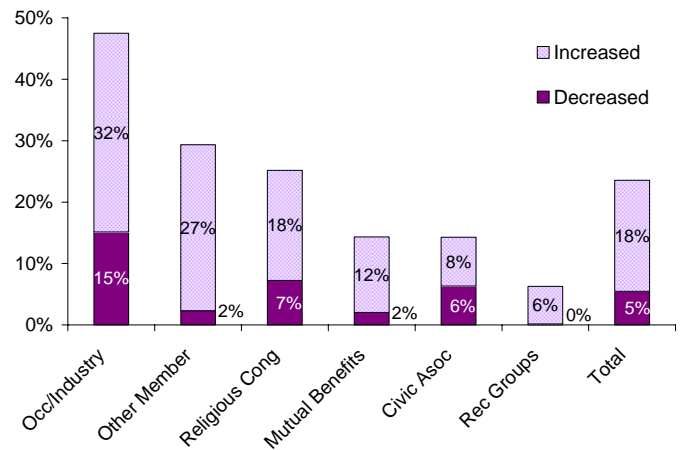


Figure 39: Percent reporting changes in crime and violence by type of membership organization (n=1,326)



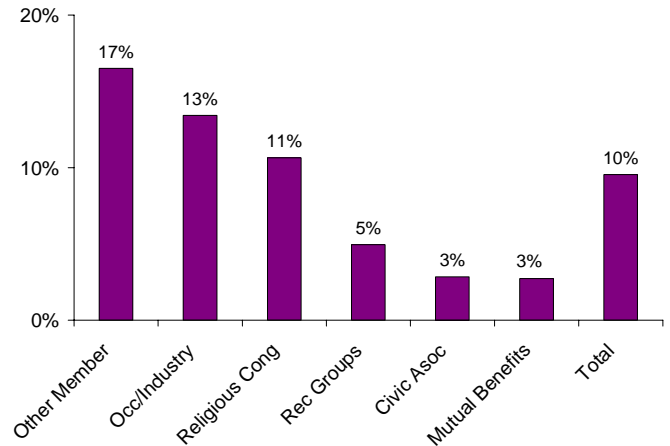
- *Occupation/industry groups* are the most likely to report that crime and violence increased (32 percent). *Recreation groups* are the least likely to report any change—only 6 percent say that crime and violence changed.
 - Sub-groups of *occupation/industry groups* vary greatly in their perceptions of crime. The majority (53 percent) of chambers of commerce say that it decreased, while the majority (53 percent) of labor unions say it increased and the majority (82 percent) of

professional associations says that it stayed the same.

- Among *religious congregations* there is notable variation. Affiliations other than mainline and evangelical Protestants or Catholics (such as Buddhist, Jewish, etc.) are more likely to report that crime and violence decreased—37 percent of “other” religious affiliations report so, compared to 7 percent of religious congregations overall.
 - Among *civic associations*, homeowners’ and neighborhood associations are more likely to report changes in crime and violence. Some 15 percent say it increased (compared to 8 percent of civic associations overall), while 13 percent say it decreased (compared to 6 percent overall).
 - The great majority (86 percent) of *mutual benefits* report no change in crime and violence. However, fraternal beneficiary societies are somewhat more likely to perceive increases in crime and violence, with a quarter (24 percent) saying that it has increased (compared to 12 percent of mutual benefits overall).
- There was no significant variation among types of membership organizations regarding whether or not crime and violence impacts them. Overall, only 11 percent of membership organizations report such an impact.
- ***Tension or Conflict among Community Groups:*** Only 10 percent of membership organizations report perceptions of change in tension or conflict among community groups. There is no significant variation among types of membership organizations in regards to this perception. One-tenth also reports that tension or conflict among community groups impacts them. See total bar in Figure 40. Whether or not they are impacted by tension among community groups varies notably by type of membership organization.
- As much as 17 percent of *other member groups* say that conflict among community groups im-

pacts them, compared to only 3 percent each of *mutual benefits* and *civic associations*.

Figure 40: Percent impacted by tension or conflict among community groups by type of membership organization (n=1,296)



- Chambers of commerce stand out from other *occupation/industry groups* as more likely to report impacts from tension or conflict—two-fifths (41 percent) report so, compared to 13 percent of occupation/industry groups overall.
- Veterans’ organizations are more likely than other *mutual benefits* to say that they are impacted by tensions among community groups (10 percent vs. 3 percent overall).

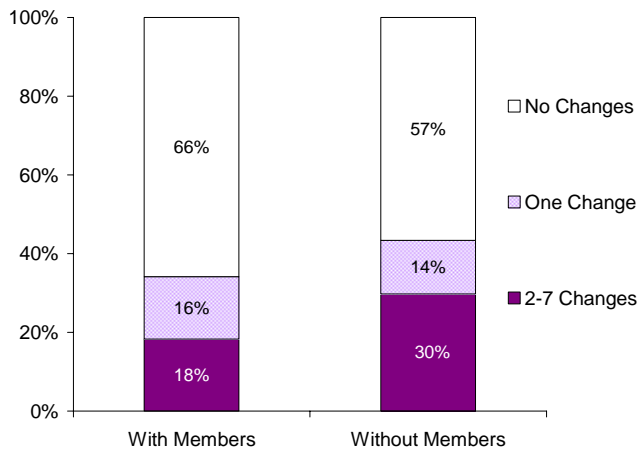
Policy Changes and Impacts: Government policy changes are also among external factors that may have impacted membership organizations. We asked Indiana nonprofits about their perceptions of six specific policy changes: government contract procurement policies, client eligibility for government programs, professional licensing requirements, health and safety regulations, personnel/legal regulations, and any other policy changes. We asked whether each specific policy became more relaxed, didn’t change, or became stricter. Additionally, we asked whether or not the policy change impacted their particular organizations.

- **Number of Policy Changes:** The majority of Indiana nonprofits report no changes, regardless of whether they have members. However, the number of changes reported is related to whether or not the

organization has members and varies by type of membership organization.

- **Members vs. No Members:** Membership organizations report fewer policy changes than organizations without members. Less than one-fifth (18 percent) of membership organizations report two or more policy changes, compared to almost one-third of organizations without members (30 percent). See Figure 41.

Figure 41: Number of policy changes by member status (n= 1,647)



- **By Type of Membership Organization:** Occupation/industry groups are much more likely to report policy changes than any other type of membership organization, with the majority (61 percent) reporting at least one policy change, compared to only one-third (34 percent) of membership organizations overall. See Figure 42.

- Among occupation/industry groups, chambers of commerce are much more likely to report multiple policy changes: 59 percent report 2 to 7 policy changes, compared to only 6 percent of professional associations and 35 percent of occupation/industry groups overall.

- The majority of all other types of membership organizations report no policy changes.

- **Policies Became Stricter:** Among those that say policies changed, the great majority say that they became stricter. Of the five policies examined, membership organizations are most likely to report that

health and safety regulations became stricter (21 percent), with notably fewer saying that licensing requirements (13 percent), personnel and legal regulations (12 percent), client eligibility standards (10 percent), and government contract procurement policies (6 percent) became stricter. See Figure 43.

Figure 42: Number of policy changes by type of membership organization (n=1,261)

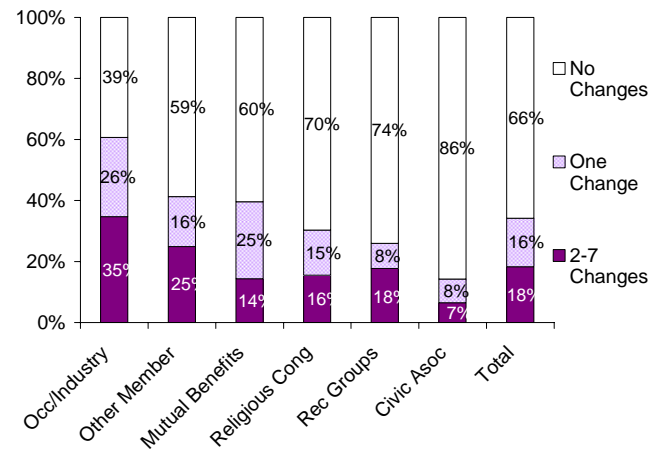
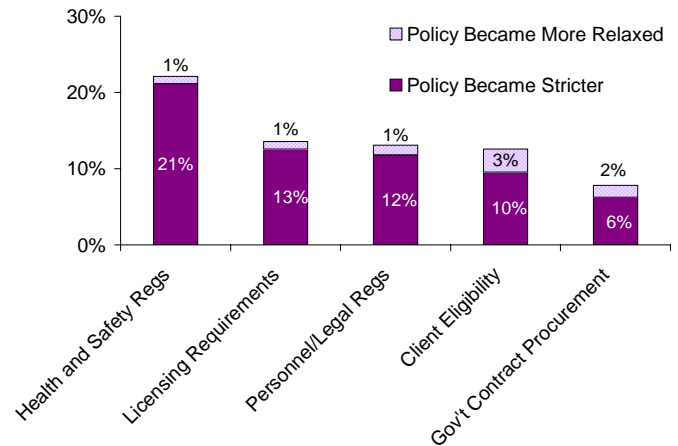


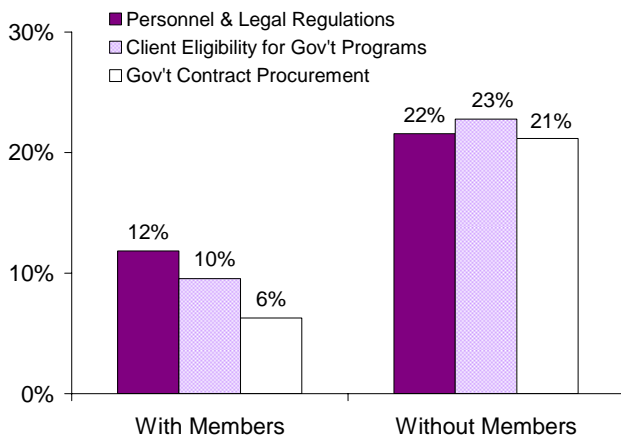
Figure 43: Percent of membership organizations that reported policies changed (n=1120-1167)



- **Members vs. No Members:** When we look at specific policies and perceptions that they say became stricter, we find that membership organizations are less likely to report that certain policies became stricter than organizations without members.

- Only 12 percent of membership organizations (and 14 percent of Indiana nonprofits overall) report that personnel and legal regulations became stricter, compared to over one-fifth (22 percent) of organizations without members. See Figure 44.

Figure 44: Policies became stricter by member status (n=1,449-1504)

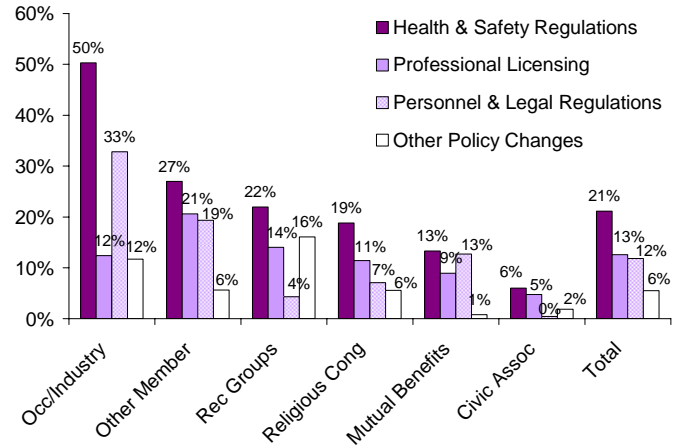


- Similarly, membership organizations are much less likely to report increased strictness in client eligibility for government programs (10 percent) and government contract procurement (6 percent) than organizations without members (23 percent and 21 percent respectively).
- **By Type of Membership Organization:** Changes in health and safety, professional licensing requirements, and personnel and legal regulations are perceived differently by the various types of membership organizations, especially occupation/industry groups.

- **Health and Safety Regulations.** Half of *occupation/industry groups* perceived health and safety regulations as getting stricter, compared to only 6 percent of civic associations and 21 percent of membership organizations overall. See Figure 45.
- **Professional Licensing Requirements.** Over one-fifth (21 percent) of *other member groups* say that professional licensing requirements became stricter, compared to only 5 percent of civic associations and 13

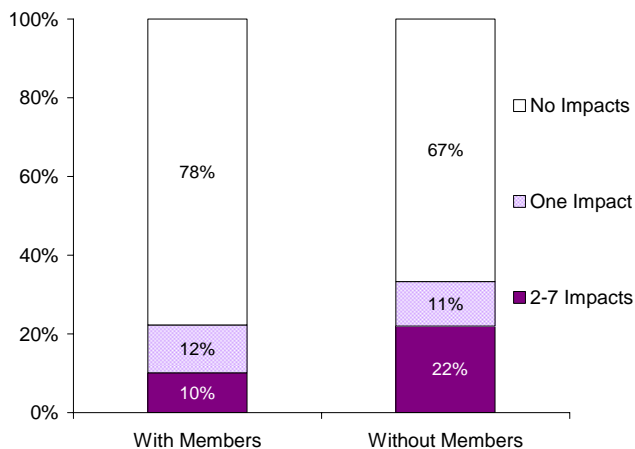
percent of membership organizations overall.

Figure 45: Policies became stricter by type of membership organization (n=799-1,164)



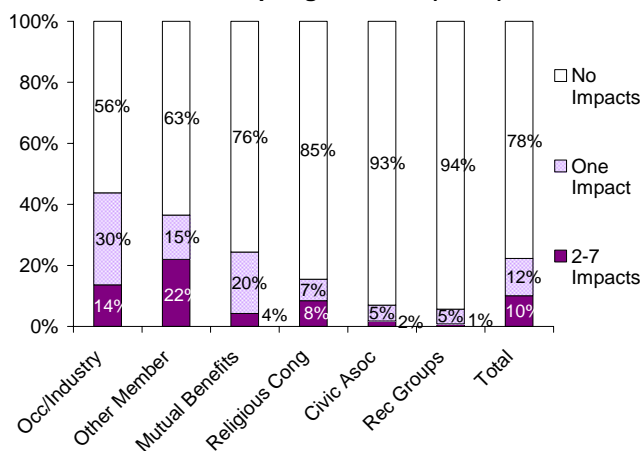
- This high percentage for other member groups is driven by volunteer fire departments and related groups, 73 percent of which report that professional licensing requirements became stricter.
- **Personnel and Legal Regulations.** Personnel and legal regulations are also disproportionately perceived as stricter by *occupation/industry groups* (33 percent), while only 4 percent of recreation groups and none of the civic associations (0 percent) perceive them as having become stricter.
- **Number of Policy Impacts:** When looking at the impacts of changes in policy, we find that membership organizations are overall more likely to say that a policy changed than that it impacted them. However, the majority of respondents who say that a policy has become stricter also say that it has impacted them (ranging from 55 percent to 72 percent).
 - **Members vs. No Members:** Given the previous finding that organizations with members perceive fewer policy changes than those without, it is not surprising that they are also less likely to report that policy changes impacted them. Only one in ten membership organizations say they are impacted by two or more policy changes compared to almost one in four (22 percent) of those without members. See Figure 46.

Figure 46: Number of impacts from policy changes by member status (n=1,654)



- The majority of organizations both with members (78 percent) and without members (67 percent) report no impacts from policy changes.
- **By Type of Membership Organization:** Occupation/industry and other member groups report more impacts from policy changes than other membership organizations. Over two-fifths (44 percent) of *occupation/industry groups* and 37 percent of *other member groups* report impacts from 1 or more policy changes, compared to 22 percent of membership organizations overall. See Figure 47.

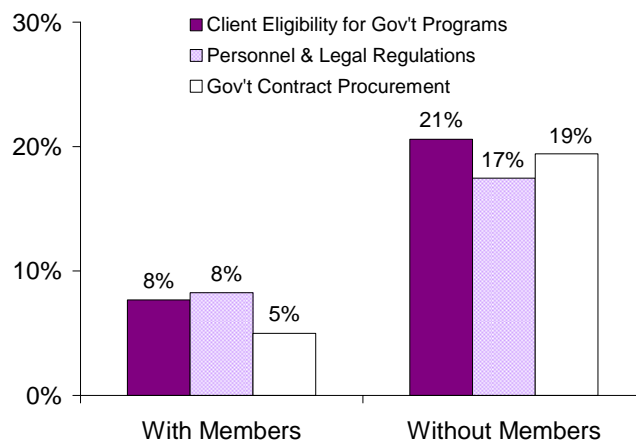
Figure 47: Number of impacts from policy changes by type of membership organization (1,264)



- *Civic associations* and *recreation groups*, on the other hand, are relatively unaffected by policy changes, with only 7 percent and 6 percent (respectively) reporting any impacts.

- **Members vs. No Members:** Organizations with members are less likely to report impacts from changes in policy related to client eligibility (8 percent), personnel and legal regulations (8 percent), or government contract procurement (5 percent), than those without members (21, 17, and 19 percent respectively). See Figure 48.

Figure 48: Percent reporting impacts from specific policies by member status (n=1457-1513)



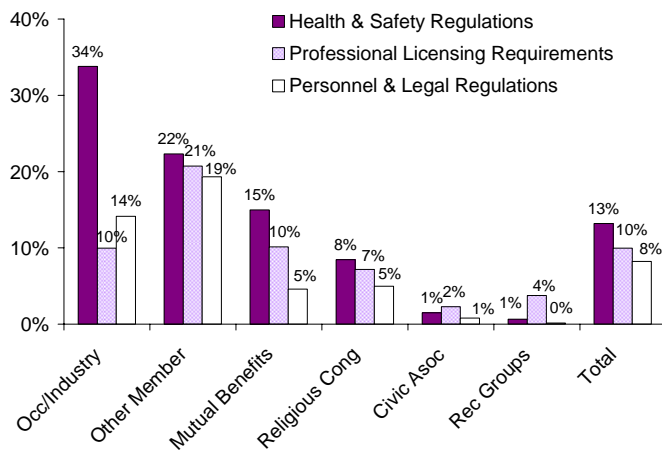
- **Types of Policy Impacts:** When we look at the five specific types of policy impacts, we again find variation among types of membership organizations, but only for certain policy changes.

- **By Type of Membership Organization:** In general, *other member* and *occupation/industry groups* are more likely to report impacts from policy changes, while *civic associations* and *recreation groups* are least likely to report any impacts.

- **Health and Safety Regulations.** Changes in health and safety regulations impact more membership organizations overall (13 percent) than other types of policy changes examined, but are especially likely to impact *occupation/industry groups* (34 percent). See solid bars in Figure 49.

- **Professional License Requirements.** *Other member groups* are twice as likely to report impacts from changes in professional license requirement policies (21 percent) than membership organizations overall (10 percent). See lightly shaded bars in Figure 49.

Figure 49: Percent reporting impacts from policies by type of membership organization (n=1124-1167)



- Personnel and Legal Regulations.** *Other member groups* (19 percent) are more than twice as likely to report being impacted by changes in personnel and legal regulations than membership organizations overall (8 percent). See white bars in Figure 49.
- Client Eligibility for Government Programs.** *Other member groups* are also more than twice as likely to report impacts from changes in policies regarding client eligibility (18 percent) than all other membership organizations (8 percent). See solid bars in Figure 50.
- Government Contract Procurement.** Only 5 percent of membership organizations report being impacted by government contract procurement policies. However, *other member groups* are again more than twice as likely to be impacted (12 percent). See lightly shaded bars in Figure 50.

- Advocacy and Political Activities:** One important function of membership organizations is to promote the interests of its members. We asked Indiana nonprofits whether they are involved in efforts to promote positions on certain policy issues, group interests, or political groups.

- Overall:** Membership organizations do not differ from other Indiana nonprofits in how likely they are to participate in advocacy and political activities. Just over one-quarter (28 percent) of

membership organizations report that they are involved in some form of advocacy. See total bar in Figure 51.

Figure 50: Percent reporting impacts from policies by type of membership organization (n=1132-1148)

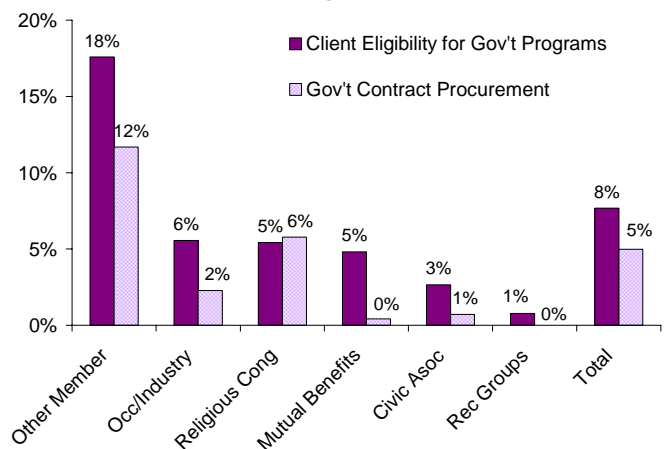
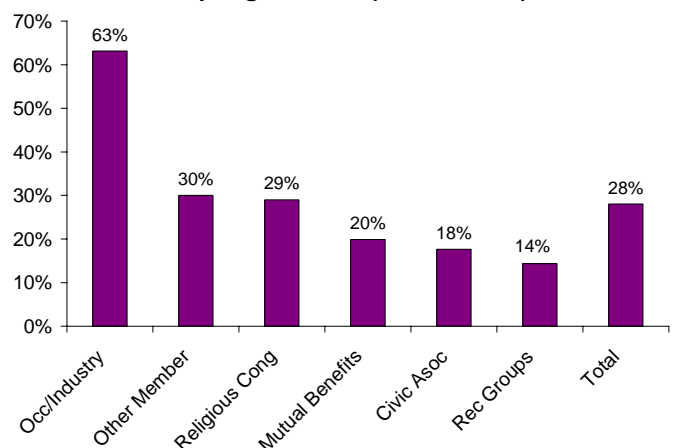


Figure 51: Percent involved in advocacy by type of membership organization (n=1124-1167)



- By Type of Membership Organization:** Occupation/industry groups are far more likely to be involved in advocacy than all other types of membership organizations, with almost two-thirds (63 percent) saying they are involved, compared to only 14 percent of recreation groups and 28 percent of membership organizations overall.

- A little less than a third (30 percent) of *other member groups* and *religious congregations* (29 percent) are involved in advocacy efforts; how-

ever, there is notable variation among sub-types of other member groups:

- Three-fourths (74 percent) of animal, environmental and civil rights groups are involved in advocacy activities. To a lesser degree, counseling and support groups (48 percent) and community improvement and philanthropy groups (42 percent) are also more likely to be involved in advocacy than other member groups overall (30 percent).
- One-fifth of *mutual benefits* (20 percent) and *civic associations* (18 percent) are involved in advocacy and political activities, again with notable variation among sub-types:
 - Over two-fifths (44 percent) of other civic associations such as conservation clubs, parent/teacher organizations, or 4-H clubs are involved in advocacy, compared to relatively few community service clubs (3 percent) or homeowners' associations (16 percent).
 - While only one-fifth of mutual benefits say they are involved in advocacy, 68 percent of veterans' organizations are, compared to only 2 percent of fraternal beneficiary societies.
- *Recreation groups* are the least likely to be involved in advocacy or political efforts (14 percent).

Conclusions and Implications: We draw several conclusions and implications from these findings.

- **Membership rolls are dynamic:** The majority of membership organizations report changes in the number of members over a three-year period. Mutual benefits, particularly fraternal beneficiary societies, are the most likely to report decreases, but recreation groups and civic associations (particularly community service clubs) are also more likely to report decreases than increases.
- **Less growth in demand for services or programs:** Most membership organizations say that demand for programs or services stayed the same, in contrast to organizations without members, who saw pervasive

increases. The types of membership organizations that report declining or stagnating numbers of members – mutual benefits, recreation groups, and civic associations – are also less likely to report growth in demand for services or programs.

- **Perceptions of community conditions vary:** Membership organizations vary in their perceptions of whether particular community conditions have changed and whether they are impacted by the changes. A clear pattern emerges in which the types of membership organizations that saw declines in numbers of members and stagnation in demand for services – mutual benefits and recreation groups – are less aware of changes in community conditions and government policies.

In contrast, groups that saw growth in members and in demand for services, (other member groups, occupation/industry groups and religious congregations), are more likely to report changes and more likely to say that they are impacted by the changes.²³

- **Perceptions of policy changes:** Occupation/ industry groups and other member groups stand out from other types of membership organizations as more likely to report that policies changed and that they were impacted by those changes.
- **Involvement in advocacy:** Occupation/industry groups are also much more likely to be involved in advocacy or political activities—not surprising considering that they report such high levels of sensitivity and vulnerability to policy changes.
- **Sub-groups vary notably in the changes they face:** Certain subgroups stand out in whether they report being impacted by community or policy changes: community service clubs and homeowners and neighborhood associations among civic groups, veterans organizations among mutual benefit groups, chambers of commerce among occupation/industry groups, and youth development organizations among other member organizations.

²³ In this case we cannot determine cause and effect—whether those least aware of community and policy changes are more insular and/or less active in recruiting members or whether the process of seeking new members or integrating new members increases the organization's awareness of changes in the environment.

III. INTERACTIONS WITH OTHER ORGANIZATIONS

Nonprofits interact with other organizations in a variety of ways. Many are formally affiliated with other nonprofits as headquarters or subsidiaries. Some also participate in informal networks or formal collaborations. However, nonprofits also compete with other organizations for access to a variety of resources. In the following section we look specifically at membership organizations and the ways they interact²⁴ with other organizations, including other nonprofits.

Formal Affiliations: We asked Indiana nonprofits whether or not they are formally affiliated with or a subsidiary of any other organizations. We found that the majority of membership organizations are affiliated with other organizations, but that this varies among types of membership organizations; so does the types of entities membership organizations are likely to be formally affiliated with.

- **Nature of Formal Affiliations:** The great majority (62 percent) of membership organizations report formal affiliations with other organizations.
 - *Members vs. No Members:* Membership organizations are notably more likely (62 percent) to be formally affiliated with other organizations than nonprofits without members (36 percent). See Figure 52.
 - Over one-third (36 percent) of membership organizations are local affiliates or subsidiaries of another larger organization (compared to only 13 percent of organizations without members), while 7 percent are headquarter organizations and 19 percent have some other affiliation.
 - *By Type of Membership Organization:* More than three-fourths of religious congregations (78 percent) and occupation/industry groups (72 percent) are formally affiliated with other organizations, more than any other type of membership organization. See Figure 53.

Figure 52: Percent reporting any affiliations by member status (n=2,081)

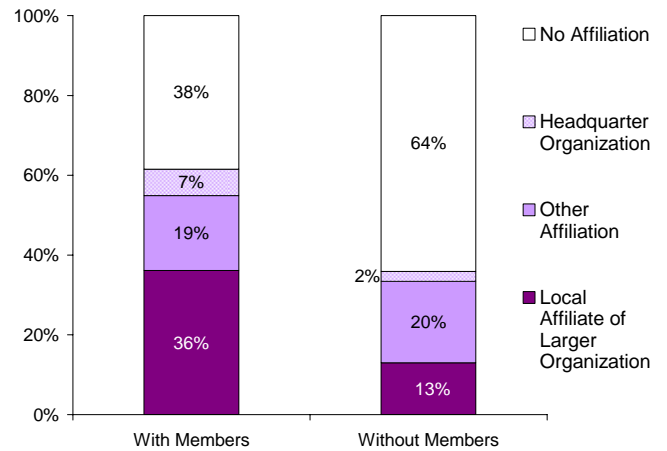
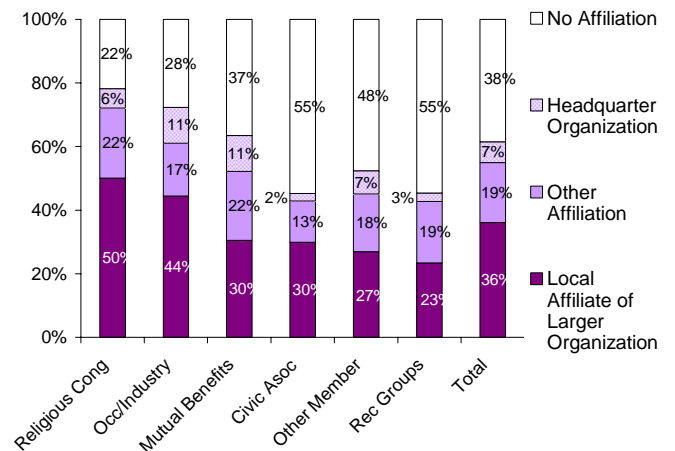


Figure 53: Percent reporting any affiliations by type of membership organization (n=1,598)



- Half (50 percent) of *religious congregations* are local affiliates of other organizations, while 6 percent are headquarters with local affiliates and another 22 percent have some other type of affiliation.
 - Virtually all Catholic congregations are formally affiliated (99 percent); this includes 38 percent that report some other affiliations (compared to 22 percent of religious congregations overall).
 - Likewise, 95 percent of mainline Protestant congregations are formally affiliated in some way, including 63 percent that are local affiliates of larger organizations (com-

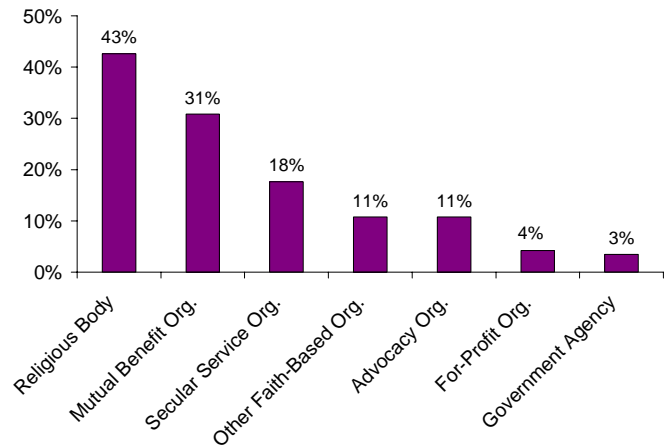
²⁴ In an earlier report, *Indiana Nonprofits: Affiliations, Collaborations, and Competition* by Grønberg and Childs, 2004, we looked at interactions in greater detail. We draw directly from that analysis here, but direct our focus to membership organizations. See.

pared to 50 percent of religious congregations overall).

- In contrast, only 71 percent of evangelical Protestant groups and 50 percent of all other types of religious congregations report any formal affiliations (compared to 78 percent of religious congregations overall).
- Less than half (45 percent) of *civic associations* are formally affiliated in some way; however, there is great variation among sub-types:
 - Some 77 percent of community service clubs are formally affiliated, including 57 percent that are local affiliates of larger organizations (compared to 30 percent of civic associations overall).
 - In contrast, only 4 percent of homeowners' and neighborhood associations report any formal affiliations, while 96 percent say that they are not affiliated with other organizations in any way.
- A slim majority (52 percent) of *other member groups* is formally affiliated with other organizations, but this varies considerably by sub-group.
 - Some 90 percent of youth development organizations are affiliated, including 52 percent that are local affiliates (compared to 27 percent of other member groups overall).
 - In contrast, only 13 percent of volunteer fire departments and related groups report any formal affiliation.
- **Types of Affiliated Organizations:** We asked Indiana nonprofits about the types of entities with which they are affiliated. We gave seven possible options: religious bodies, other faith-based organizations, secular nonprofit service organizations, nonprofit advocacy organizations, mutual benefit organizations, government agencies, or for-profit organizations.
 - Overall: We found no notable difference in formal affiliations according to whether or not organizations have members. Like Indiana nonprofits overall, membership organizations are

most likely to report affiliations with religious bodies (43 percent) and mutual benefit organizations (31 percent). See Figure 54.

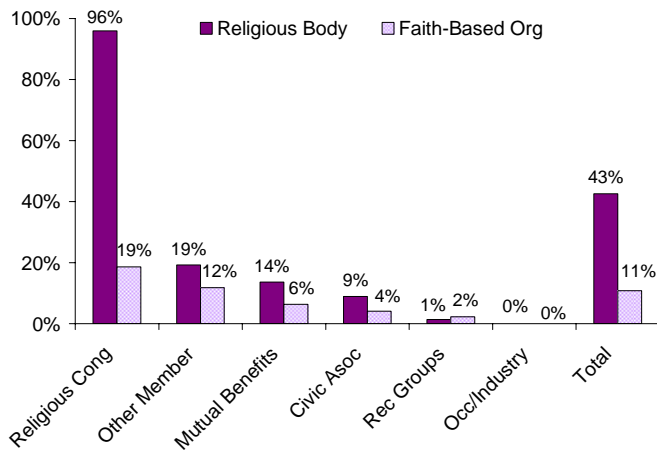
Figure 54: Percent of membership organizations reporting affiliations by type of affiliated entity (n=1154-1169)



- One-fifth of membership organizations report formal affiliations with secular service nonprofits (18 percent), while a tenth report affiliations with other faith-based organizations (11 percent) or advocacy organizations (11 percent).
- Only 4 percent report formal affiliation with a business or for-profit organization and 3 percent with a government agency.
- By Type of Membership Organization: Membership organizations differ notably in the types of entities with which they are affiliated.
- Affiliations with Religious Bodies and Faith-Based Organizations. As shown above, religious bodies²⁵ are the most commonly cited entity with which to be affiliated. As expected, religious congregations are much more likely to report affiliation with other religious bodies or faith-based organizations than membership organizations overall. Virtually all *religious congregations* (96 percent) report formal affiliations with religious bodies, while one-fifth (19 percent) report formal affiliations with other religious or faith-based organizations. See Figure 55.

²⁵ Religious bodies are defined as congregations, denominations, or similar entities.

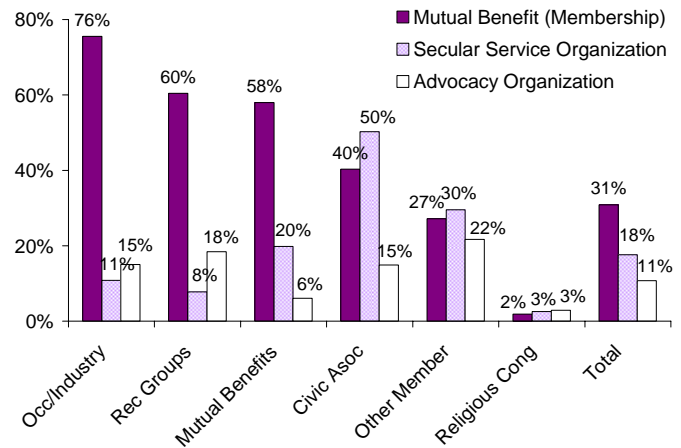
Figure 55: Percent reporting affiliations with religious bodies and faith-based organizations by type of membership organization (n=976-979)



- *Affiliations with Mutual Benefit (Membership) Organizations.*²⁶ While overall fewer membership organizations are formally affiliated with mutual benefit (membership) organizations than with religious bodies (31 percent vs. 43 percent), most types of membership organizations are more likely to be formally affiliated with mutual benefit organizations than with religious bodies.
- Indeed, the majority of *occupation/industry groups* (76 percent), *recreation groups* (60 percent), and *mutual benefits* (58 percent) report formal affiliations with mutual benefit (membership) organizations. See solid/dark bars in Figure 56. In contrast, very few religious congregations (2 percent) do so.
- *Affiliations with Secular Nonprofit Service Organizations.* Civic associations are the most likely to be formally affiliated with secular nonprofit service organizations. Half of *civic associations* report affiliation with such entities, as opposed to 18 percent of membership organizations overall. See light colored bars in Figure 56.
- *Other member groups* (30 percent) are also more likely to report formal affiliation with secular service nonprofits than membership organizations overall, while *religious congregations* (3

percent) and *recreation groups* (8 percent), are less likely to do so.

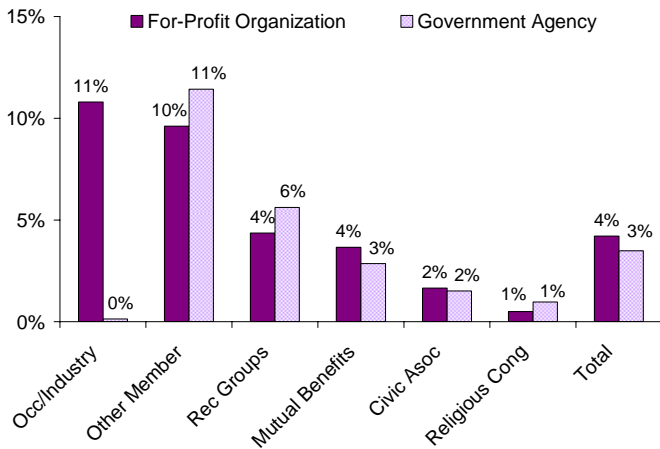
Figure 56: Percent reporting affiliations by type of membership organization (n=969-974)



- *Affiliations with Advocacy Organizations.* *Other member groups* are the most likely to be affiliated with advocacy organizations, with over one-fifth (22 percent) reporting so (compared to only 3 percent of religious congregations and 11 percent of membership organizations overall). See white bars in Figure 56.
- *Affiliations with Government Agencies and For-Profit Organizations.* Very few membership organizations are likely to be affiliated with government agencies or private businesses, but *other member groups* are somewhat more likely to have these affiliations – 11 percent report government agency affiliations and 10 percent affiliations with for-profit organizations. See Figure 57.
 - *Occupation/industry groups* are almost never affiliated with government agencies (0 percent), but they are more likely to be affiliated with for-profit organizations (11 percent) than other membership organizations overall (4 percent).

²⁶ Our survey did not define mutual benefit organizations for respondents but did include “membership” in parentheses as explanation. Therefore, this usage entails a much broader meaning than our narrowly defined mutual benefit category.

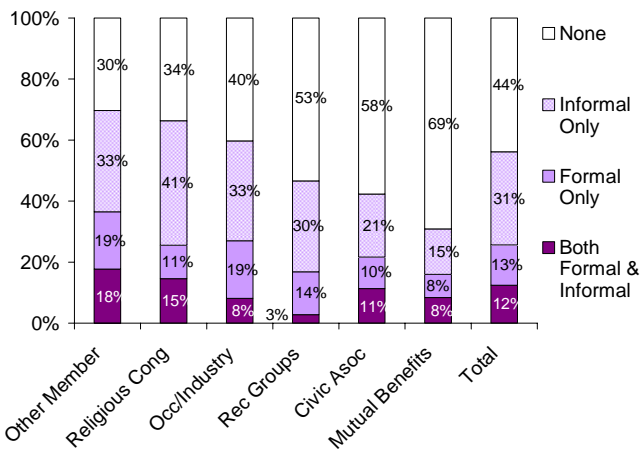
Figure 57: Percent reporting affiliations with government agencies or for-profit organizations by type of membership organization (n=977)



Collaborations and Networks: Indiana nonprofits are also involved in formal collaborations or informal networks with other entities. The likelihood of having such a relationship is no greater for organizations with members than for those without, but does vary among types of membership organizations.

- **Involvement in Collaborations or Networks:** The majority of membership organizations (56 percent) are involved in formal collaborations, informal networks or both. They are more likely to participate in an informal network (31 percent) than a formal collaboration (13 percent). See total bar in Figure 58.

Figure 58: Percent with formal collaborations, informal networks, or both by type of membership organization (n=1,557)



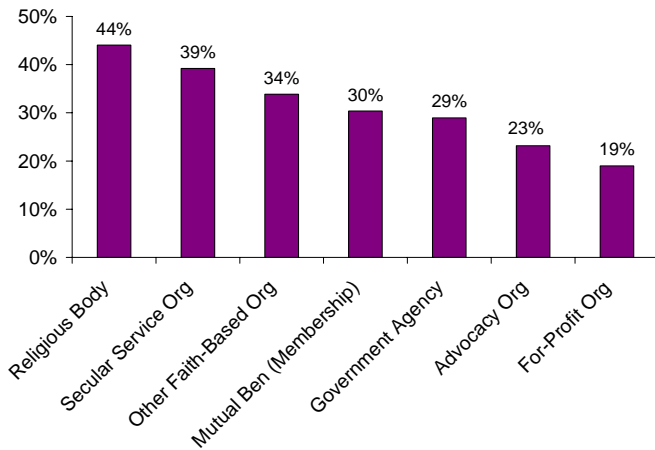
- Three-fifths or more of *other member groups* (70 percent), *religious congregations* (67 percent), and *occupation/industry groups* (60 percent) report some type of collaboration or network, compared to less than one-third (31 percent) of *mutual benefits*.
- *Religious congregations* are more likely to have informal relationships (41 percent vs. 31 percent of membership organizations overall).
- *Other member groups* and *occupation/industry groups* stand out as more likely to have formal relationships (19 percent each) than other types of membership organizations.
- For *civic associations* and *recreation groups*, there are notable variations among sub-groups:
 - Among civic associations, over half (53 percent) of community service clubs report collaborations or networks, including 20 percent with only formal relationships (compared to 10 percent of civic associations with only formal relationships overall).
 - In contrast, only one-quarter (25 percent) of homeowners' and neighborhood associations are involved in any collaborations or networks.
 - Among recreation groups, the majority (68 percent) of fraternities/sororities, animal clubs, and related groups are involved in some type of collaboration or network.
 - In contrast, the majority of hobby clubs (57 percent) and amateur sports teams (68 percent) report no collaborations or networks.

- **Types of Collaborations and Network Partners:**²⁷ Membership organizations are more likely to say that congregations are included in their most important collaboration or network (44 percent). Two-fifths (39 percent) report that these include secular service organizations, while one-third (34 percent) indicate that other faith-based organizations participate in their most important network or collabora-

²⁷ We only asked about the type of organizations involved in the respondent's most important collaboration or network.

tion, followed by mutual benefit (membership) organizations (30 percent) and government agencies (29 percent). Less than a quarter of membership organizations include advocacy (23 percent) or for-profit (19 percent) organizations in their most important network or collaboration. See Figure 59.

Figure 59: Percent with most important networks by type of collaborating entity (n=803-820)



- While there was no significant difference between organizations with members and those without in whether they participate in collaborations or networks, they do differ in the types of organizations with which they collaborate or network.
- *Members vs. No Members:* Membership organizations are more likely to have collaborations or networks that include religious bodies or other faith-based organizations than organizations without members. See Figure 60.
- On the other hand, membership organizations are less likely to collaborate or network with advocacy organizations, government agencies, and for-profit organizations than organizations without members. See Figure 61.
- *By Type of Membership Organization:* As expected, different types of membership organizations vary in the types of organizations with which they collaborate or network.

Figure 60: Types of most important collaborations or networks by member status (n=1115)

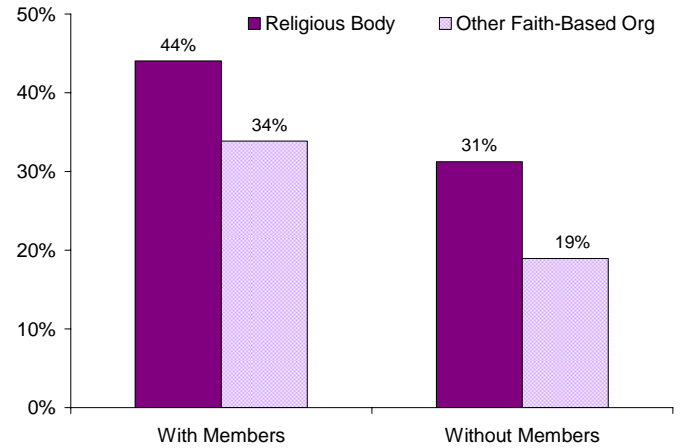
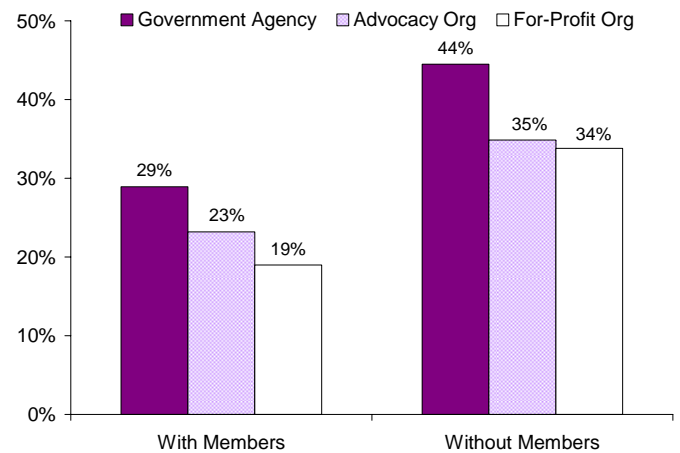


Figure 61: Types of most important collaborations or networks by member status (n=1102-1108)



- *Collaboration/Networking with Religious Bodies and Faith-Based Organizations.* Religious congregations are by far the most likely to include religious bodies (93 percent) and other faith-based organizations (70 percent) in their most important collaboration or network. See Figure 62.
- *Collaboration/Networking with Secular Service Organizations.* Nearly two-fifths (39 percent) of membership organizations include secular service nonprofits in their most important collaboration or network. *Other member (53 percent) and recreation (50 percent) groups* are most likely to do so. See solid/dark bars in Figure 63.

Figure 62: Type of most important collaboration or network by type of membership organization (n=818)²⁸

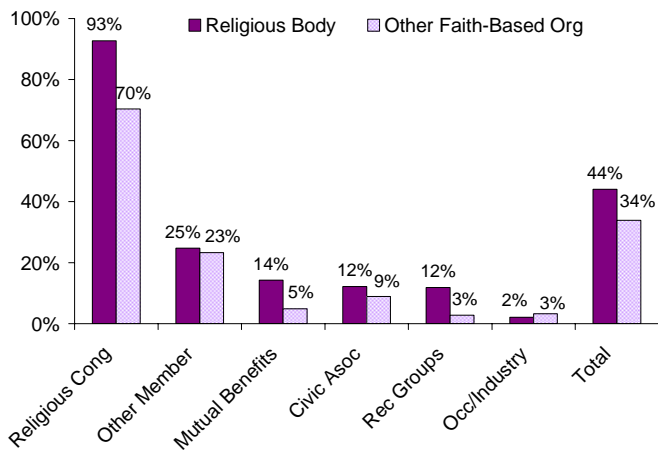
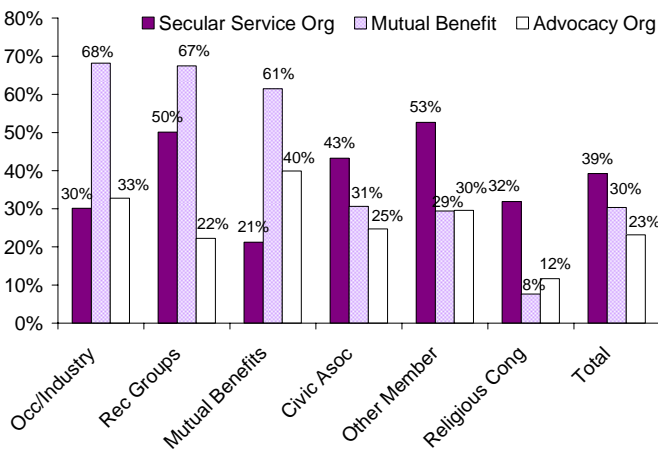


Figure 63: Type of most important collaboration or network by type of membership organization (n=803-820)



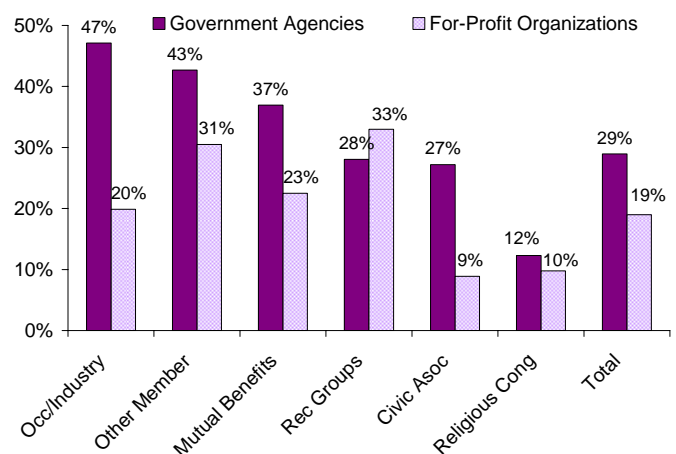
- *Collaboration/Networking with Mutual Benefit (Membership) Organizations.* Three in ten membership organizations overall include mutual benefit (membership) organizations in their most important informal networks or formal collaborations.²⁹ This is especially prominent among *occupation/industry groups* (68 percent), *recreation groups* (67 percent), and *mutual benefits* (61 percent). See light colored bars in Figure 63.

²⁸ These percentages are based only on organizations that say they participate in some type of collaboration.

²⁹ See Footnote 28.

- *Collaboration/Networking with Advocacy Organizations.* About one-quarter (23 percent) of membership organizations include advocacy organizations in their most important collaboration or network. *Mutual benefits* (40 percent) and *occupation/industry groups* (33 percent) are more likely to do so than other membership organizations. See white bars in Figure 63.
- *Collaboration/Networking with Government Agencies.* While membership organizations are not likely to be formally affiliated with government agencies, they are somewhat more likely to collaborate or network with them. Some 29 percent of membership organizations include government agencies in their most important collaboration or network. *Occupation/industry* (47 percent) and *other member* (43 percent) groups are most likely to do so. See solid/dark bars in Figure 64.

Figure 64: Type of most important collaboration or network by type of membership organization (n=808-814)



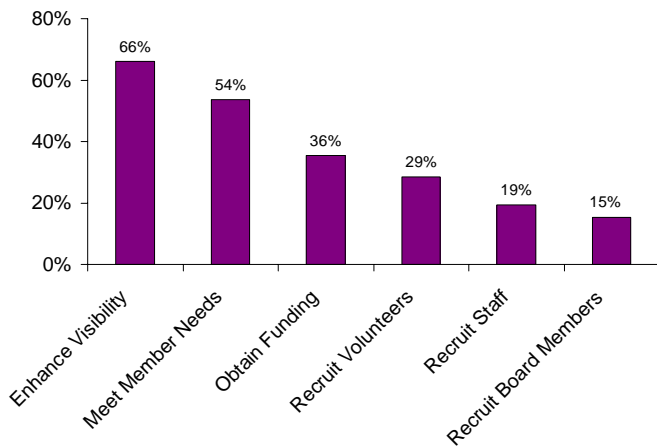
- *Collaboration/Networking with For-profit Organizations.* About one-fifth (19 percent) of membership organizations include for-profit organizations in their most important collaboration or network. *Recreation groups* (33 percent) and *other member groups* (31 percent) are more likely to do so than other types of membership organizations. See light colored bars in Figure 64.

- **Benefits of Collaborations or Networks:** We asked Indiana nonprofits that participated in formal colla-

borations or informal networks whether these relationships made it easier or more difficult for them to obtain each of six important organizational resources or capacities. As expected, networks are more useful for some capacities than others and this varies significantly by whether or not the organization has members and by type of membership organization.

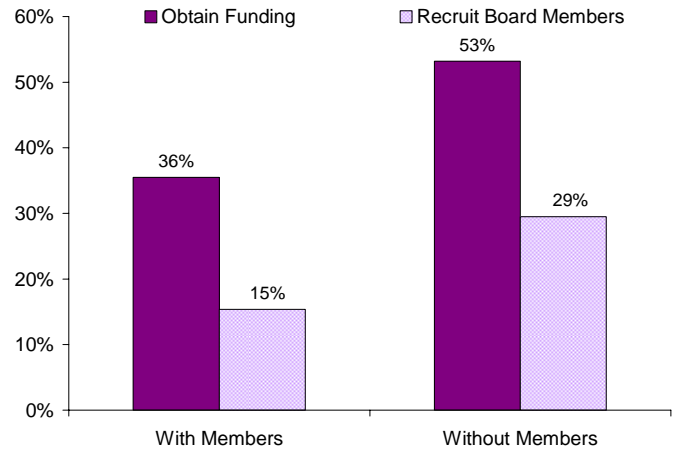
- **Overall:** Membership organizations that collaborate or network with other organizations are most likely to report that these relationships are useful to them in enhancing their visibility or reputation (66 percent) and meeting member or client needs (54 percent). Some 36 percent say that these relationships make it easier to obtain funding, while 29 percent say it helps in recruiting volunteers, one-fifth (19 percent) say that it aids in recruiting staff, and 15 percent say that it helps in recruiting board members. See Figure 65.

Figure 65: Collaborations or networks make capacities easier for membership organizations by type of capacity (n=753-760)



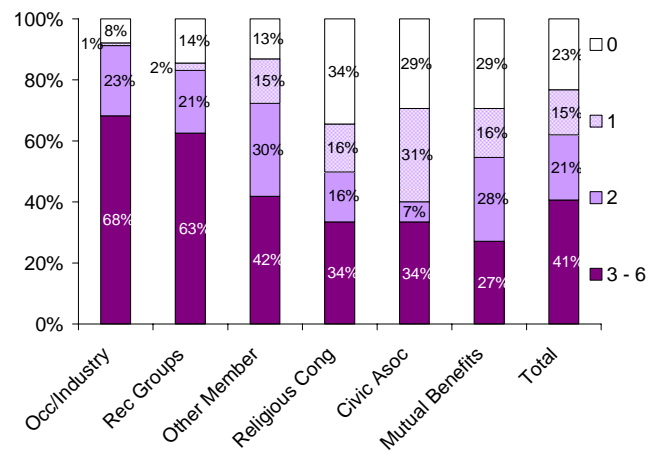
- **Members vs. No Members:** Membership organizations are less likely to find collaborations or networks useful for obtaining funding (36 percent) or recruiting board members (15 percent) than nonprofits without members (53 percent and 29 percent respectively). See Figure 66. There are no differences between membership organizations and those without members in whether collaborations or networks help develop any of the other four organizational capacities we explored.

Figure 66: Collaborations or networks make obtaining funding or recruiting/keeping board members easier by member status (n=1,032-1,041)



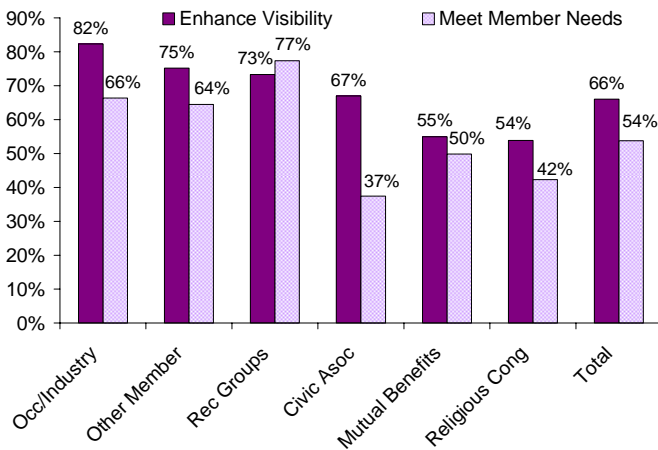
- **By Type of Membership Organization:** The utility of collaborations or networks vary by type of membership organization. Overall, more than three-fourths (77 percent) of membership organizations report at least one type of benefit from networks or collaborations, including two-fifths (41 percent) that report three or more types. *Occupation/industry groups* and *recreation groups* report a broader scope of benefits from collaborations, with 68 percent and 63 percent respectively reporting three or more types of benefits. In comparison, only 27 percent of mutual benefits report that networks or collaborations benefit them in equally many ways. See Figure 67.

Figure 67: Number of benefits from collaborations or networks by type of membership organization (n=725)



- **Enhance Visibility or Reputation.** *Occupation/industry groups* are the most likely to find networks or collaborations useful in enhancing their visibility (82 percent), followed by three-fourths of *other member* (75 percent) and *recreation* (73 percent) groups. See dark/solid bars in Figure 68.

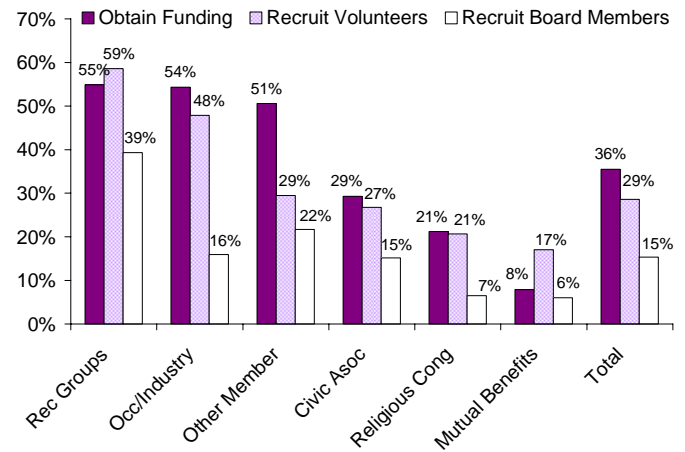
Figure 68: Collaborations or networks make enhancing visibility or meeting member needs easier by type of membership organization (n=758-760)



- **Meet Member Needs.** Over three-fourths (77 percent) of *recreation groups* that collaborate say these relationships help them to meet member (or client) needs. The majority of *occupation/industry* (66 percent) and *other member* groups (64 percent) report the same. See light colored bars in Figure 68.
- **Obtain Funding.** Of membership organizations that collaborate, a majority of *recreation* (55 percent), *occupation/industry* (54 percent), and *other member* (51 percent) groups report that networks make it easier for them to obtain funding. See solid/dark bars in Figure 69.
- **Recruit/Keep Volunteers.** A majority of *recreation groups* that collaborate (59 percent) report that networks make recruitment of volunteers easier, as do nearly half (48 percent) of *occupation/industry groups*. See light colored bars in Figure 69.
- **Recruit/Keep Board Members.** Once again, *recreation groups* stand out in the percent that value their collaborations, with two-fifths (39

percent) saying that networks or collaborations make recruiting/keeping board members easier, compared to only 7 percent of religious congregations and 6 percent of mutual benefits. See white bars in Figure 69.

Figure 69: Collaborations or networks make obtaining funding, recruiting volunteers, or recruiting board members easier by type of membership organization (n=755-760)



Competition and Membership Organizations: In addition to collaborating, nonprofits may also compete with other organizations in a variety of arenas. We asked nonprofits whether or not they compete with several types of nonprofits, with for-profits, or with government agencies for the purpose of obtaining financial resources, recruiting staff or volunteers, recruiting board members, attracting clients or members, or delivering programs and services.

- **Scope of competition:** We first look at the likelihood that nonprofits compete at all—in any arena and with any entity. We find that membership organizations differ from organizations without members and that notable differences exist among types of membership organizations.
 - **Members vs. No Members:** Organizations with members are less likely to report that they compete than organizations without members (40 vs. 50 percent). See Figure 70.
 - **By Type of Membership Organization:** Other member groups are the most likely to report facing competition, with the majority (57 percent) saying they compete with other organizations in

at least one arena, compared to 40 percent overall. See Figure 71.

Figure 70: Percent of nonprofits that compete by member status (n=2,206)

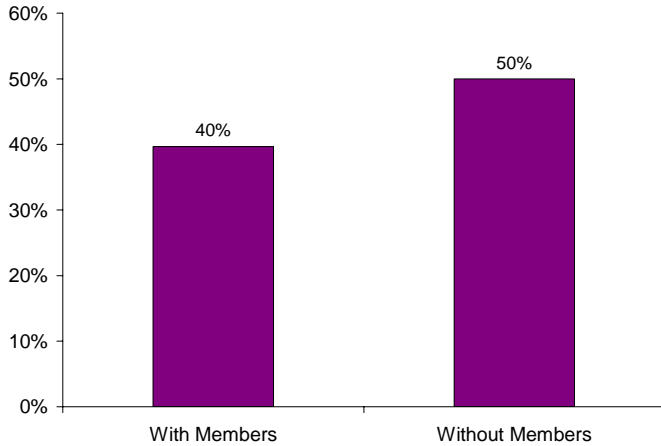
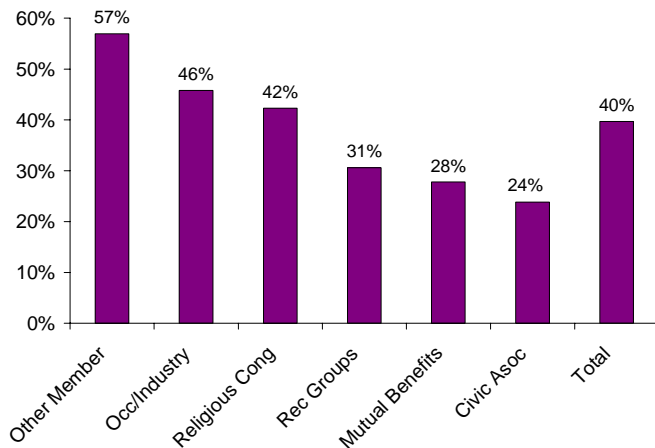


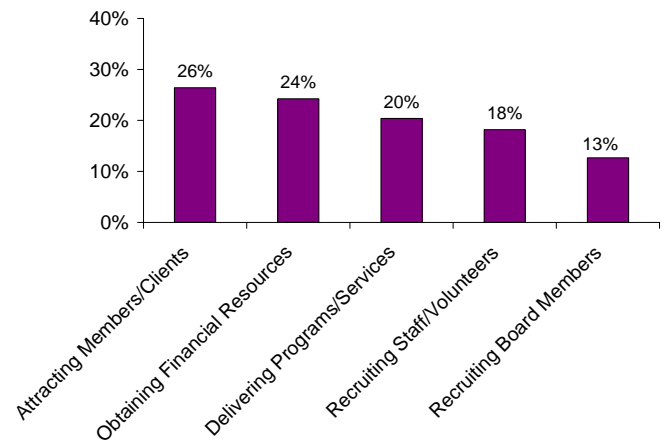
Figure 71: Percent that compete by type of membership organization (n=1,682)



- Over two-fifths of *occupation/industry groups* (46 percent) and *religious congregations* (42 percent) compete, compared to less than a third of all other types of membership organizations.
- **Competitive Arenas:** We asked nonprofits about five specific competitive arenas and find that nonprofits differ in what they compete for by whether or not they have members and by types of membership organization. We also see notable variations among sub-types of membership organizations.
 - Overall, a quarter of membership organizations compete for members or clients (26 percent) and

for financial resources (24 percent). About one-fifth of membership organizations also face competition in delivering programs/services (20 percent) and recruiting staff/volunteers (18 percent), while 13 percent say they compete in recruiting board members. See Figure 72.

Figure 72: Percent of membership organizations in competitive arenas (n=1,682)



- **Members vs. No Members:** Membership organizations are less likely to report that they compete for financial resources (24 percent), staff or volunteers (18 percent), or board members (13 percent) than organizations without members (44 percent, 29 percent, and 25 percent respectively). See Figure 73. There are no significant differences between organizations with or without members as to whether they compete for members/clients or in delivering programs/services.
- **By Type of Membership Organization:** When we look at specific arenas of competition, we find that *other member groups* stand out in each case as more likely to face competition. Among subgroups of types of membership organizations, we find added variation, with chambers of commerce in particular reporting extensive competition in each arena.
- **Attracting Clients or Members.** Over a third (36 percent) of *other member groups* compete in attracting members or clients, compared to one-quarter (26 percent) of membership organizations overall. See solid/dark bars in Figure 74.

Figure 73: Percent that compete for financial resources, staff or volunteers, and board members by member status (n=2,206)

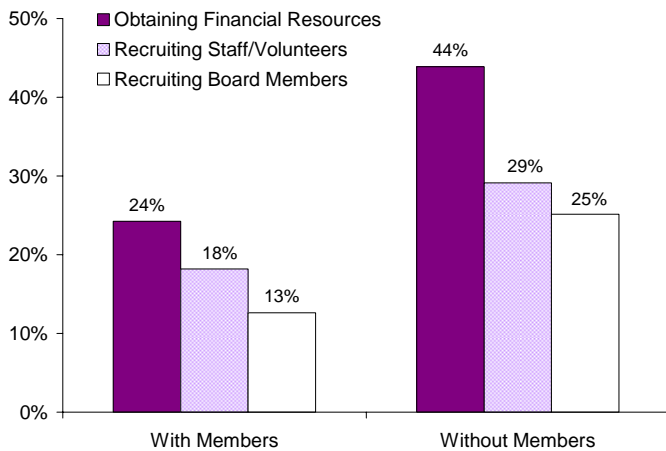
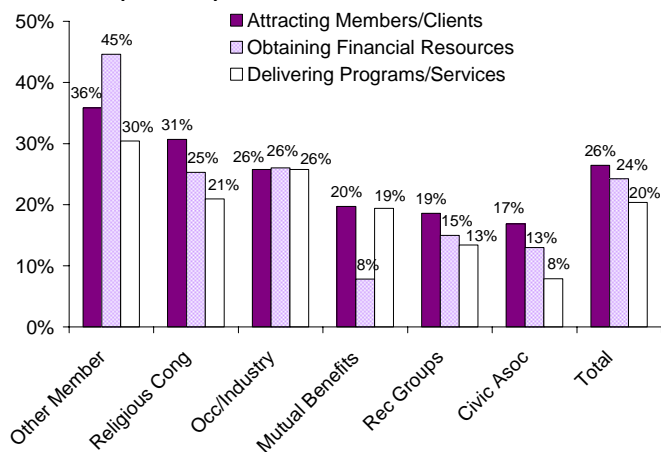


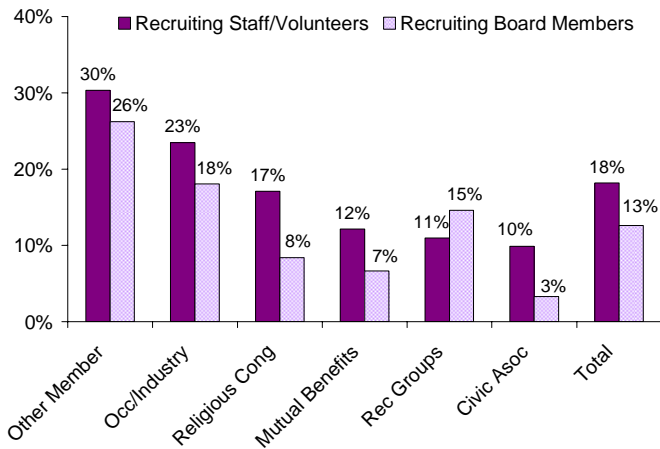
Figure 74: Percent of nonprofits that compete for members or clients, financial resources, and programs or services by type of membership organization (n=1,682)



- Among religious congregations, mainline Protestant congregations are more likely to report competition for members (or clients) (51 percent) than religious congregations overall (31 percent).
- Chambers of commerce (54 percent) are more likely to report competition for members/clients than occupation/industry groups overall (26 percent).
- Financial organizations and related groups stand out from other mutual benefits as more likely to compete for members or clients (33 percent vs. 20 percent overall).

- Obtaining Financial Resources. More than two-fifths (45 percent) of *other member groups* compete for financial resources, compared to one-quarter (24 percent) of membership organizations overall. Only 8 percent of mutual benefits report such competition. See light colored bars in Figure 74.
 - Among other member groups, youth development organizations (75 percent) and volunteer fire departments and related groups (73 percent) are by far more likely to say they compete for financial resources.
 - Chambers of commerce also stand out from other occupation/industry groups—62 percent say they compete for financial resources, compared to 26 percent of occupation/industry groups overall.
- Delivering Programs or Services. One-fifth (20 percent) of membership organizations overall compete to deliver programs or services. *Other member groups* are again more likely to report such competition (30 percent). See clear/white bars in Figure 74.
- Recruiting Staff or Volunteers. Roughly a third (30 percent) of *other member groups* compete for staff or volunteers, compared to a fifth (18 percent) of membership organizations overall. See solid/dark bars in Figure 75.
 - Chambers of commerce again stand out from other occupation/industry groups, with 64 percent reporting such competition (compared to 23 percent of occupation/industry groups overall).
- Recruiting Board Members. More than a quarter (26 percent) of *other member groups* compete for board members, as opposed to 13 percent of membership organizations overall. See light colored bars in Figure 75.
 - Among religious congregations, mainline Protestant congregations are about twice as likely to compete for board members (15 percent) than all other religious congregations (8 percent).

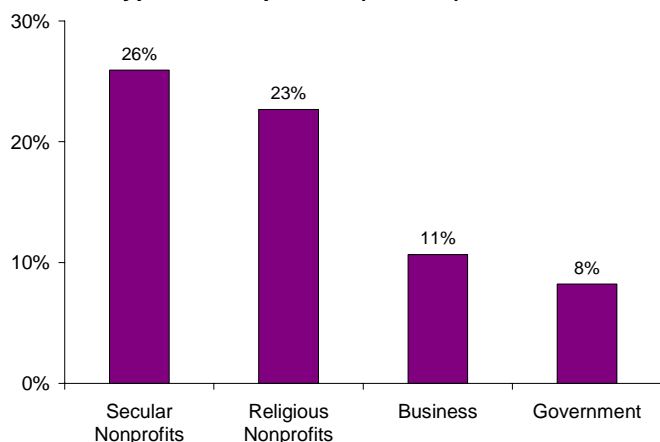
Figure 75: Percent of nonprofits that compete for staff or volunteers and board members by type of membership organization (n=1,682)



- **Chambers of commerce** stand out from other occupation/industry groups as more likely to compete for board members (47 percent vs. 18 percent of occupation/industry groups overall).

- **Types of Competitors:** Membership organizations compete primarily with other secular nonprofits (26 percent), but they also face competition from religious nonprofits (23 percent) and to a lesser extent from business (11 percent) and government (8 percent) organizations. See Figure 76.

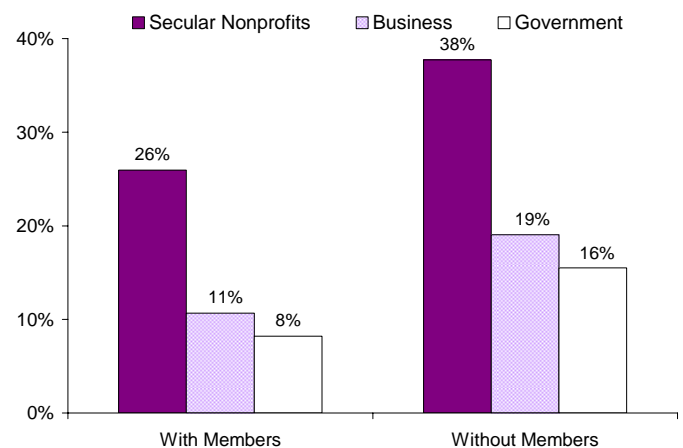
Figure 76: Percent of membership organizations with types of competitors (n=1,682)



- **Members vs. No Members:** Membership organizations are less likely to report certain types of competitors than nonprofits without members. One-quarter (26 percent) of membership organi-

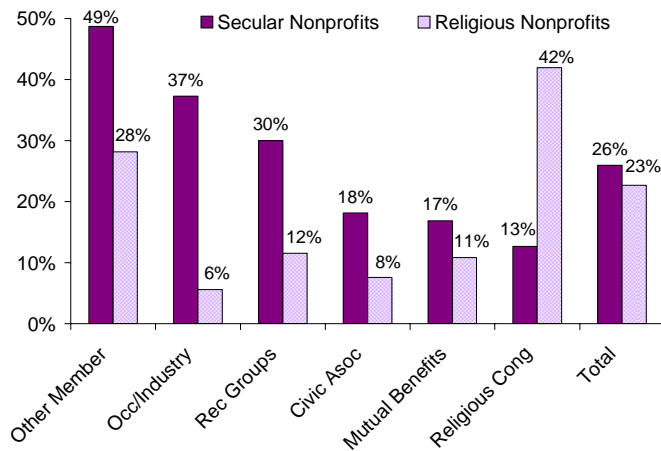
zations report competition with secular nonprofits, compared to two-fifths (38 percent) of organizations without members. Membership organizations are also less likely to report competition with businesses (11 percent) or government (8 percent) than organizations without members (19 percent and 16 percent respectively). See Figure 77.

Figure 77: Percent of nonprofits that compete with secular nonprofits, business, or government by member status (n=2,206)



- There is no significant difference between organizations with and without members in their competition with religious nonprofits (22 percent of nonprofits report such competition).
- **By Type of Membership Organization:** Among membership organizations, *other member groups* report the most competition with every type of competitor, except for religious nonprofits.
- **Competition with Secular Nonprofits.** One-quarter (26 percent) of membership organizations report competition with secular nonprofits. *Other member groups* are by far more likely to report such competition, with nearly half (49 percent) doing so. Nearly two-fifths of *occupation/industry* (37 percent) groups also compete with secular nonprofits. By contrast, only 13 percent of religious congregations report such competition. See solid/dark bars in Figure 78.

Figure 78: Percent of nonprofits that compete with secular or religious nonprofits by type of membership organization (n=1,682)



- Among other member groups, youth development and human services organizations are more likely to compete with secular nonprofits (76 percent and 73 percent respectively), vs. 49 percent for other member groups overall.

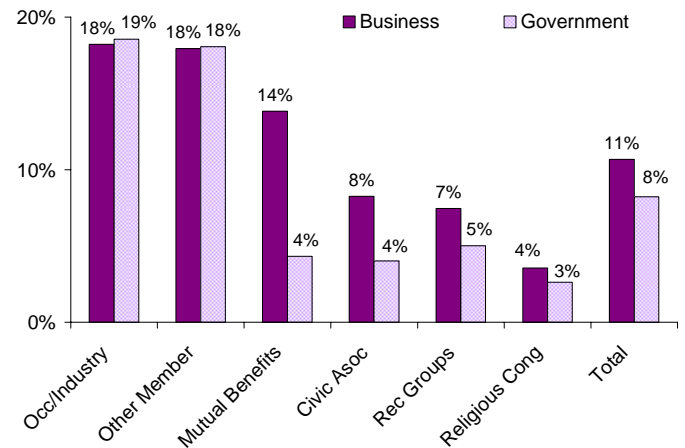
– *Competition with Religious Nonprofits.* Two-fifths (42 percent) of religious congregations compete with religious nonprofits, compared to only 6 percent of occupation/industry groups and a quarter (23 percent) of membership organizations overall. See light colored bars in Figure 78.

– *Competition with Business.* Almost one-fifth (18 percent each) of occupation/industry and other member groups compete with for-profit organizations, compared to one-tenth (11 percent) of membership organizations overall. See solid/dark bars in Figure 79.

- Among mutual benefits, financial organizations and related groups are more likely to compete with business (28 percent), compared to mutual benefits overall (14 percent).
- The majority (57 percent) of chambers of commerce compete with business, compared to 18 percent of occupation/industry groups overall.

– *Competition with Government.* About a fifth of occupation/industry (19 percent) and other member groups (18 percent) report competition with government, compared to less than a tenth (8 percent) of membership organizations overall. See light colored bars in Figure 79.

Figure 79: Percent of nonprofits that compete with business or government by type of membership organization (n=1,682)



- Among other member groups, the vast majority of volunteer fire departments and related groups (64 percent) compete with government, compared to 18 percent of other member groups overall.

- Chambers of commerce are again more likely to report government as a competitor. The majority (55 percent) of chambers of commerce compete with government, compared to only 1 percent of labor unions and 4 percent of occupation/industry groups overall.

Conclusions and Implications: We draw several conclusions and implications from these findings.

- Membership organizations are affiliated with similar organizations.* Not surprisingly, religious congregations affiliate with other religious bodies and faith-based organizations, but virtually none affiliate with other types of organizations. On the other hand, occupation/industry groups, the second most highly affiliated type, are most likely to affiliate with mutual benefit (membership) organizations—most likely the category in which they would place them-

selves—as are recreation groups and mutual benefits. Following a similar pattern, civic associations and other member groups tend to affiliate with secular service nonprofits.

- ***Collaborations are related to awareness.*** The types of membership organizations that are most likely to be involved in collaborations or networks—other member groups, occupation/industry groups, and religious congregations—are also the most likely to be aware of and report being impacted by changes in community conditions or government policies (as found in Section II). One possible explanation is that collaborations with other organizations lead to greater awareness. Alternatively, organizations collaborate or network in order to ameliorate the impacts from changing conditions.
- ***Collaborations are especially valuable to occupation/industry and recreation groups.*** Collaborations are prevalent (60 percent) among benefit occupation/industry groups and to benefit them in enhancing visibility, meeting member needs and obtaining funding. Although only half of recreation groups are involved in formal collaborations or informal networks, those that are tend to report more benefits from those relationships than other membership organizations. Recreation groups are especially likely to benefit from collaborations or networks in meeting member needs.
- ***Membership organizations face less competition overall, but there are important variations by type.*** Less than half of membership organizations report facing any type of competition and only fairly small minorities say they compete in the five competitive arenas. While other member groups stand out as more likely to face competition, there is interesting variety among sub-groups of membership organizations.
 - ***Mainline Protestant groups:*** Mainline Protestant congregations compete more heavily for members and board members than other types of congregations.
 - ***Chambers of commerce:*** Chambers of commerce report high levels of competition across all five competitive arenas. Unlike most other membership organizations, their competitors are

disproportionately government agencies and for-profit organizations.

- ***Other member sub-types:*** Youth development groups compete with secular service organizations, while public safety organizations compete with government for financial resources. Credit unions and professional associations compete for members with businesses and secular service organizations.
- ***Sub-groups vary notably in dimensions related to interactions with other organizations.*** Chambers of commerce (among occupation/industry groups) appear to be particularly distinctive, followed by mainline Protestant groups among religious congregations, and youth development and volunteer fire departments and related groups among other member organizations.

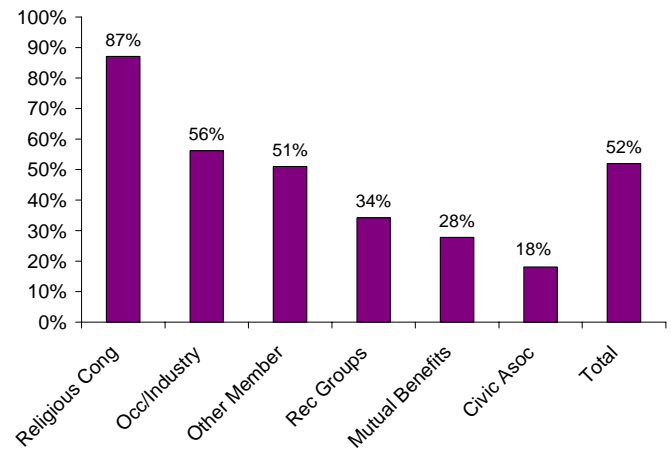
IV. HUMAN RESOURCES

In this section we look at the human resources on which Indiana membership organizations rely—paid staff, volunteers, and members of the boards of directors.³⁰ We examine key indicators for each of these types of human resources and analyze the differences between membership organizations and their counterparts without members. We also look at how these patterns vary among types of membership organizations.

Paid Staff: Overall, about half (52 percent) of all Indiana nonprofits employ any full or part-time workers and 75 percent of these have less than 12 FTEs³¹, while only 8 percent have more than 50 FTEs. Overall, Indiana nonprofits with paid staff employ an average of 49 full-time workers and 16 part-time workers, but the medians are much lower: half have only 3 or fewer full-time workers and 3 or fewer part-time workers (not necessarily the same nonprofits).

- **Any Paid Staff:** While one-half (52 percent) of all Indiana nonprofits have paid employees, the remaining half rely exclusively on volunteers (about the same for membership and non-member organizations). However, the prevalence of paid staff differs significantly by type of membership organization.
 - **By Type of Membership Organization:** The great majority (87 percent) of *religious congregations* have paid employees. In contrast, *civic associations* (18 percent), *mutual benefits* (28 percent) and *recreation groups* (34 percent) are less likely to have paid employees. See Figure 80.

Figure 80: Percent of membership organizations that have paid employees (n=1,601)



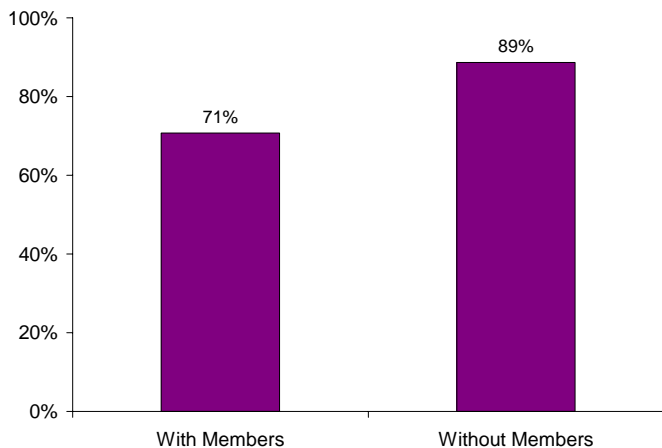
- Among religious congregations, occupation/industry groups, and mutual benefits, there are notable variations among sub-groups:
 - Nearly all mainline Protestant (92 percent), Catholic (91), and evangelical Protestant (89 percent) congregations have paid employees, compared to only 61 percent of other religious affiliations.
 - Chambers of commerce stand out from other occupation/industry groups, with nearly all (93 percent) reporting paid employees, compared to only 40 percent of labor unions and 56 percent of occupation/industry groups overall.
 - Among mutual benefits, over two-fifths (43 percent) of financial organizations and related groups have paid employees, in contrast to only 21 percent of fraternal beneficiary societies and 11 percent of veterans' organizations.
- **Paid Executive Director:** About two-fifths (41 percent) of all Indiana nonprofits have a paid executive director or similar person with executive responsibilities. Of those that report paid employees, three-fourths have this position. This pattern varies by whether or not organizations have members and by type of membership organization.
 - **Members vs. No Members:** While the majority of membership organizations with paid employ-

³⁰ In an earlier report we looked at human resources in greater detail. See Kirsten A. Grønberg & Richard M. Clerkin, Indiana Nonprofits: Managing Financial and Human Resources, August 2004.

³¹ We computed the number of paid FTE staff by summing the number of full-time plus one-half the number of part-time employees reported by respondents. It is only a rough estimate of actual staff capacity, since some part-time staff may work almost at the full-time level and others very few hours per week or per month. Respondents were asked to report both the number of full-time and part-time employees; however, in cases where they reported only the number of full-time or only the number of part-time employees, we assumed that the non-reported value was zero for purposes of calculating the total FTE staff.

ees (71 percent) have paid executive directors, this is fewer than for organizations without members (89 percent). See Figure 81.

Figure 81: Percent with paid employees that have a paid executive director by organizations with and without members (n=1197)



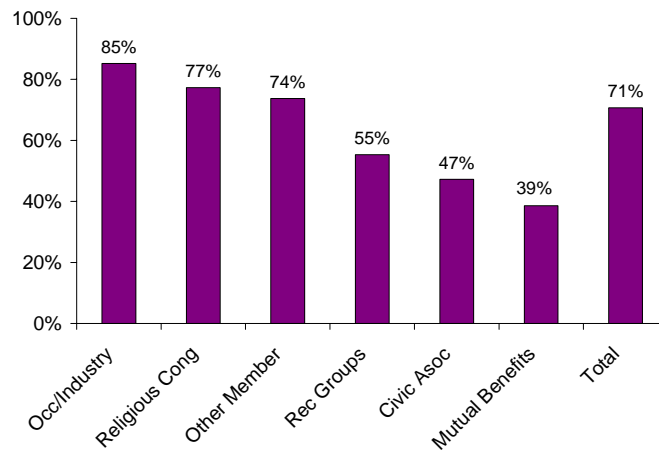
– **By Type of Membership Organization:** Among membership organizations that report having paid employees, there is notable variation among types of membership organizations in whether or not they have a paid executive director. *Mutual benefits* (39 percent), *civic associations* (47 percent) and *recreation groups* (55 percent) with paid employees are significantly less likely to have a paid executive director or similar position than other types of membership organizations.³² See Figure 82.

- Among occupation/industry groups that have paid employees, labor unions are less likely to have a paid executive director (53 percent) than occupation/industry groups overall (85 percent).
- Among other member groups there is wide variation, with nearly all youth development (97 percent), community improvement (96 percent) and human services (92 percent) organizations reporting a paid executive di-

³² If we look at the overall likelihood to have a paid executive director (including in the base the organizations *without* paid employees), the disparities are even greater. The great majority of religious congregations (68 percent) have paid executives, while only 22 percent of recreation groups, 13 percent of mutual benefits, and 10 percent of civic associations have such a position (compared to 39 percent of all membership organizations).

rector or person in a similar capacity. In contrast, only one-quarter (25 percent) of animal, environmental, and civil rights organizations report the same.

Figure 82: Percent with paid employees that have a paid executive director by type of membership organization (n=895)



• **Size of Paid Staff:** As noted above, only about half of Indiana nonprofits have any paid employees at all. Not surprisingly, there are also major differences in the number of paid staff that nonprofits employ.

– **Members vs. No Members:** As shown in Figure 83, membership organizations that have paid employees tend to have a smaller staff than organizations without members. Two-thirds (66 percent) of membership organizations with paid staff have 5 or fewer full-time equivalent (FTE) employees, compared to 49 percent of organizations without members.

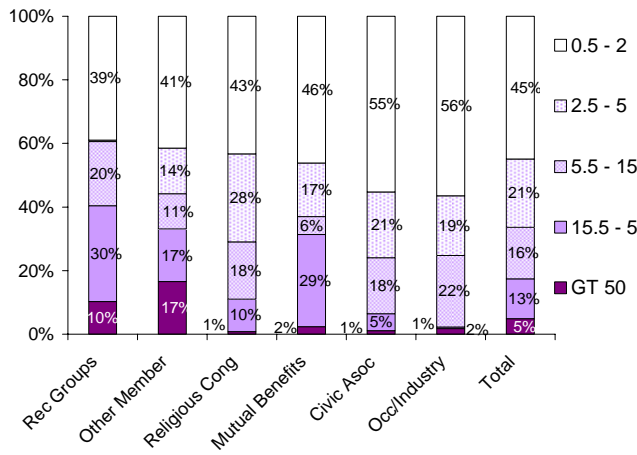
– **By Type of Membership Organization:** Staff size also varies significantly by type of membership organization. Recreation groups, other member groups, and mutual benefits that have paid employees tend to have larger staff sizes than other membership organizations overall. See Figure 84.

– The majority (60 percent) of *recreation groups* with paid staff employ 5.5 or more staff, compared to a third (34 percent) of membership organizations overall. Two-fifths of recreation groups with paid staff have more than 15.5 paid employees.

Figure 83: Size of paid FTE staff for Indiana nonprofits with paid employees by member status (n=1,110)



Figure 84: Size of paid FTE staff for membership organizations with paid employees by type of membership organization (n=824)



- *Other member groups* have the biggest concentration of large staff sizes. Some 17 percent of other member groups with paid employees have more than 50 FTE staff members, compared to only 5 percent of membership organizations with paid employees overall.
- Nearly one-third (31 percent) of *mutual benefits* with paid employees have staff sizes of 15.5 or greater, compared to only 18 percent of membership organizations that employ staff overall.
- As reported earlier, *religious congregations* are by far the most likely to employ paid staff. (See Figure 80. However, they tend to have smaller staff sizes compared to other membership or-

ganizations with paid employees, with 71 percent having 5 or fewer employees.

- Among religious congregations, Catholic congregations have larger staff sizes than the other religious affiliations. Some 78 percent of Catholic congregations that have paid staff employ 5.5 or more FTE employees, compared to less than a third (29 percent) of religious congregations with paid staff overall.
- *Civic associations* and *occupation/industry groups* with paid employees have very small staff sizes. Some 76 percent of civic associations and 75 percent of occupation/industry groups with paid staff have 5 or fewer FTE employees.
- **Labor Intensity:** We asked nonprofits about how much they spent during the most recently completed fiscal year on salaries, wages and benefits. By comparing this figure with the organization’s total expenses for the same period we can determine how labor intensive the organization is.³³
 - Members vs. No Members: Membership organizations with paid staff tend to be less labor intensive than their counterparts without members. Only one-third (33 percent) of membership organizations with paid employees are at least somewhat labor intensive (e.g. allocate half or more of total expenses to staff compensation), compared to over half (54 percent) of organizations without members that have paid staff. See Figure 85.
 - Two-fifths (39 percent) of membership organizations with paid staff are not very labor intensive (e.g. allocate 25-49 percent to salaries), and 28 percent are not at all labor intensive (e.g. salaries account for less than 25 percent of expenses). For each category, this is about ten percentage points less than their counterparts without members (28 percent and 18 percent respectively for not at all labor intensive).

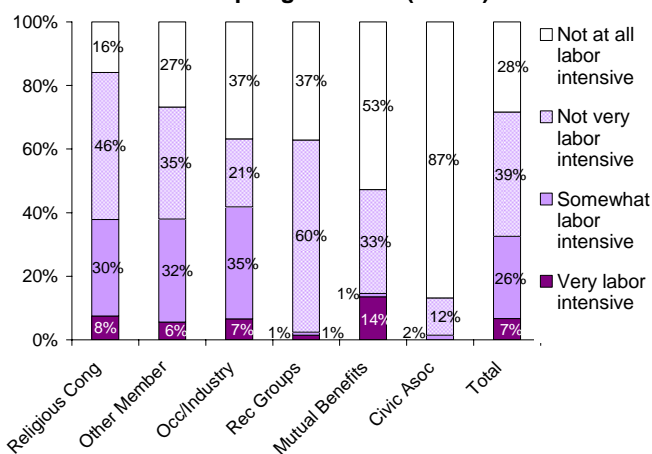
³³ We define nonprofits as very labor intensive if staff compensation absorbs over 75 percent of total expenses, as somewhat labor intensive if it absorbs 50-74 percent, as not very labor intensive if it absorbs 25-49 percent, and as not at all labor intensive if it absorbs less than 25 percent of total expenses.

Figure 85: Percent of labor intensity levels for nonprofits with paid employees by member status (n=808)



- **By Type of Membership Organization:** Membership organizations with paid staff vary greatly in their levels of labor intensity. Religious congregations, other member groups, and occupation/industry groups tend to be more labor intensive than other types of membership organizations. See Figure 86.

Figure 86: Percent of labor intensity levels for membership organizations with paid employees by type of membership organization (n=601)³⁴



- Only 16 percent of *religious congregations* with paid staff qualify as not at all labor intensive, (e.g. staff compensation accounts for less than 25 percent of total expenses), compared to 87 percent of civic associations and 28 percent of membership organizations with paid staff overall.

³⁴ These results should be interpreted with caution. Only 14 recreation groups and 20 civic associations were included in the analysis.

- While 14 percent of *mutual benefits* with paid staff are very labor intensive – the highest percent for any type of membership organization – the majority (53 percent) is not at all labor intensive.
 - Among mutual benefits, one-fifth of credit unions and financial organizations with paid staff are very labor intensive, compared to none of the veterans’ organizations or fraternal beneficiary societies with paid employees.

Volunteers: Volunteer workers are an important resource for Indiana nonprofits. They may be the only staff that an organization has, or they may supplement the work of paid employees. Moreover, volunteers are not only essential to the mission of many nonprofits, but also contribute to the development of social capital when they build social networks and trust.

- **Use of Volunteers:** About three-fourths (73 percent) of Indiana nonprofits use volunteers other than board members to carry out their missions. This varies according to whether or not nonprofits have members and by type of membership organization.

- **Members vs. No Members:** Membership organizations are more likely to make use of volunteers than nonprofits without members. This is as expected given their lower reliance on paid staff. Over three-fourths (76 percent) of membership organizations use volunteers, compared to 64 percent of their counterparts without members. See Figure 87.
- **By Type of Membership Organization:** *Religious congregations* (93 percent), *other member groups* (86 percent), and *occupation/industry groups* (82 percent) are significantly more likely to use volunteers than other membership organizations overall. See Figure 88.
- On the other hand, *civic associations* (55 percent) and *mutual benefits* (47 percent) are notably less likely to use volunteers.
 - Among mutual benefits, two-thirds (66 percent) of both veterans’ organizations and fraternal beneficiary societies use volunteers, compared to only one-fifth (21 per-

cent) of financial organizations and related groups.

Figure 87: Percent of Indiana nonprofits that use volunteers by organizations with and without members (n=2,071)

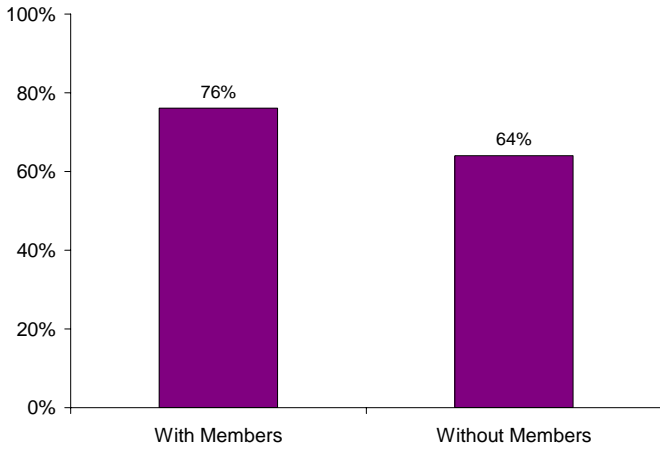
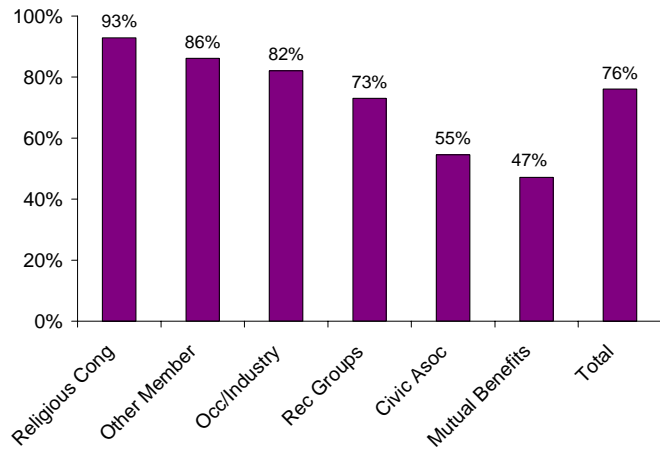


Figure 88: Percent of membership organizations that use volunteers by type of membership organization (n=1,590)



- Size of Volunteer Staff:** Of the three-fourths of Indiana nonprofits that use volunteers, the average nonprofit uses nearly 200 volunteers per year. However, half use less than 30 volunteers in a year, reflecting the fact that relatively few nonprofits use very large numbers of volunteers. Overall, almost a quarter (23 percent) use 100 or more volunteers during the year and more than two-fifths (44 percent) use 40 or more, but 32 percent use less than 20. These patterns vary by whether or not organizations

have members and by type of membership organization.

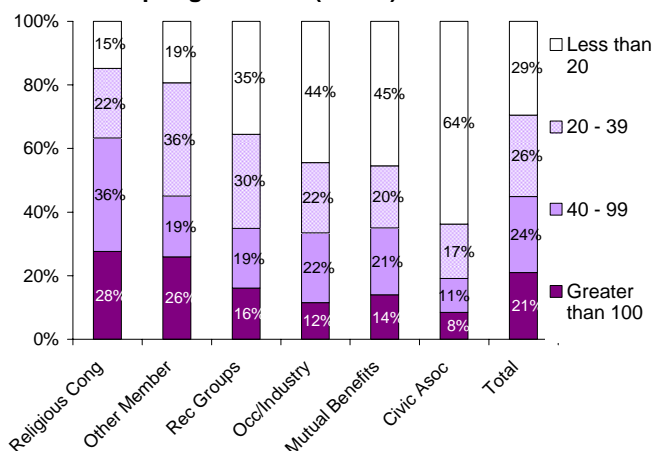
- Members vs. No Members:** Membership organizations have more mid-sized volunteer staffs than organizations without members. The latter tend to use either very few volunteers (43 percent used less than 20) or very large numbers of volunteers over the course of one year (31 percent used more than 100). See Figure 89.

Figure 89: Number of volunteers in Indiana nonprofits that use volunteers by organizations with and without members (n=1,153)



- By Type of Membership Organization:** Religious congregations and other member groups use more volunteers than mutual benefits, civic associations, and occupation/industry groups. See Figure 90.

Figure 90: Number of volunteers in membership organizations that use volunteers by type of membership organization (n=889)

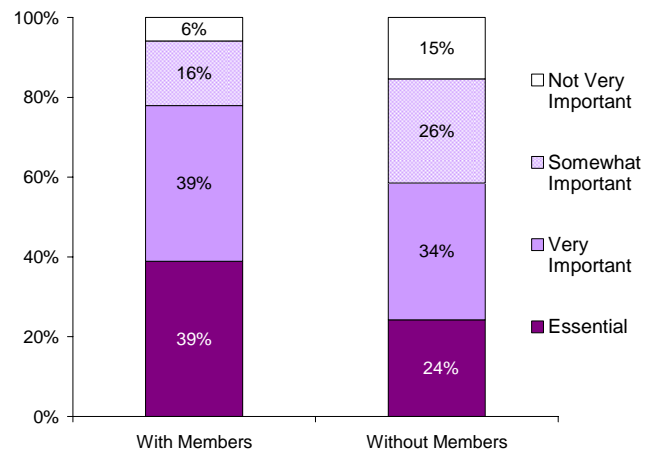


- The majority (64 percent) of *religious congregations* use more than 40 volunteers in one year, compared to 45 percent of membership organizations overall.
 - Among religious congregations, Catholic congregations are more likely to use large numbers of volunteers. Some 57 percent of Catholic congregations use greater than 100 volunteers, compared to 17 percent of mainline Protestant congregations and 28 percent of religious congregations overall.
- Some 81 percent of *other member groups* that rely on volunteers use at least 20 volunteers over the course of one year (compared to 71 percent of membership organizations overall.)
 - Among other member groups, counseling and support groups (68 percent) and educational institutions and fundraising groups (59 percent) are most likely to use large numbers of volunteers (40 or more), compared to other member groups overall (45 percent).
 - Nearly all (95 percent) of volunteer fire departments and related groups that use volunteers use less than 40 per year, compared to 55 percent of other member groups overall.
- The majority of *civic associations* with volunteers (64 percent) use less than 20 volunteers over the course of one year, compared to 29 percent of membership organizations overall that do the same.
 - Among civic associations, community service clubs tend to use more volunteers, with 36 percent using between 20 and 39 volunteers (compared to 17 percent of civic associations overall).
 - Homeowners’ and neighborhood associations use small numbers of volunteers, with 78 percent using less than 20 volunteers (compared to 64 percent of civic associations overall).

- **Importance of Volunteers:** While three-fourths of Indiana nonprofits use volunteers other than board members, the importance of those volunteers to the mission of the organization differs. Of all nonprofits with volunteers, 36 percent say that volunteers are essential to their mission, while 38 percent say that they are very important. Just 18 percent of nonprofits with volunteers say that they are only somewhat important, and even fewer say that they are not very important (8 percent). This pattern varies by whether or not nonprofits have members and by type of membership organization.

- **Members vs. No Members:** Membership organizations with volunteers are more likely to say that those volunteers are integral to their missions than organizations without members. Over three-fourths (78 percent) of membership organizations with volunteers say that they are very important or essential, compared to 58 percent of organizations without members. See Figure 91.

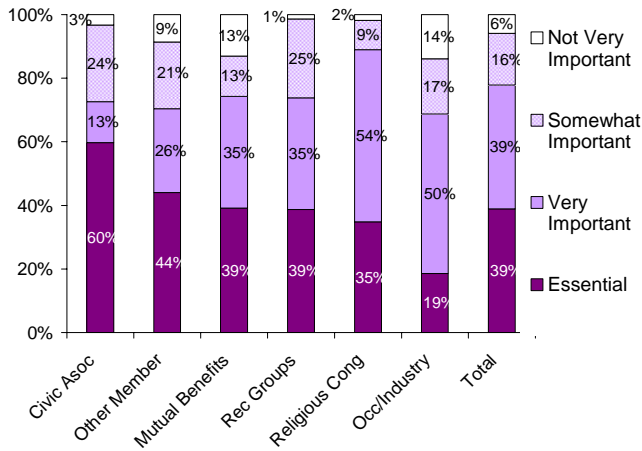
Figure 91: Importance of volunteers to Indiana nonprofits that use volunteers by organizations with and without members (n=1,531)



- Two-fifths (39 percent) of membership organizations with volunteers say that they are essential to their missions, while only 24 percent of organizations without members say the same.
- **By Type of Membership Organization:** As Figure 92 shows, *civic associations* with volunteers are much more likely to consider them essential to their mission (60 percent) than *occupa-*

tion/industry groups (19 percent) and membership organizations overall (39 percent).

Figure 92: Importance of volunteers to membership organizations that use volunteers type of membership organization (n=1,208)



- Among civic associations with volunteers, community service clubs are especially likely to say they are essential, compared to civic associations overall (66 vs. 60 percent respectively).

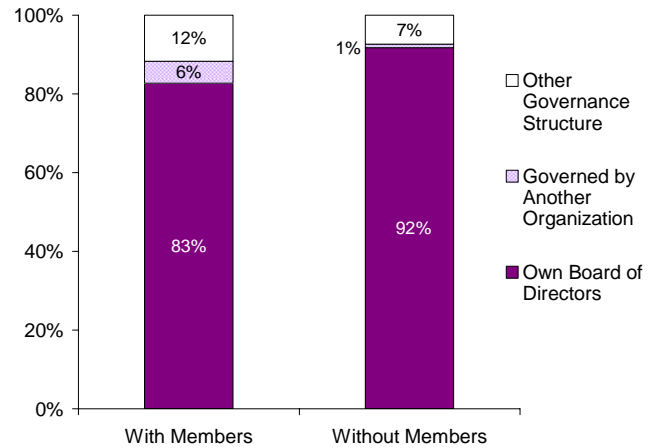
- While only 35 percent of *religious congregations* with volunteers say that they are essential, the great majority (89 percent) say they are at least very important (compared to 78 percent of membership organizations overall).

Boards of Directors: Like nonprofits everywhere, Indiana nonprofits are particularly dependent on a special type of volunteer – those that serve on boards of directors and carry fiduciary and legal responsibilities for the organization. The vast majority of Indiana nonprofits have their own board of directors, but most boards are small. Many boards use committees or establish special task forces to carry out their work.

- Types of Governance:** Overall, 85 percent of Indiana nonprofits have their own board of directors. One-tenth (11 percent) have some other governance structure, while the rest (4 percent) are governed by another organization. These patterns vary by whether or not organizations have members and by type of membership organization.

- Members vs. No Members:** Membership organizations are less likely to have their own board of directors than organizations without members. As Figure 93 shows, 83 percent of membership organizations have their own boards of directors, compared to 92 percent of organizations without members.

Figure 93: Governance structure used by member status (n=2,064)



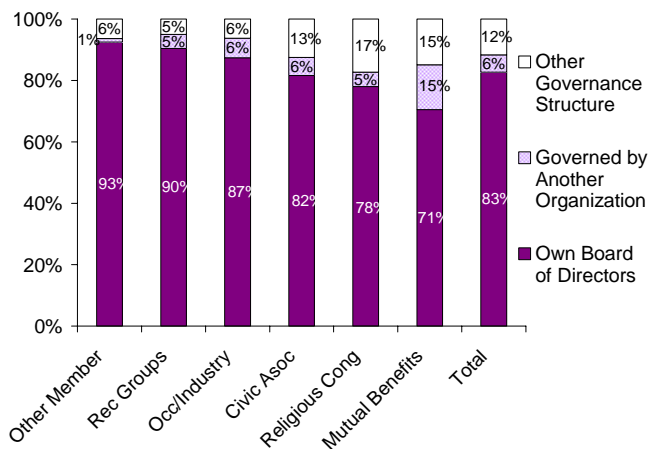
- Membership organizations are somewhat more likely to be governed by another organization (6 percent) or to have some other governance structure (12 percent).

- By Type of Membership Organization:** While the vast majority (83 percent) of membership organizations have their own board of directors, this is somewhat less likely for *mutual benefits* (71 percent) and *religious congregations* (78 percent). See Figure 94.

- Some 15 percent of *mutual benefits* are governed by another organization, while another 15 percent have some other governance structure.

- Religious congregations* are the most likely of all membership organizations to have some other governance structure (17 percent vs. 12 percent of membership organizations overall). Notable variation exists among religious congregations as well:

Figure 94: Governance structure used by type of membership organization (n=1,584)



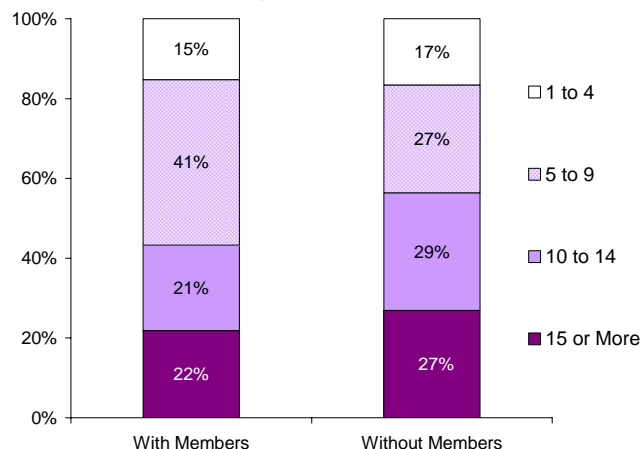
- Catholic congregations** differ greatly from other religious affiliations in their governance structures. Only one-third (33 percent) have their own board of directors (vs. 78 percent of religious congregations overall), while 27 percent are governed by another organization (vs. 5 percent overall), and 40 percent have some other governance structure (vs. 17 percent overall).

- Size of Board of Directors:** Most nonprofits with boards have relatively few members – over half (53 percent) have no more than 9 members (including 16 percent with no more than 4 members) and three-quarters (76 percent) have less than 15 members.³⁵ The rest (23 percent) have 15 members or more.³⁶ The size of boards varies by nonprofits with and without members and by type of membership organization.

- Members vs. No Members:** Membership organizations have smaller boards of directors than organizations without members. The majority (56 percent) of membership organizations with boards of directors have less than 9 board mem-

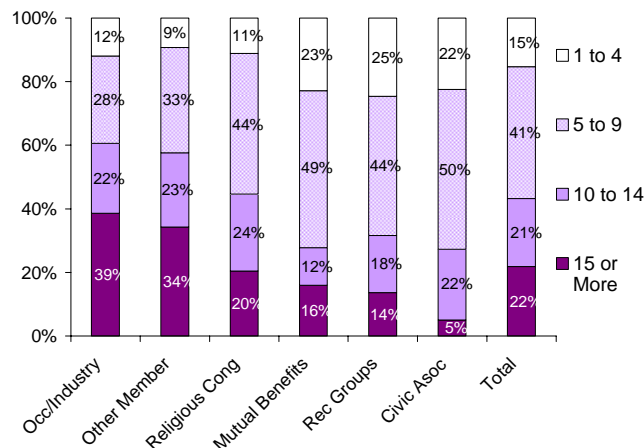
bers, compared to 44 percent of their counterparts without members with such small board sizes. See Figure 95.

Figure 95: Size of board for Indiana nonprofits with boards of directors by member status (n=1,690)



- By Type of Membership Organization:** Other member and occupation/industry groups with boards of directors tend to have larger numbers of board members, while mutual benefits, recreation groups, and civic associations with boards have comparatively small numbers of board members. See Figure 96.

Figure 96: Size of board for membership organizations with boards of directors by type of membership organization (n=1,267)



- Two-fifths (39 percent) of *occupation/industry* groups with boards of directors have large boards with more than 15 members.

³⁵ We compute the total number of board members by adding the number of existing board members plus the number of vacant board positions. In cases where respondents only provided information on the number of existing board members, we assumed that the number of vacant positions was zero.

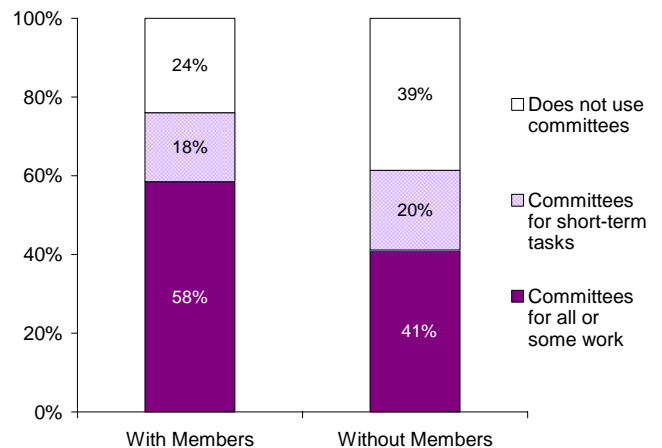
³⁶ In view of initial proposals from the Senate Finance Committee to require nonprofit boards of specified size, we note that 65 percent of Indiana nonprofits with their own boards have 3 to 5 board members while 35 percent have over 15 members. This does not differ significantly between member and no-member organizations.

- Among occupation/industry groups with boards of directors, labor unions stand out as most likely to have smaller numbers of board members: nearly all (94 percent) have fewer than 10 members, compared to 40 percent of occupation/industry groups with boards of directors overall.
- In contrast, 54 percent of chambers of commerce and 49 percent of professional associations have more than 15 members.
- A majority (57 percent) of *other member groups* with boards of directors have relatively large boards with 10 members or more, including 34 percent with greater than 15 members (compared to 43 percent and 22 percent respectively of membership organizations overall).
- Among other member groups, community improvement (67 percent), youth development (60 percent), and arts and culture (56 percent) organizations tend to have the largest boards of directors, with over 15 members (compared to 34 percent of other member groups with boards overall).
- In contrast, 95 percent of volunteer fire departments and related groups have smaller boards of less than 10 members, including 78 percent with between 5 and 9 members (compared to 42 percent and 33 percent respectively of other member groups overall).
- The majority of *religious congregations* with boards of directors (55 percent) have small boards with fewer than 9 members, while only one-fifth (20 percent) have boards with more than 15 members; however, notable variation exists among religious congregations:
 - Mainline Protestant congregations have larger boards of directors. Over two-fifths (43 percent) of mainline Protestant congregations with boards of directors have over 15 members, compared to only 10 percent of evangelical Protestant congregations.
- One-quarter each of *recreation groups* (25 percent) and *mutual benefits* (23 percent) with boards have very small boards with no more

than 4 members, compared to 15 percent of membership organizations overall.

- Almost three-fourths (72 percent) of *civic associations* with boards of directors have small boards (less than 10 members). Only 5 percent have more than 15 members, compared to 22 percent of membership organizations overall.
- **Board committee structure:** We asked nonprofits whether they used board committees for all or some of their work, only for short-term tasks, or not at all. This varies by member status and by type of membership organization.
 - *Members vs. No Members:* Boards of directors of membership organizations are more likely to use committees for their work than boards of directors of organizations without members. Over three-fourths (76 percent) of boards of directors of membership organizations use some type of committee, compared to 61 percent of boards of organizations without members. See Figure 97.

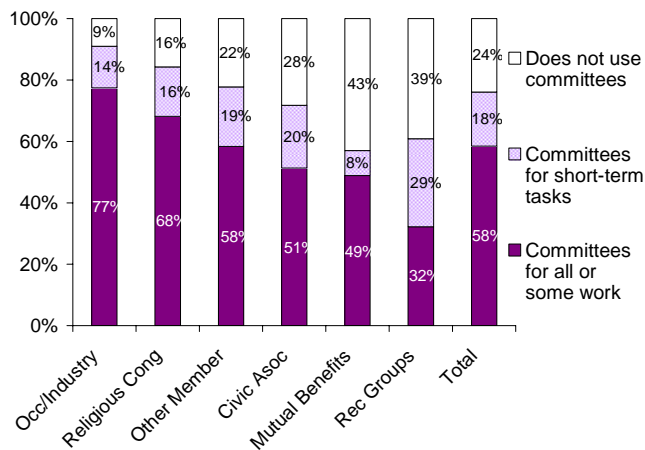
Figure 97: Percent using committee structures for nonprofits with board members by member status (n=1,650)



- *By Type of Membership Organization:* The great majority of boards of directors for *occupation/industry groups* (91 percent) and *religious congregations* (84 percent) use some form of committee structure. See Figure 98.
- This is in contrast to 57 percent of boards of directors of *mutual benefits* and 61 percent of *recreation groups* who use committees. Only one-

third (32 percent) of boards of recreation groups use standing committees for all or some work, compared to 58 percent of membership organizations overall.

Figure 98: Percent using committee structures for membership organizations with board members by type of membership organizations (n=1,234)



Conclusions and Implications: We draw several conclusions and implications from these findings.

- **Membership organizations have fewer paid staff.** While similar percentages of membership organizations employ paid staff as do organizations without members, membership organizations' paid staff sizes are smaller and budgets less labor intensive than organizations without members.
- **Membership organizations depend more heavily on volunteers.** Membership organizations are more likely to use volunteers and more likely to deem them very important or essential to their missions.
- **Religious congregations use few paid staff but many volunteers.** Religious congregations show a unique pattern in which almost all have paid employees, including an executive director or equivalent; however, their paid staff sizes are usually small. In contrast, they have very large volunteer staffs that they deem essential to their mission.
- **Civic associations, recreation groups and mutual benefits use fewer human resources.** Civic associations, recreation groups and mutual benefits are the least likely of all membership organizations to have paid employees. Those with paid staff are less likely

to have a paid executive director (especially for mutual benefits). In addition, civic associations and mutual benefits are the least likely to use volunteers. Those that *do* use volunteers (other than board members), tend to use fewer volunteers, but these are yet essential to their missions. Nearly all of these three groups have boards of directors; however, they tend to be smaller than the average board of directors of membership organizations overall.

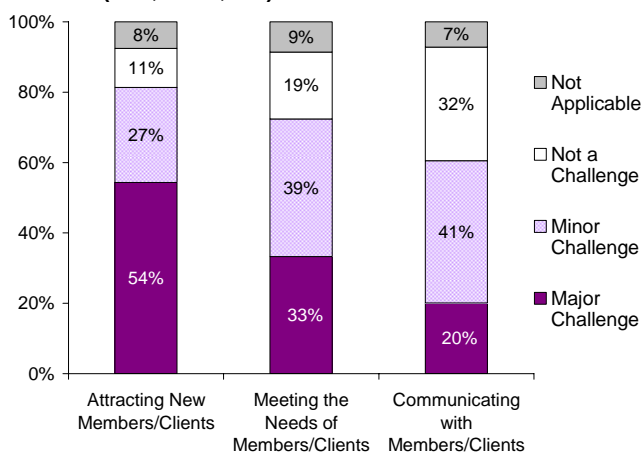
- **Sub-groups vary notably in human resources.** When it comes to dimensions related to the characteristics of board, staff and volunteers, Catholic congregations, and to a lesser extent mainline Protestant ones, stand out among religious congregations; financial institutions and related organizations among mutual benefit groups; labor unions among occupation/industry groups; and volunteer fire departments and related groups among other member organizations.

V. MANAGEMENT CHALLENGES AND CAPACITIES

Membership organizations face a variety of challenges that they must manage successfully if they are to survive. In this section we look at some of the specific challenges that Indiana membership organizations face in relating to members or clients, delivering programs, and managing their human and financial resources. We find that some types of membership organizations report greater challenges than others. We examine some key organizational tools that nonprofits can use to manage these challenges and whether or not membership organizations are likely to use them.

Member and/or Client-Related Challenges: To remain viable, membership organizations must first and foremost attract new members/clients, meet member/client needs, and communicate effectively with members or clients. As Figure 99 shows, the majority of membership organizations find each task to be at least a minor challenge. However, the biggest challenge is attracting new members or clients, with 81 percent reporting it to be at least a minor challenge, including over half (54 percent) that say it is a major challenge.

Figure 99: Percent of membership organizations with challenges related to members or clients (n=1,494-1,976)



- **Attracting New Members/Clients:** Attracting new members and/or clients is a major task for membership organizations in terms of survival as well as growth. Challenges in attracting new members and/or clients vary by whether or not organizations

have members and by type of membership organization.

- **Members vs. No Members:** Membership organizations face greater challenges in attracting new members and/or clients than organizations without members. The great majority (81 percent) of membership organizations say that attracting new members and/or clients is a challenge, including 54 percent who say it is a major challenge. See Figure 100.

Figure 100: Percent with challenges in attracting new members and/or clients by member status (n=1,976)

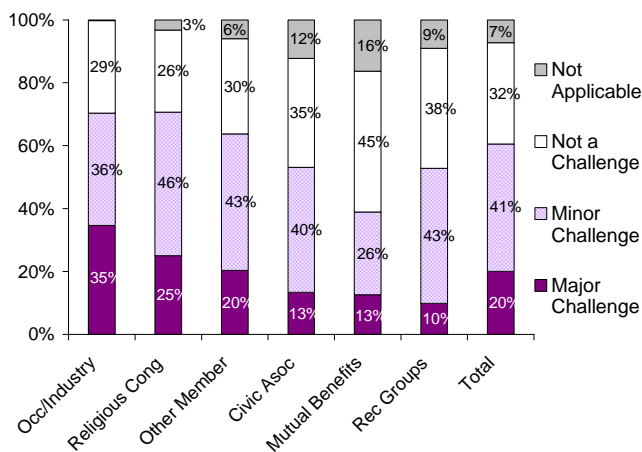


- While a majority (61 percent) of organizations without members also find attracting new members and/or clients to be a challenge, only one-third (34 percent) say it is a major challenge, and one-fifth say it does not apply to them, presumably because they do not have members or clients.
- **By Type of Membership Organization:** A majority of each type of membership organization finds attracting new members and/or clients to be at least a minor challenge. However, notable variation exists among those who report it to be a major challenge.
- Some 63 percent of *religious congregations* say that attracting new members and/or clients is a major challenge, compared to only 41 percent of *mutual benefit groups*. See Figure 101.

needs of current members and/or clients to be a major challenge.

- Communicating with Members/Clients:** Nonprofits must also communicate effectively with members or clients if they are to keep them. This poses less of a challenge than the two previously mentioned tasks; however, it is at least a minor challenge for the majority of all Indiana nonprofits (63 percent), including one-fifth (19 percent) for whom it is a major challenge. There is no notable difference between membership organizations and their counterparts without members in whether this is a challenge, but there are among types of membership organizations.
 - By Type of Membership Organization:** As in the case with other challenges, occupation/industry groups report the greatest challenges in communicating with members and/or clients. Some 71 percent of *occupation/industry groups* report challenges with this task, including 35 percent who say it is a major challenge. See Figure 103.

Figure 103: Percent with challenges in communicating with members and/or clients by type of membership organization (n=1,494)



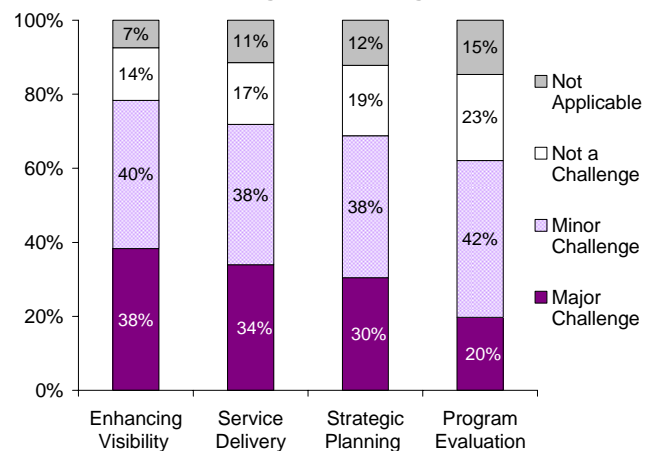
- Mutual benefits, recreation groups, and civic associations* report the least challenges in communicating with members and/or clients. Less than two-fifths (39 percent) of mutual benefits say that it is a challenge at all. Only-one tenth of recreation groups say that it is a major challenge.
- Notable variation exists among types of *other member groups*:

- Two-fifths (40 percent) of educational institutions and fundraising groups and 37 percent of environment, animal and civil rights groups say that communicating with members and/or clients is a major challenge, compared to one-fifth (20 percent) of other member groups overall.

Program Related Challenges: To remain attractive to members, membership organizations must also address a number of key program-related challenges: They must enhance the visibility or reputation of the organization, deliver high quality programs and services, engage in strategic planning, and evaluate program outcomes. We asked nonprofits whether these tasks posed a challenge to their organization and find that these four tasks are at least a minor challenge for the majority of membership organizations.

- Enhancing the organization’s visibility or reputation was deemed the biggest challenge, with more than three-fourths (78 percent) reporting it to be at least a minor challenge, including 38 percent that say it is a major challenge. Nearly three-fourths (72 percent) of membership organizations also report that service delivery is a challenge, including 34 percent that say it is a major challenge. Nearly three-fourths (72 percent) of membership organizations also report that service delivery is a challenge, including 34 percent that say it is a major challenge. Strategic planning is a challenge for 68 percent of membership organizations, including 30 percent for whom it is a major challenge. Finally, 62 percent of membership organizations report that program evaluation is a challenge, including 20 percent for whom it is a major challenge. See Figure 104.

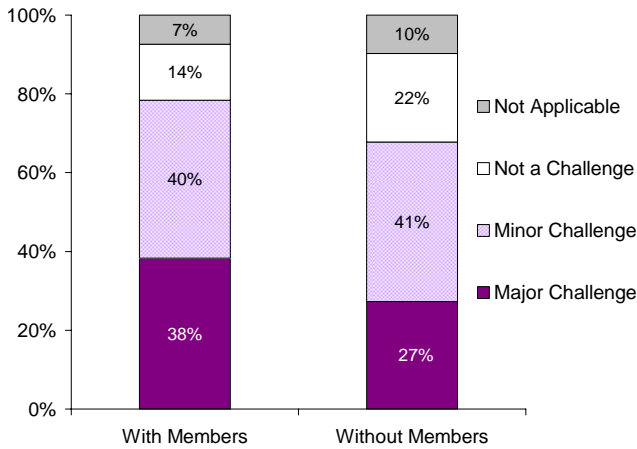
Figure 104: Percent of membership organizations with specific program challenges (n=1,499-1,511)



- Enhancing Visibility of Organization:** As shown in Figure 104, enhancing visibility is the most challenging task for membership organizations - more so than for organizations without members - and the extent to which this is a challenge also varies by type of membership organization.

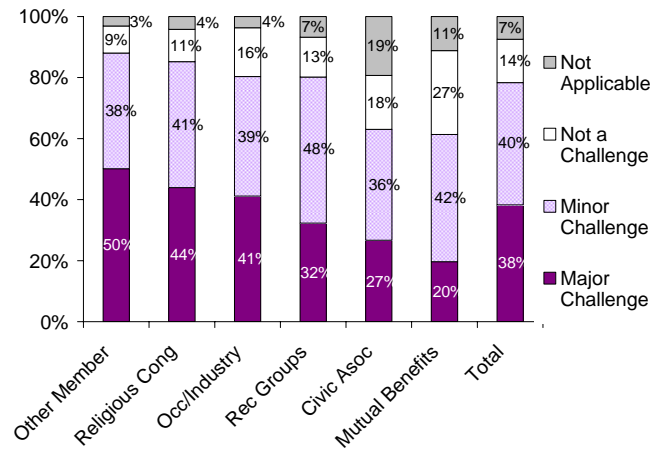
- Members vs. No Members:** Membership organizations report greater challenges in enhancing the visibility of their organizations than organizations without members. Almost two-fifths (38 percent) of membership organizations say it is a major challenge, compared to only 27 percent of organizations without members. See Figure 105.

Figure 105: Percent of Indiana nonprofits with challenges in enhancing visibility by member status (n=1,964)



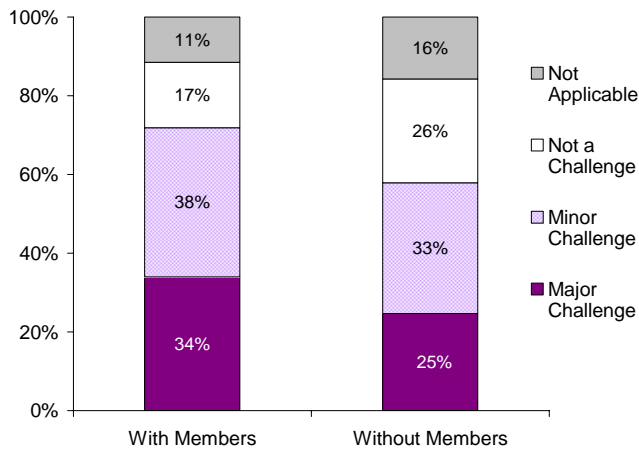
- By Type of Membership Organization:** The majority of each type of membership organization reports at least minor challenges in enhancing the visibility or reputation of their organizations.
- However, other member groups are more likely to find the task a major challenge than mutual benefit groups, with 50 percent considering it a major challenge (compared to only 20 percent of *mutual benefits*). See Figure 106.
- There are notable variations in the extent to which enhancing the organization's visibility is a challenge among sub-types of other member groups and civic associations:

Figure 106: Percent with challenges in enhancing visibility by type of membership organization (n=1,511)



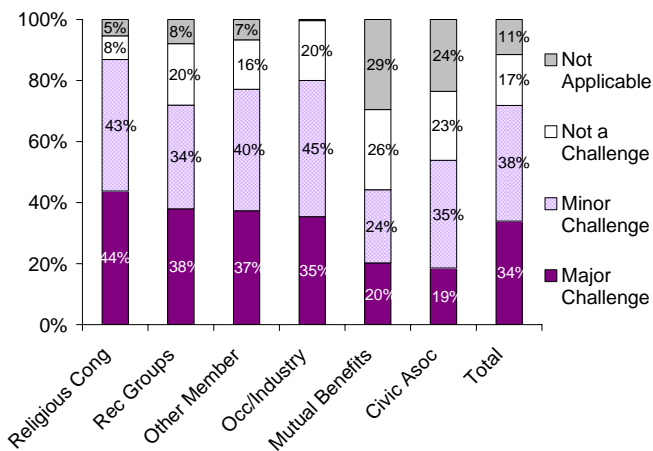
- Environment, animal and civil rights groups** (89 percent) and **educational institutions and fundraising groups** (69 percent) are much more likely to say that enhancing visibility is a major challenge than other member groups overall (50 percent).
- Homeowners' and neighborhood associations** find fewer challenges in enhancing their visibility. Only 41 percent report it is at least a minor challenge, while 36 percent say that it does not apply to them, presumably because they do not attempt to enhance their visibility (compared to 19 percent of civic associations overall who say it does not apply).
- Service Delivery:** We asked nonprofits whether delivering high quality programs and/or services is a challenge that they face. The great majority (69 percent) say that it is a challenge, including one-third (32 percent) that say it is a major challenge. This pattern varies by whether or not organizations have members and by type of membership organization.
- Members vs. No Members:** Membership organizations find service delivery more challenging than do organizations without members. Over one-third (34 percent) of membership organizations say that delivering high quality programs and services is a major challenge, compared to one-quarter (25 percent) of organizations without members. See Figure 107.

Figure 107: Percent with challenges in service delivery by member status (n=1,963)



- **By Type of Membership Organization:** Religious congregations are most likely to find service delivery to be a challenge, while mutual benefits and civic associations are least likely. The great majority of *religious congregations* (87 percent) report service delivery to be a challenge, including 44 percent that find it a major challenge. See Figure 108.

Figure 108: Percent with challenges in service delivery by type of membership organization (n=1,963)

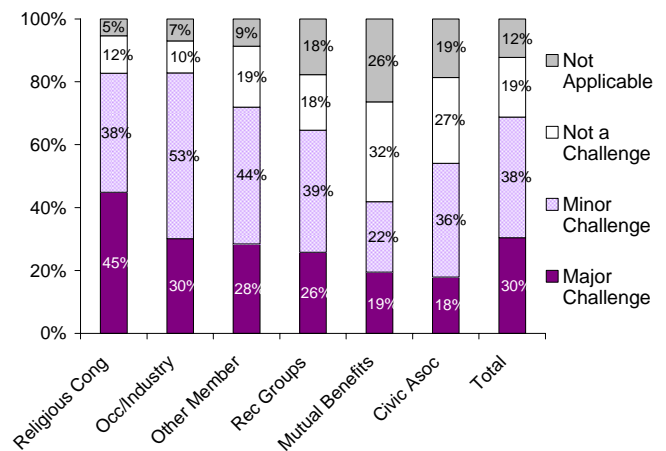


- In contrast, only one-fifth of both *mutual benefits* (20 percent) and *civic associations* (19 percent) say that service delivery is a major challenge.
- **Strategic Planning:** Strategic planning involves efforts to articulate an organization’s mission and plan its future accordingly in an evolving and uncertain future. The great majority (70 percent) of Indiana

nonprofits say that strategic planning is a challenge for their organization, including 30 percent that say it is a major challenge. Membership organizations do not vary from organizations without members in their struggle with strategic planning; however, there is notable variation among types of membership organizations.

- **By Type of Membership Organization:** Strategic planning is a more pressing challenge for religious congregations. The great majority (83 percent) of *religious congregations* report that strategic planning is at least a minor challenge (including 45 percent for whom it is a major challenge), compared to just two-fifths (41 percent) of *mutual benefits* that say it is at least a minor challenge. See Figure 109.

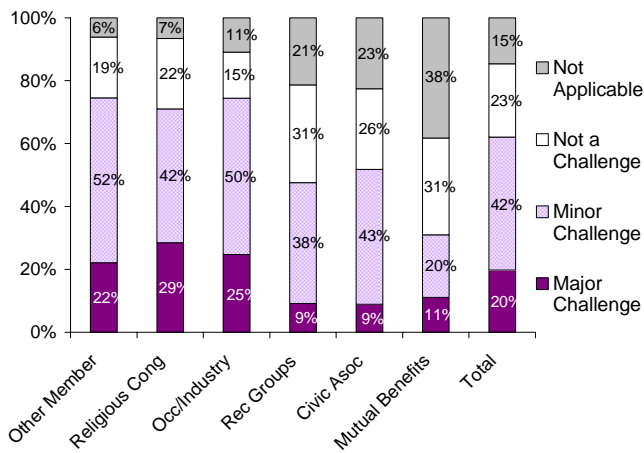
Figure 109: Percent with challenges in strategic planning by type of membership organization (n=1,499)



- The majority (55 percent) of mainline Protestant congregations say that strategic planning is a major challenge, compared to less than a quarter (24 percent) of Catholic congregations.
- Less than a fifth of *mutual benefits* (19 percent) and *civic associations* (18 percent) say strategic planning is a major challenge, and only 41 percent of mutual benefits say that it is a challenge at all (compared to 68 percent of membership organizations overall).
- There is notable variation among sub-types of *other member groups*:

- Over half (52 percent) of volunteer fire departments and related groups and 46 percent of youth development organizations report that strategic planning is a major challenge, compared to 28 percent of other member groups overall.
- Evaluating Program Outcomes:** An important part of service delivery is evaluating whether or not programs reach their intended goals. About one-fifth (20 percent) of Indiana nonprofits find program evaluation to be a major challenge, while two-fifths (42 percent) say that it is a minor challenge. About one-quarter (23 percent) say that it is not a challenge and another 15 percent say that the question does not apply to them. Challenges in evaluating program outcomes do not differ by whether or not organizations have members, but do vary by type of membership organization.
 - By Type of Membership Organization:* Three-fourths of *other member groups* (74 percent) and 71 percent of *religious congregations* say that program evaluation is at least a minor challenge, compared to only 31 percent of *mutual benefits* and 47 percent of *recreation groups*. See Figure 110.

Figure 110: Percent with challenges in evaluating program outcomes by type of membership organization (n=1,486)

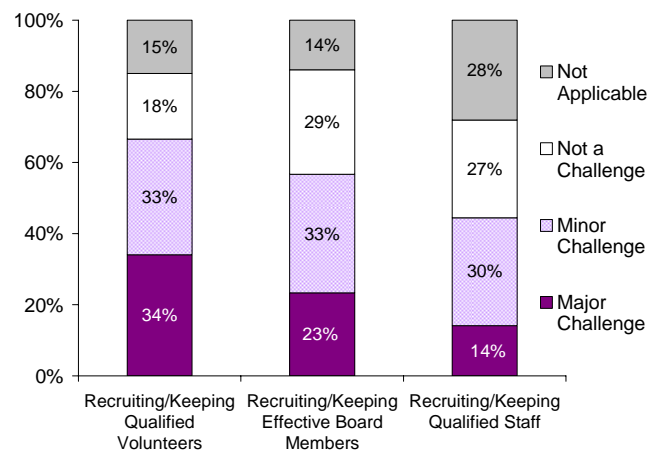


- In contrast, nearly two-fifths (38 percent) of *mutual benefits* say the question of challenges in evaluating program outcomes does not apply to them, presumably because either they do not

- have any programs, or they do not attempt to evaluate them.
- There are notable variations among *religious congregations* in whether they consider program evaluation to be a challenge:
 - Nearly all (97 percent) Catholic congregations report that program evaluation is at least a minor challenge, compared to 68 percent of mainline Protestant congregations and 71 percent of religious congregations overall.

Challenges in Managing Human Resources: We now turn to the challenges membership organizations face in managing their human resources. Membership organizations report the greatest challenges in recruiting/keeping qualified volunteers. This is a challenge for more than two-thirds (67 percent), including one-third (34 percent) that find it a major challenge. Recruiting/keeping effective board members is a challenge for more than half (56 percent) of membership organizations, including 23 percent for whom it is a major challenge. Staff recruitment poses somewhat less of a challenge—44 percent of membership organizations say it is a challenge, but only 14 percent say it is a major challenge. See Figure 111.

Figure 111: Percent of membership organizations with challenges in managing human resources (n=1,490-1,503)

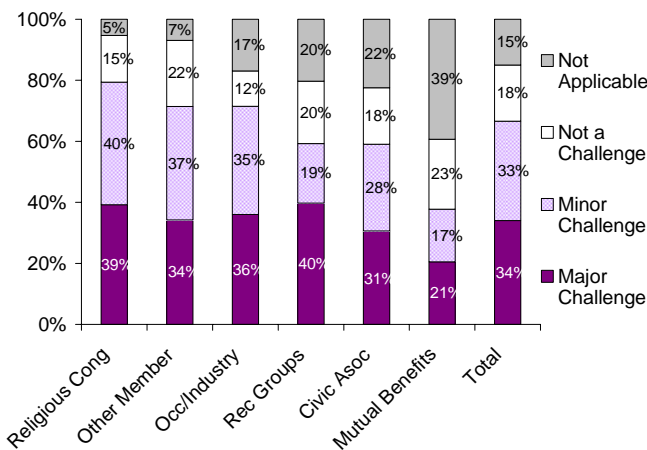


- Recruiting/Keeping Qualified Volunteers:** We saw earlier that membership organizations tend to rely more heavily on volunteers; therefore, it is no surprise that they consider it one of the greater chal-

lenges they face in managing human resources. There is no significant difference between membership organizations and organizations without members in this regard; however, there is variation among types of membership organizations.

- **By Type of Membership Organization:** A majority of all types of membership organizations (aside from mutual benefits) say that recruiting and/or retaining qualified and reliable volunteers is a challenge. In contrast, two-fifths (39 percent) of mutual benefits say that the question does not apply to them. See Figure 112.

Figure 112: Percent of with challenges in recruiting and/or retaining qualified volunteers by type of membership organization (n=1,503)

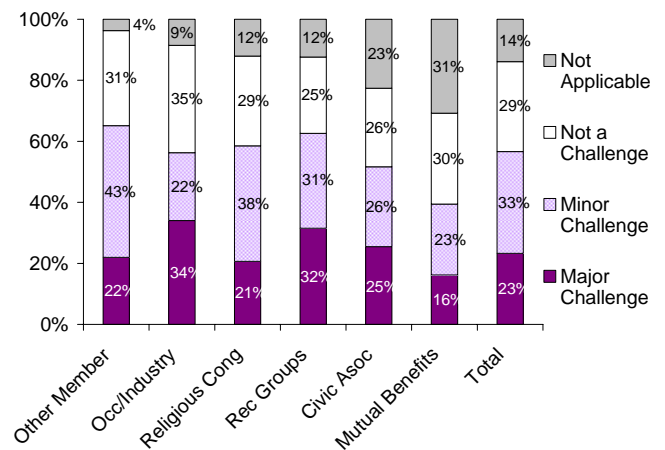


- Among occupation/industry groups, chambers of commerce (65 percent) and professional associations (50 percent) are more likely to find this to be a major challenge than labor unions (13 percent) or occupation/industry groups overall (36 percent).
- Among other member groups, public safety organizations (62 percent), volunteer fire departments and related groups (59 percent), and counseling and support groups (54 percent) are more likely to report recruiting and retaining qualified volunteers to be a major challenge, compared to other member groups (34 percent) overall.
- **Recruiting/Keeping Effective Board Members:** We saw earlier that membership organizations tend to have smaller board sizes than their counterparts

without members. Consequently, it is particularly important that they have a full complement of effective board members. Challenges in recruiting and keeping effective board members vary among types of membership organizations.

- **By Type of Membership Organization:** Mutual benefits again stand out from other membership organizations. Only 39 percent of mutual benefits say that recruiting and/or retaining effective board members is at least a minor challenge, compared to a majority of all other types. See Figure 113.

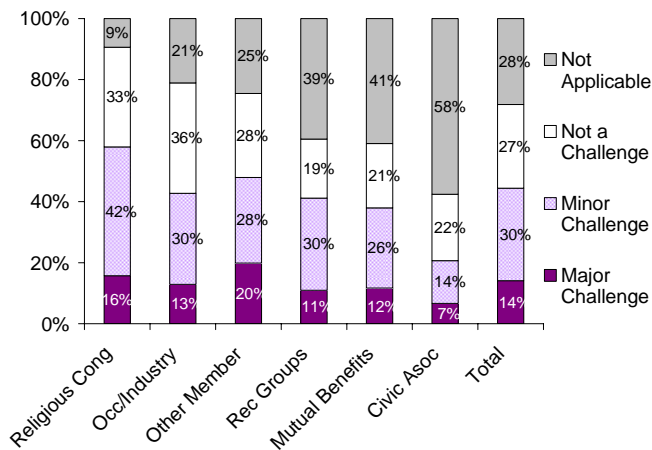
Figure 113: Percent of with challenges in recruiting and/or retaining effective board members by type of membership organization (n=1,501)



- *Occupation/industry groups and recreation groups* stand out somewhat, with one-third saying that recruiting board members is a major challenge (34 and 32 percent respectively), compared to 23 percent of membership organizations overall.
- **Recruiting/Keeping Qualified Staff:** As mentioned earlier, recruiting and retaining qualified staff is not as much of a challenge for membership organizations when compared with recruiting volunteers and board members. Under half (44 percent) say it is a challenge, with only 14 percent deeming it a major challenge.
- **By Type of Membership Organization:** *Religious congregations* stand out as the only type of membership organization for whom a majority (58 percent) of respondents say that recruit-

ing/keeping qualified staff is a challenge. See Figure 114. (As we showed earlier in Figure 80, this is also the type of membership organization most likely to employ paid staff.)

Figure 114: Percent of with challenges in recruiting and/or retaining qualified staff by type of membership organization (n=1,501)

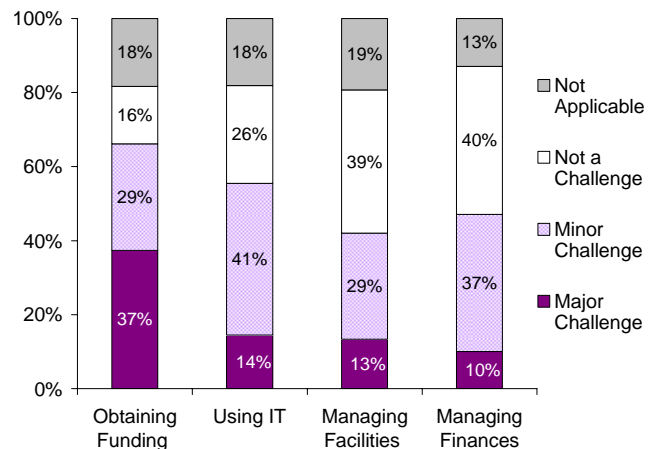


- In contrast, the majority (58 percent) of *civic associations* and two-fifths of *mutual benefits* (41 percent) and *recreation groups* (39 percent) say the question does not apply to them. This is not surprising considering our earlier findings that these three types are much less likely to have paid staff.

Financial Management Challenges: We now turn to challenges of a financial nature and focus on four tasks that face membership organizations in managing their monetary resources and investments: obtaining funding, using information technology (IT) effectively, managing facilities, and managing finances. Obtaining funding is by far the biggest challenge, with 66 percent of membership organizations saying it is a challenge (including 37 percent that say it is a major challenge). A majority (55 percent) also say using IT is challenge, followed by managing finances (47 percent) and facilities (42 percent). See Figure 115.

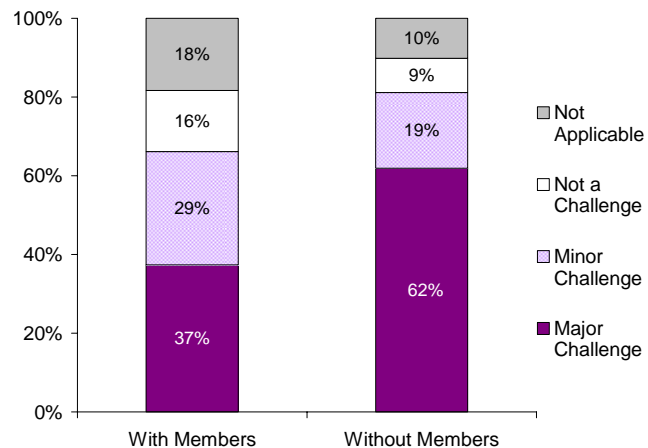
- **Obtaining Funding:** As noted above, of the four types of challenges related to funding and finances examined here, obtaining funding and other financial resources is the most pervasive challenge. This pattern varies by whether or not organizations have members and by type of membership organization.

Figure 115: Percent of membership organizations with financial management challenges (n=1,496-1,952)



- **Members vs. No Members:** Membership organizations are less likely to face major challenges in obtaining funding than organizations without members. Although almost two-thirds (66 percent) of membership organizations report that obtaining funding is at least a minor challenge, four-fifths (81 percent) of organizations without members do so. Similarly, only 37 percent of membership organizations say that it is a major challenge, compared to 62 percent of their counterparts without members. See Figure 116.

Figure 116: Percent with challenges in obtaining funding by member status (n=1,952)

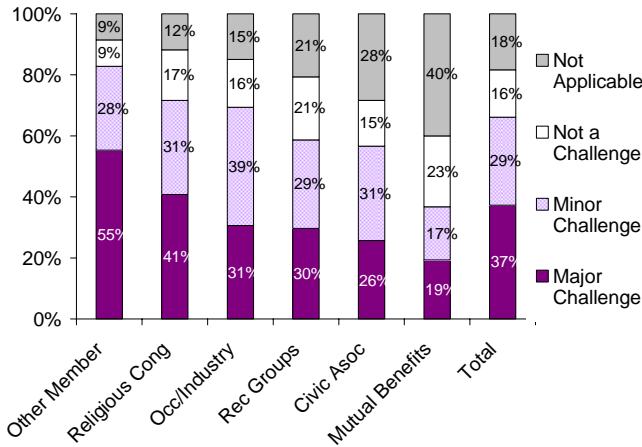


- **By Type of Membership Organization:** Other member groups are significantly more likely to report challenges in obtaining funding than all other membership organizations, while mutual benefits are significantly less likely.

- The great majority (83 percent) of *other member groups* face at least minor challenges in obtaining funding, including 55 percent who say it is a major challenge. See Figure 117. In this respect, they resemble nonprofits without members.

- Nearly half (46 percent) of other civic associations (e.g. conservation clubs, farm bureaus and granges, homemakers' clubs, etc.) face major challenges in obtaining funding, compared to only 11 percent of community service clubs.

Figure 117: Percent with challenges in obtaining funding by type of membership organization (n=1,499)



- Among other member groups, counseling and support groups stand out—over three-fourths (76 percent) report that obtaining funding is a *major* challenge.

- In contrast, less than two-fifths (36 percent) of *mutual benefits* report obtaining funding to be a challenge, while another two-fifths say that the question is not applicable.

- Among mutual benefits, veteran's organizations face the greatest challenges. Over two-fifths (41 percent) say that obtaining funding is a major challenge, compared to only one-fifth (20 percent) of fraternal beneficiaries societies.

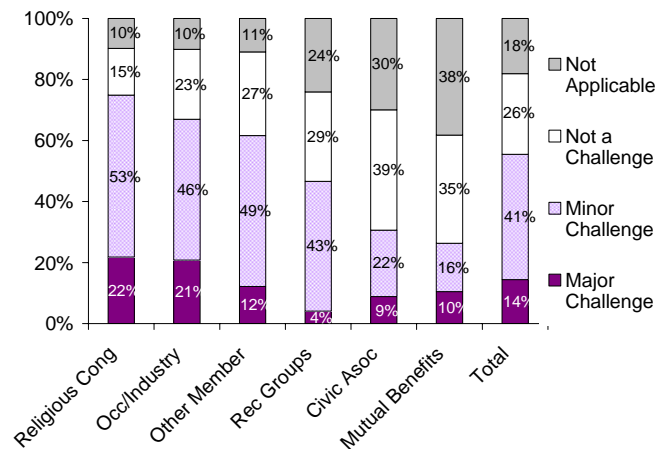
- Financial organizations and related groups are significantly more likely to say that the question does not apply to them. Over half (53 percent) say so, compared to only 8 percent of veterans' organizations.

- While 26 percent of *civic associations* overall report obtaining funding to be a major challenge, notable variation among sub-types exists:

- **Using Information Technology:** Information technology is a major investment for many nonprofits and also poses challenges related to effective usage. Over half (55 percent) of membership organizations say that this is a challenge, although only 14 percent say it is a major challenge. Membership organizations do not differ significantly from organizations without members in this respect; however, there is notable variation among types of membership organizations.

- *By Type of Membership Organization:* Religious congregations (75 percent), occupation/industry groups (67 percent), and other member groups (61 percent) are more likely to say that using IT effectively is at least a minor challenge, compared to only 26 percent of mutual benefits and 31 percent of civic associations. See Figure 118.

Figure 118: Percent with challenges in using IT by type of membership organization (n=1,497)



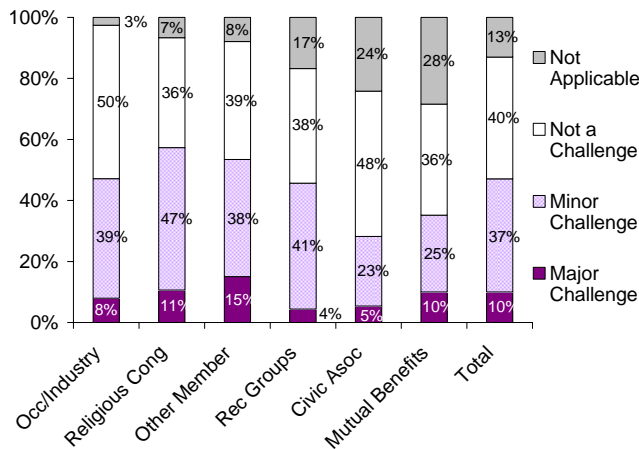
- Over one-third (38 percent) of mutual benefits say that the question regarding IT is not applicable to them, presumably because they do not have any investments in IT.

- **Financial Management and Accounting:** In addition to securing adequate funding, membership organizations must also manage their finances effi-

ciently – bad financial management wastes resources in the short run and discourages funders, staffs, and volunteers from making further investments in the organization. Overall, only 47 percent of membership organizations say that managing finances and accounting is at least a minor challenge. Membership organizations do not differ notably from Indiana nonprofits without members; however, there is notable variation among types of membership organizations.

- **By Type of Membership Organization:** *Religious congregations* are most likely to report challenges in financial management and accounting. A majority (58 percent) say this is at least a minor challenge. See Figure 119.

Figure 119: Percent with challenges in managing finances and accounting by type of membership organization (n=1,496)



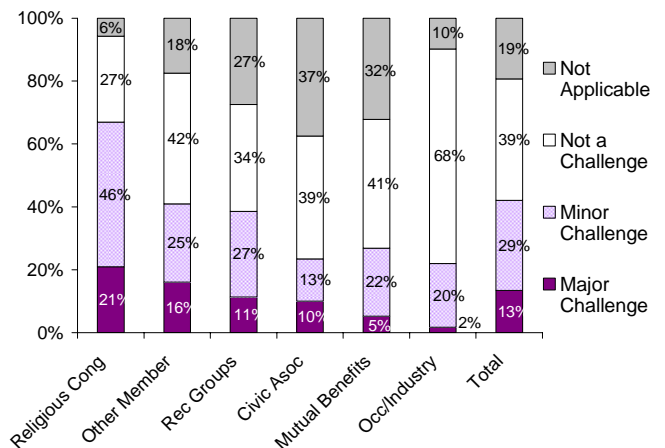
- In contrast, only 28 percent of *civic associations* and 35 percent of *mutual benefits* find financial management and accounting to be a challenge at all. Civic associations (24 percent) and mutual benefits (28 percent) are more likely than other membership organizations to say that financial management and accounting does not apply to them, presumably because they have very few or no financial resources.

- **Managing Facilities:** Facilities are another key investment for many nonprofits. Relatively few membership organizations consider it a challenge to manage, in part because 19 percent say this challenge does not apply to them, as would be the case for those that do not require access to facilities on an

ongoing basis (e.g. self-help groups or hobby clubs that meet in each other’s homes). Those that rent or borrow facilities also may not face this type of challenge, in contrast to those that own facilities or need specialized facilities in order to carry out their missions (e.g. churches, hospitals, nursing homes, day care services, schools, museums). Overall, 42 percent of membership organizations say that managing facilities is a challenge, with 13 percent saying it is a major challenge. This pattern does not differ by whether or not organizations have members, but it does vary by type of membership organization.

- **By Type of Membership Organization:** As shown in Figure 120, religious congregations face much greater challenges in managing facilities than all other types of membership organizations, and especially occupation/industry groups.

Figure 120: Percent with challenges in managing facilities by type of membership organization (n=1,503)



- Over two-thirds (67 percent) of *religious congregations* say that managing facilities is a challenge, including one-fifth (21 percent) that say it is a major challenge.

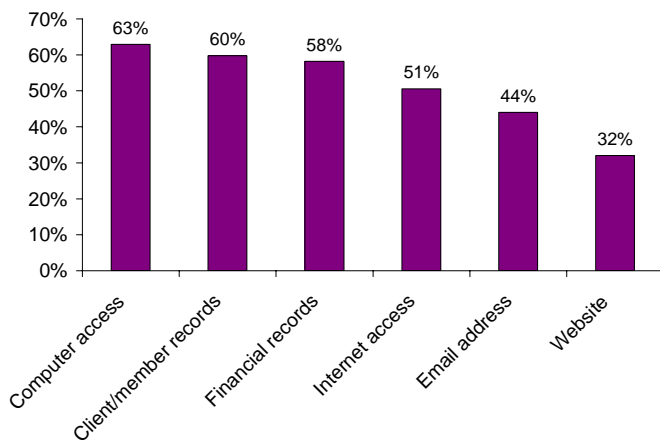
Management Tools: An important part of managing an organization entails using the right tools or procedures. We asked nonprofits about a range of organizational components and whether or not they were present at their organization. In the following section we examine the presence of various information technology tools such as computers, computerized records, internet access, organizational email addresses, and organizational websites. We also look at tools for managing human re-

sources or finances and for communicating with external audiences, such as producing annual reports.

- Information Technology Tools:** Information technology, when used properly can greatly increase the effectiveness of an organization and the efficiency of managerial tasks. However, it can also be intimidating to use for beginners. As we saw in the previous section, more than half (55 percent) of membership organizations say that using information technology effectively is at least a minor challenge. (See Figure 118). We identify six key components of using information technology: computers, computerized records (both for finances and for clients, members or programs), Internet access, an organizational e-mail address, and an organizational website.

- Overall:** The majority of membership organizations have computer access (63 percent), computerized client/member/program records (60 percent), computerized financial records (58 percent) and direct internet access (51 percent). A minority (44 percent) have an organizational email address and less than one-third (32 percent) have a website for their organization. See Figure 121.

Figure 121: Percent of membership organizations with components of information technology (n=1,994-2,033)

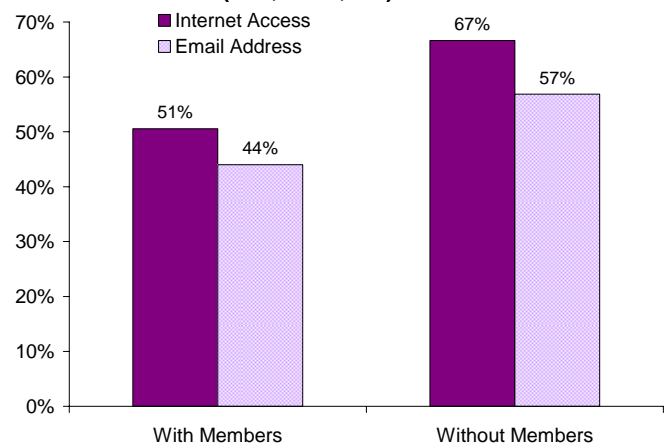


- Members vs. No Members:** Membership organizations do not differ significantly from organizations without members in regards to information technology, although they are less likely to have direct internet access and an organizational

email address than organizations without members.

- Just over half (51 percent) of membership organizations have direct internet access (dark/solid bars in Figure 122), and 44 percent have an email address (light bars). In comparison, 67 percent of their counterparts without members have Internet access, and 57 percent have organizational email addresses.

Figure 122: Percent of Indiana nonprofits with Internet access and email addresses by member status (n=2,018-2,021)



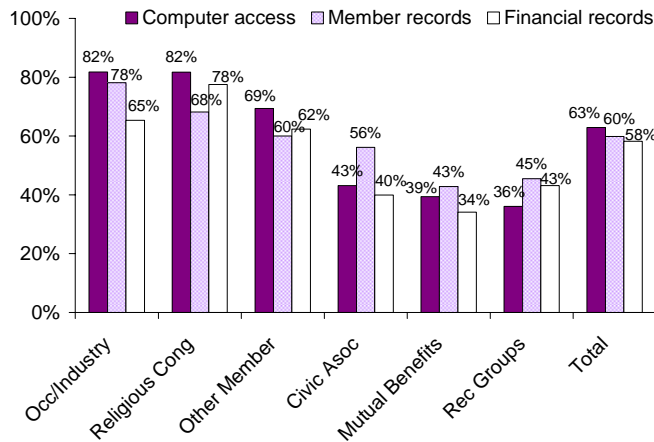
- By Type of Membership Organization:** Some types of membership organizations are much more likely to have IT components than others. Religious congregations and occupation/industry groups tend to have more components, while mutual benefits and recreation groups tend to have fewer.

- Computers.** The great majority of *occupation/industry groups* (82 percent) and *religious congregations* (82 percent) have computers available for key staff and/or volunteers. In contrast, less than two-fifths of mutual benefits (39 percent) and recreation groups (36 percent) report the same. See solid/dark bars in Figure 123.

- Computerized client/member/program records.** *Occupation/industry groups* are the most likely to have computerized client, member, and/or program records, with 78 percent reporting they have them. Mutual

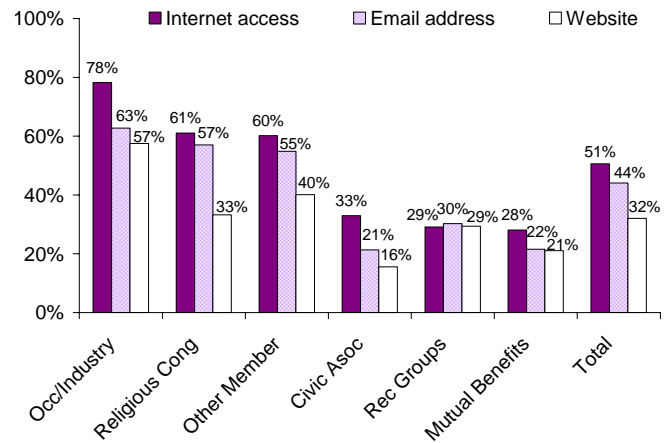
benefits (43 percent) and recreation groups (45 percent) are much less likely to have such records. See light colored bars in Figure 123.

Figure 123: Percent with key IT components by type of membership organization (n=1,561-1,568)



- Computerized Financial Records.** Religious congregations stand out as much more likely than all other membership organizations to have computerized financial records (78 percent vs. 58 percent of membership organizations overall). In contrast, just over one-third (34 percent) of mutual benefits have this tool. See white bars in Figure 123.
- Internet Access.** Over three-fourths (78 percent) of occupation/industry groups and the majority of religious congregations (61 percent) and other member groups (60 percent) have direct Internet access for key staff and/or volunteers. In contrast, one-third or less of civic associations (33 percent), recreation groups (29 percent) and mutual benefits (28 percent) report the same. See solid/dark bars in Figure 124.
- Email Address.** Occupation/industry (63 percent), religious congregations (57 percent) and other member groups (55 percent) are also more likely to have organizational email addresses, while relatively few civic associations (21 percent), mutual benefits (22 percent) and recreation groups (30 percent) do so. See light colored bars in Figure 124.

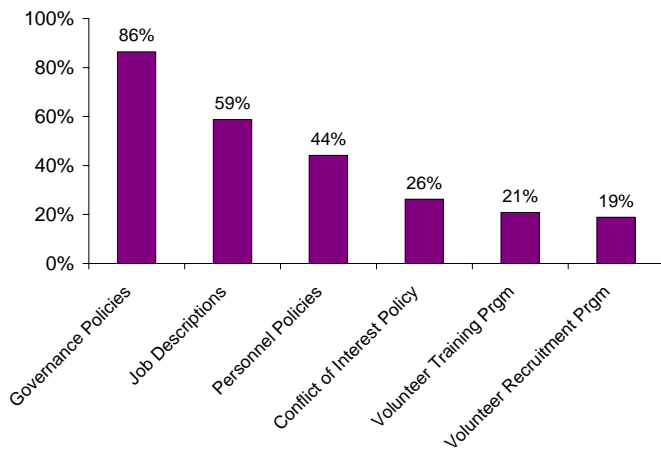
Figure 124: Percent with key IT components by type of membership organization (n=1,540-1,559)



- Website.** Occupation/industry groups are far more likely than other membership organizations to have their own website. The majority of these organizations (57 percent) have them, compared to only 16 percent of civic associations and about a third (32 percent) of membership organizations overall. See white bars in Figure 124.
- Tools for Managing Human Resources:** As noted above, membership organizations face challenges in managing human resources, most notably in recruiting and retaining reliable volunteers. We now look at the presence of tools that can be used to structure the organization's board governance and manage its human resources of staff and volunteers. We find that membership organizations are especially likely to have written governance policies (86 percent) and written job descriptions (59 percent). However, just over two-fifths (44 percent) have written personnel policies in place, while only a quarter (26 percent) have a written conflict of interest policy. Even smaller percentages have formal volunteer training (21 percent) and recruitment (19 percent) programs. See Figure 125. These features do not differ notably between membership organizations and nonprofits without members.

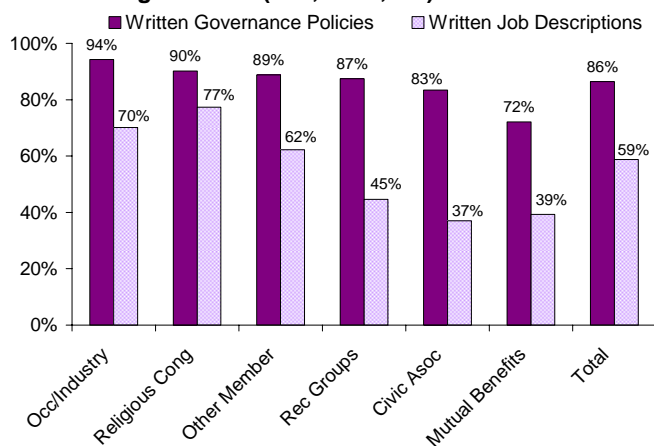
 - By Type of Membership Organization:** There is notable variation among types of membership organizations in whether they have some of the key board and human resource management tools in place.

Figure 125: Percent of membership organizations with human resource management tools in place (n=1,542-1,570)



- Written Governance Policies.** *Mutual benefits* stand out from other membership organizations as less likely to have written governance policies (72 percent vs. 86 percent of membership organizations overall). See solid/dark bars in Figure 126.

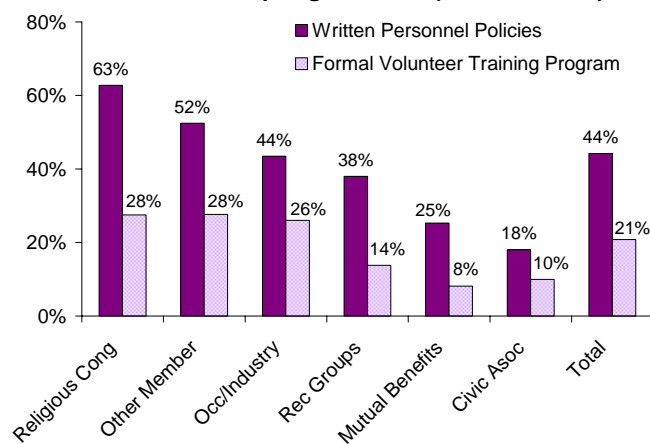
Figure 126: Percent with written governance policies and job descriptions by type of membership organization (n=1,565-1,570)



- Written Job Descriptions.** Over three-fourths (77 percent) of *religious congregations* and 70 percent of *occupation/industry groups* have written job descriptions, compared to a minority of *civic associations* (37 percent), *mutual benefits* (39 percent) and *recreation groups* (45 percent). See light colored bars in Figure 126.

- Written personnel policies.** *Religious congregations* are the most likely to have written personnel policies, with almost two-thirds (63 percent) reporting them. In contrast, only one-quarter or less of *civic associations* (18 percent) and *mutual benefits* (25 percent) has written personnel policies. See solid/dark bars in Figure 127.

Figure 127: Percent with written personnel policies and formal volunteer training programs by type of membership organization (n=1,542-1,543)



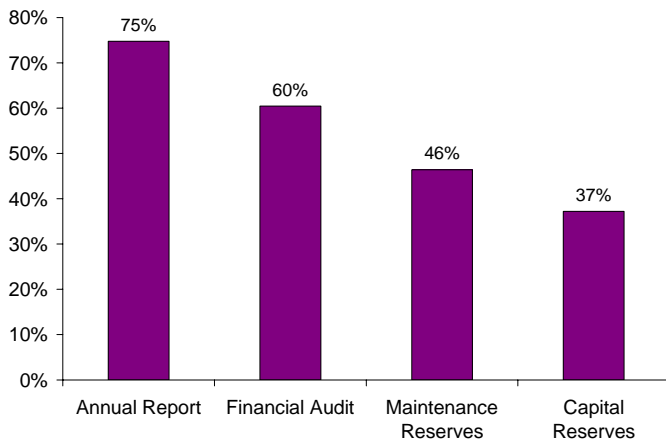
- Formal volunteer training programs.** About a fifth (21 percent) of membership organizations has formal training programs for volunteers. *Religious congregations* and *other member groups* are somewhat more likely (28 percent each) to have them, while *mutual benefits* (8 percent), *civic associations* (10 percent) and *recreation groups* (14 percent) are less likely. See light colored bars in Figure 127.

- Financial Management Tools:** Although membership organizations face pervasive challenges in managing various aspects of their finances, most notably obtaining funding, many do have key components in place to help address the challenges. We focus here on whether membership organizations have recent annual reports, recent financial audits (within the past year), or have financial reserves dedicated to maintenance needs or to capital needs. Such tools help nonprofits address financial challenges by allowing them to monitor their financial health and/or address contingencies that may arise. However, we do not claim that nonprofits necessarily must have

such tools in order to manage their finances or that possessing them will solve financial problems. Nor do our data allow us to say how well nonprofits use these tools, just whether they have them.

- **Overall:** Three-fourths (75 percent) of membership organizations have produced an annual report within the last year. The majority (60 percent) have a recent audited financial statement. Smaller percentages have financial reserves dedicated to maintenance (46 percent) and capital improvement (37 percent) needs. See Figure 128.

Figure 128: Percent of membership organizations with key financial tools (n=1,998-2,023)



- **Members vs. No Members:** Membership organizations are more likely than organizations without members to have reserves dedicated to maintenance or capital improvement. See Figure 129.
- **By Type of Membership Organization:** There is notable variation among types of membership organizations in regards to key financial tools.
 - **Annual Report.** The majority of all membership organizations have a recent annual report, with *religious congregations* (85 percent) the most likely to have one and *recreation groups* (66 percent) the least likely. See solid/dark bars in Figure 130.

Figure 129: Percent with financial reserves for maintenance and capital needs by member status (n=1,998=2,002)

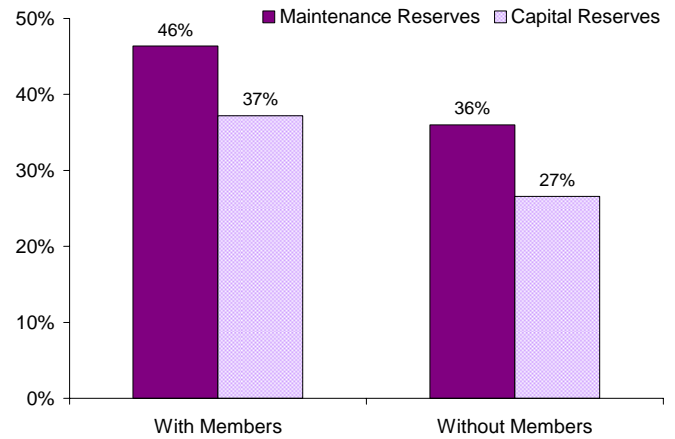
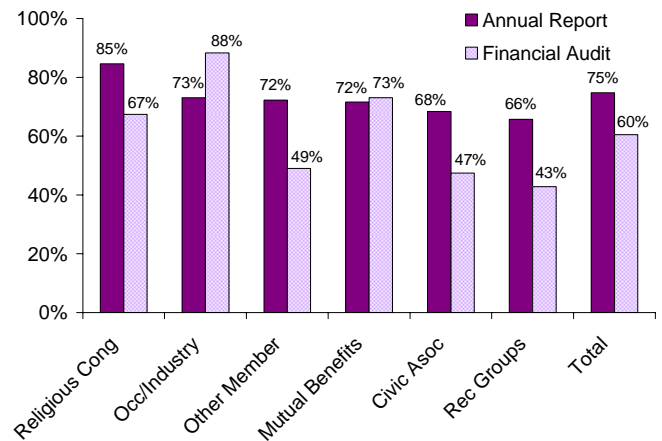


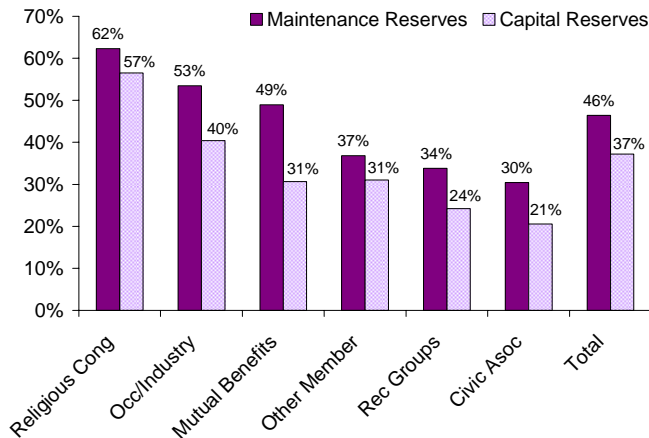
Figure 130: Percent with recent annual reports and financial audits by type of membership organization (n=1,547-1,564)



- **Financial Audit.** Nearly all *occupation/industry groups* (88 percent) and almost three-fourths (73 percent) of *mutual benefits* have a recent audited financial statement. However, only a minority of other member groups (49 percent), civic associations (47 percent) and recreation groups (43 percent) report having one. See light colored bars in Figure 130.
- **Maintenance Reserves.** Religious congregations stand out from other membership organizations as by far the most likely to have financial reserves dedicated to maintenance needs. Some 62 percent of *religious congregations* have maintenance reserves, com-

pared to only 30 percent of civic associations and 34 percent of recreation groups. See solid/dark colored bars in Figure 131.

Figure 131: Percent with maintenance and capital reserves by type of membership organization (n=1,542-1,546)



- **Capital Reserves.** Religious congregations again are notably more likely than other membership organizations to have capital reserves. While 57 percent of *religious congregations* have financial reserves dedicated to capital needs, two-fifths (40 percent) of occupation/industry groups and less than one-third of all other types have one. See light colored bars in Figure 131.

Conclusions and Implications: We draw several conclusions and implications from these findings.

- **Challenges in growth.** Membership organizations face notable challenges in enhancing their visibility and attracting new members/clients. They also report challenges in delivering programs.
- **Management challenges differ for types of membership organizations.** Religious congregations, occupation/industry groups, and other member groups report greater challenges for every type of program, member/client, and human resource challenge. On the other hand, mutual benefits, civic associations, and recreation groups are much less likely to report any type of challenge.
- **Membership organizations have reserves.** Membership organizations are more likely to have reserves

dedicated to maintenance and capital than nonprofits without members.

- **Membership organizations differ in the management tools they have available.** Religious congregations and occupation/industry groups are more likely to have information technology and financial management tools than other types of membership organizations. Recreation groups, mutual benefits, and civic associations tend to have fewer tools.
- **Management challenges and tools differ for sub-groups.** When it comes to dimensions related to the extent and nature of challenges and presence of management tools, Catholic congregations stand out among religious congregations, as do educational institutions and fundraising groups and animal, environment and civil rights groups among other member organizations in terms of attracting new members, communicating with members and enhancing the organizations visibility and reputation.

APPENDIX A

NATIONAL TAXONOMY OF EXEMPT ENTITIES: MAJOR CATEGORIES AND FIELDS

NTEE Major Fields	NTEE Major Groups and Decile Categories	
I Arts and Culture	Arts, Culture and Humanities (A)	
	A20 Arts, cultural organizations	A60 Performing arts organizations, activities
	A30 Media, communications organizations	A70 Humanities organizations
	A40 Visual art organizations, services	A80 Historical societies and related
	A50 Museums, museum activities	A90 Arts service organizations and activities
II Education	Education (B)	
	B20 Elementary, secondary education	B60 Adult, continuing education
	B30 Vocational, technical schools	B70 Libraries, library science
	B40 Higher education institutions	B80 Student services & organizations of students
	B50 Graduate, professional schools	B90 Educational services & schools—other
III Environment/ Animals	Environment (C)	Animal-Related (D)
	C20 Pollution abatement and control services	D20 Animal protection and welfare
	C30 Nat. resources conservation & protection	D30 Wildlife preservation, protection
	C40 Botanical, horticultural, & landscape	D40 Veterinary services, n.e.c.
	C50 Environmt'l beautification & open spaces	D50 Zoo, zoological society
	C60 Environmental educ. & outdoor survival	D60 Other services—specialty animals
IV Health	Health Care (E)	Mental Health & Crisis Intervention (F)
	E20 Hospitals, primary medical care facilities	F20 Alcohol, drug, & subs. abuse, dependency prevention & treatment
	E30 Health treatment facilities, outpatient	F30 Mental health treatment
	E40 Reproductive health care facilities, allied	F40 Hot line, crisis intervention services
	E50 Rehabilitative medical services	F50 Addictive disorders, n.e.c.
	E60 Health support services	F60 Counseling support groups
	E70 Public health programs	F70 Mental health disorders
	E80 Health (general and financing)	F80 Mental health association
	E90 Nursing services	
	Diseases, Disorders & Medical Disciplines (G)	Medical Research (H)
	G20 Birth defects and genetic diseases	H20 Birth defects and genetic diseases
	G30 Cancer	H30 Cancer research
	G40 Diseases of specific organs	H40 Specific organ research
	G50 Nerve, muscle, and bone diseases	H50 Nerve, muscle, and bone research
	G60 Allergy related diseases	H60 Allergy related diseases
	G70 Digestive diseases, disorders	H70 Digestive diseases, disorders
	G80 Specifically named diseases, n.e.c.	H80 Specifically named diseases, n.e.c.
G90 Medical disciplines, n.e.c.	H90 Medical specialty research, n.e.c.	
V Human Services	Crime & Legal Related (I)	Employment (J)
	I20 Crime prevention	J20 Employ. procurement assist. & job training
	I30 Correctional facilities	J30 Vocational rehabilitation
	I40 Rehabilitation services for offenders	J40 Labor unions, organizations
	I50 Administration of justice, courts	
	I60 Law enforcement agencies	
	I70 Protect, prevent: neglect, abuse, exploit.	
	I80 Legal services	
	Food, Agriculture & Nutrition (K)	Housing & Shelter (L)
	K20 Agricultural programs	L20 Housing devel., construction, management
	K30 Food service, free food distribution	L30 Housing search assistance
	K40 Nutrition programs	L40 Low-cost temporary housing
	K50 Home economics	L50 Housing owners, renters' organizations
		L80 Housing support services: other

APPENDIX B

NTEE BREAKDOWN OF TYPES OF MEMBERSHIP ORGANIZATIONS

Type of Membership Organization	Sub-Groups	NTEE	Percent of Type
Religious Congregations	Evangelical Protestant	X02, X20, X21, X22, X99	50.8
	Mainline Protestant	X02, X12, X21	30.8
	Roman Catholic	X02, X22, X99	7.2
	All Other		11.3
			100.0
Civic Associations	Community Service Clubs	S80, S81, S82	40.2
	Homeowners & Neighborhood Associations	L50, I20, S20, S22	37.2
	Other Civic Associations:		22.6
	Environmental Concern (29.5%)	C30, C34, C42, C50	7.7
	Education-based (16.2%)	B80, B84, B94, B99	6.7
	Agriculture (11.1%)	K01, K28, K40, O52	3.7
	Homemakers' Clubs (9.2%)	K50	2.5
	All Other (34.1%)		2.1
		100.0	
Mutual Benefits	Fraternal Beneficiary Societies	Y40	38.3
	Veterans' Organizations	W30	19.5
	Financial Organizations & Related:		42.2
	Cemeteries (34.0%)	Y50	14.3
	Insurance Providers (11.4%)	Y20	4.8
	Public Utilities (10.6%)	W80	4.5
	Credit Unions & Financial Orgs (7.9%)	W60, W61	3.3
	Pension & Retirement Funds (6.6%)	Y30	2.8
	Agricultural Co-ops (5.6%)	K20	2.3
	Voluntary Employees Orgs (4.0%)	Y43, Y44	1.7
All Other (20.1%)	Y99	8.5	
		100.0	
Recreation Groups	Hobby Clubs	N50	41.0
	Amateur Sports Teams	N60-N70	31.5
	All Other:		23.5
	Camps & Country Clubs (36.7%)	N20, N30, N40	8.6
	Student Sororities/Fraternities (32.2%)	B83	7.6
	Animal Clubs (10.5%)	D60	2.5
	All Other (20.7%)		4.9
		100.0	
Occupation/ Industry Groups	Labor Unions	J40	32.6
	Professional Associations	NTEE decile code of 03	29.2
	Chambers of Commerce	S30, S40, S41, S99	22.5
	All Other		15.7
			100.0

Type of Membership Organization	Sub-Groups	NTEE	Percent of Type
Other Member Groups	Human Services Organizations		18.9
	Senior Centers (19.2%)	P81	3.6
	Developmentally Disabled Centers (15.1%)	P82	2.9
	Emergency Assistance (11.0%)	P60	2.1
	Neighborhood Centers (10.0%)	P28	1.9
	Young Men's or Women's Assoc (9.4%)	P27	1.8
	Children & Youth Services (9.1%)	P30	1.7
	Group Homes (8.7%)	P73	1.7
	Adoption (6.0%)	P31	1.1
	Transportation Assistance (5.5%)	P52	1.0
	All Others (6.1%)		1.2
	Educational Institutions & Fundraising Groups:		18.7
	Fund Raising & Fund Distribution (50.5%)	B12	9.5
	Elementary & Secondary Schools (26.2%)	B20, B21, B24, B25	4.9
	Scholarships & Student Financial Aid (10.3%)	B82	1.9
	Higher Education (9.0%)	B40	1.7
	Educational Support (2.9%)	B90, B92	0.5
	All Others (1.2%)		0.2
	Arts & Culture Groups:		13.4
	Historical Societies (57.3%)	A80	7.7
	Performing Arts Groups (25.6%)	A60, A62, A65, A68, A69	3.4
	Museums (5.5%)	A50, A51, A52	0.7
	Arts Services (4.2%)	A20, A25, A26	0.6
	Fund Raising & Fund Distribution (2.6%)	A90	0.4
	Arts & Culture (2.4%)	A12	0.3
	Media & Communications (1.2%)	A30, A34	0.2
	All Others (1.3%)		0.2
	Counseling & Support Groups:		10.9
	Counseling (24.7%)	F60	2.7
	Public Health (12.0%)	E70	1.3
	Protection Against Abuse (10.5%)	I71	1.0
	Nursing (9.5%)	E90	1.1
	Hot Lines & Crisis Intervention (7.7%)	F40	0.8
	Law Enforcement (6.6%)	I60	0.7
	Mental Health & Crisis Intervention NEC (6.1%)	F99	0.7
	Fund Raising & Fund Distribution (3.9%)	E12	0.4
	Drunk-Driving Related (3.1%)	I23	0.3
	Single Organization Support (2.7%)	E11	0.3
	Health (General & Financing) (2.4%)	E80	0.3
	All Others (10.9%)		1.2
	Environment/Animal/Civil Rights Groups:		8.6
Animal Protection & Welfare (29.9%)	D20	2.6	
Civil Rights (25.6%)	R20, R22, R23	2.2	

Type of Membership Organization	Sub-Groups	NTEE	Percent of Type	
Other Member Groups (continued)	Environment Alliances & Advocacy	(12.1%)	C01	1.0
	Zoos & Aquariums	(10.8%)	D50	0.9
	Water, Wetlands Conservation & Mgmt	(6.6%)	C32	0.6
	Wildlife Preservation & Protection	(5.0%)	D30, D34	0.4
	Civil Rights, Social Action & Advocacy	(3.9%)	R99	0.3
	Energy Conservation & Development	(2.6%)	C35	0.2
	Civil Liberties	(2.0%)	R62, R67	0.2
	All Others	(1.6%)		0.1
	Volunteer Fire Departments & Related:			7.6
	Fire Prevention	(89.4%)	M24	6.8
	Disaster Prep & Relief Services	(5.3%)	M20	0.4
	Safety Education	(3.7%)	M40	0.3
	Public Safety NEC	(1.6%)	M99	0.1
	Community Improvement & Philanthropy:			7.0
	Private Grantmaking Foundations	(27.3%)	T20	1.9
	Community Improvement	(24.8%)	S02	1.7
	Employment Prep & Procurement	(15.5%)	J20	1.1
	Nonprofit Management	(13.7%)	S50	1.0
	Community Foundations	(4.6%)	T31	0.3
	Small Business Development	(4.5%)	S43	0.3
	Economic Development	(2.2%)	S30	0.2
	Named Trusts & Foundations NEC	(1.7%)	T90	0.1
	Philanthropy, Charity & Voluntarism	(1.4%)	T50	0.1
	Federated Giving Programs	(1.3%)	T70	0.1
	All Others	(3.0%)		0.2
	Youth Development Organizations:			6.5
	Youth Centers & Clubs	(31.7%)	O20, O21, O23	2.1
	Adult & Child Matching Programs	(27.4%)	O30, O31	1.8
	Youth Development Programs	(20.2%)	O50, O55, O51	1.3
	Boy Scouts of America	(9.8%)	O41	0.6
	Fund Raising & Fund Distribution	(6.1%)	O12	0.4
	Girl Scouts of America	(4.1%)	O42	0.3
	All Others	(0.8%)	O99	0.1
All Remaining Other Member Groups			8.3	
Religion-Related NEC	(57.4%)	X99	4.8	
Unknown	(17.3%)	Z99	1.4	
Food Banks & Pantries	(13.1%)	K31	1.1	
Fund Raising & Fund Distribution	(3.3%)	X12	0.3	
Housing Rehabilitation	(2.1%)	L25	0.2	
Interfaith Coalitions	(2.1%)	X90	0.2	
All Others	(4.7%)		0.4	
			100.0	

APPENDIX C

COMMUNITY PROFILES – SECTION ONE

Dimension	Section One - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
<i>Member Status</i> ***												
With Members	68.4	76.8	73.7	76.5	70.7	78.2	79.8	70.5	75.2	74.4	80.5	75.3
Without Members	31.6	23.2	26.3	23.5	29.3	21.8	20.2	29.5	24.8	25.6	19.5	24.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	254	180	226	208	207	136	138	127	207	230	293	2206
<i>Types of Membership Organizations</i>												
Religious Congregations	26.9	31.3	26.2	28.0	22.4	24.5	28.1	21.8	34.8	19.8	31.7	28.9
Civic Associations	18.4	14.6	22.5	15.6	15.9	13.6	18.3	21.1	11.6	17.5	17.7	17.7
Mutual Benefits	10.2	14.1	9.2	10.2	15.0	7.4	11.7	14.9	10.3	22.9	17.1	13.6
Recreation Groups	11.3	11.3	11.2	13.7	17.8	9.8	9.6	5.8	6.1	6.3	6.2	9.4
Occupation/Industry	10.7	9.2	5.8	9.0	9.7	9.0	6.7	8.3	9.1	7.6	6.8	8.2
Other Member Groups	22.7	19.6	25.1	23.5	19.2	35.6	25.7	28.2	28.2	26.0	20.6	22.2
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	196	146	152	159	160	107	110	90	155	171	236	1682
<i>Service Target</i>												
Religious Congregations ***												
Own Members Only	4.3	9.2	0.9	2.6	4.1	0.0	3.1	11.8	8.2	4.2	0.2	2.8
Both Members & Public	95.7	88.2	96.7	95.3	96.0	100.0	96.9	88.2	91.8	95.8	99.8	96.5
General Public Only	0.0	2.6	2.5	2.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	65	48	47	53	41	25	31	21	53	35	88	507

Dimension	Section One - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana- polis MSA	North- west Region*	Fort Wayne MSA	Evans- ville Re- gion**	South Bend MSA	Bloom- ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho- lomew & Scott		
Mutual Benefits, Civic Associations & Recreation Groups												
Own Members Only	41.3	25.2	38.2	37.2	36.1	43.3	33.2	15.7	17.0	47.5	32.8	35.1
Both Members & Public	56.4	71.8	59.5	56.8	57.0	49.1	59.4	67.0	72.2	41.0	56.2	58.2
General Public Only	2.3	3.1	2.3	6.0	6.9	7.6	7.4	17.3	10.8	11.5	10.9	6.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	64	58	53	46	59	29	39	38	46	79	75	586
Occupation/Industry & Other Member Groups												
Own Members Only	14.7	15.6	12.5	11.1	12.7	16.9	11.7	5.0	6.1	9.5	3.9	10.7
Both Members & Public	47.9	57.4	67.7	55.9	50.8	45.8	50.6	60.7	57.2	49.8	62.4	56.2
General Public Only	37.4	27.0	19.9	33.0	36.5	37.4	37.7	34.3	36.7	40.7	33.8	33.1
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	119	63	113	101	95	76	60	67	98	108	115	1,015
<u>Specific Targets</u>												
Religious Congregations												
Target by Age ***	63.6	54.8	88.1	49.1	79.2	53.0	79.5	79.2	69.7	60.6	77.1	70.5
Target by Gender	46.8	45.8	62.1	41.0	61.4	47.3	48.3	56.6	53.8	42.2	44.8	47.6
Target by Religion	47.2	59.2	57.0	58.4	66.9	49.5	38.1	80.8	58.8	64.3	60.0	56.3
Target by Occupation	7.4	7.1	9.6	0.6	7.3	18.4	10.2	0.0	13.4	9.2	10.6	8.8
Target by Race/Ethnicity	12.7	14.8	23.5	5.1	12.6	22.4	10.2	26.7	21.3	13.9	18.6	16.3
Target by Other Group	13.6	6.0	20.6	2.9	12.6	23.7	20.4	31.5	20.3	8.1	21.4	16.5
<i>n</i>	62	46	44	46	40	25	29	19	51	29	84	475
Mutual Benefits, Civic Associations & Recreation Groups												
Target by Age	38.5	39.4	27.9	48.5	41.4	43.7	45.0	64.5	26.5	58.0	24.1	33.2
Target by Gender	15.6	26.1	4.3	15.3	18.8	19.1	25.2	30.5	14.4	44.7	18.5	18.1
Target by Religion	8.7	17.0	0.0	11.6	5.9	5.4	5.1	5.7	13.8	31.1	10.4	9.9
Target by Occupation***	7.0	0.8	0.0	3.5	23.1	23.7	11.9	2.9	8.5	36.2	12.9	9.7
Target by Race/Ethnicity+	2.8	6.8	0.0	5.1	8.5	16.4	8.8	6.0	5.2	33.6	5.2	5.4
Target by Other Group	27.9	39.6	12.4	23.9	24.1	25.4	20.2	24.7	20.1	41.3	16.0	22.5
<i>n</i>	55-56	50	45	39-40	49-50	30	32-33	36	38-39	71	70	517-519

Dimension	Section One - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Occupation/Industry & Other Member Groups												
Target by Age	50.7	54.9	56.7	43.2	39.9	50.9	46.9	52.6	41.5	52.7	42.4	48.2
Target by Gender	24.3	18.9	28.3	18.2	23.0	31.9	19.1	16.6	14.2	19.2	20.2	22.3
Target by Religion	9.6	1.1	19.0	9.3	9.8	15.4	6.8	11.3	5.8	10.8	13.6	10.9
Target by Occupation	26.5	17.6	17.1	22.7	22.7	23.5	18.2	23.9	16.2	11.2	18.4	21.0
Target by Race/Ethnicity	18.2	10.4	22.2	7.5	16.5	18.8	6.0	9.6	13.9	15.3	10.2	14.3
Target by Other Group	20.1	18.8	26.6	11.8	19.2	28.1	14.2	15.0	16.6	19.5	14.2	18.3
<i>n</i>	115	58	108	92-93	95-96	70-71	57-58	54	93-94	107	108	959-960
<u>Revenues</u>												
Religious Congregations ***												
No revenue	0.0	8.1	0.0	0.7	1.3	0.0	0.0	0.0	0.0	0.0	0.0	0.9
LT \$25K	1.6	8.1	3.4	8.2	6.5	22.8	15.6	0.0	7.7	2.9	12.7	8.6
\$25K-\$99	16.2	30.3	11.7	42.9	20.4	33.9	22.9	29.6	51.9	51.1	45.9	33.4
\$100K-\$249	31.4	30.0	44.2	23.3	40.3	27.0	40.5	39.8	31.3	14.0	23.9	29.0
\$250K-\$999	32.6	17.6	31.5	20.6	19.0	9.5	19.6	16.9	9.1	28.2	13.6	20.3
\$1M or More	18.3	6.0	9.2	4.5	12.5	6.9	1.4	13.7	0.0	3.8	3.9	7.9
<i>n</i>	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	52	36	39	44	32	21	23	20	41	26	68	402
Mutual Benefits, Civic Associations & Recreation Groups ***												
No revenue	2.1	7.7	11.9	9.8	14.6	0.0	11.9	2.3	9.9	3.9	9.7	7.9
LT \$25K	59.7	59.1	64.2	61.4	61.3	65.1	70.2	76.0	68.1	51.3	62.7	61.8
\$25K-\$99	4.1	26.5	15.7	23.0	19.1	7.4	14.1	9.2	5.3	14.7	19.0	15.5
\$100K-\$249	0.1	3.3	0.0	2.0	5.1	17.5	3.8	3.1	5.5	6.5	1.6	1.9
\$250K-\$999	3.2	3.3	8.2	3.7	0.0	5.0	0.0	6.3	9.1	15.1	1.3	3.2
\$1M or More	30.9	0.0	0.0	0.0	0.0	5.0	0.0	3.1	2.2	8.6	5.7	9.7
<i>n</i>	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	47	42	47	35	52	22	31	33	38	69	62	478

Dimension	Section One - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana- polis MSA	North- west Region*	Fort Wayne MSA	Evans- ville Re- gion**	South Bend MSA	Bloom- ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho- lomew & Scott		
Occupation/Industry & Other Member Groups												
No revenue	6.2	24.8	8.7	4.5	8.6	0.6	2.3	5.3	9.9	6.1	10.0	9.8
LT \$25K	23.6	22.8	29.6	40.5	36.7	30.1	35.4	36.4	36.2	26.4	39.2	31.0
\$25K-\$99	14.9	17.8	13.3	16.1	13.3	10.6	15.2	28.6	16.9	27.9	23.8	18.2
\$100K-\$249	21.2	8.4	11.8	18.0	9.8	16.3	13.7	12.8	11.6	16.1	11.4	14.5
\$250K-\$999	12.5	9.3	13.6	9.1	15.4	21.5	20.2	7.1	8.9	11.4	7.5	10.9
\$1M or More	21.6	17.0	23.0	11.8	16.2	20.9	13.3	9.9	16.5	12.1	8.1	15.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	100	57	94	77	77	65	51	57	77	96	93	844
<i>Number of Individual Members</i>												
Religious Congregations												
500 or More	27.6	16.1	47.8	10.4	12.0	5.9	17.3	31.0	7.6	29.4	13.6	20.3
200-499	28.0	19.1	21.8	23.2	21.4	19.9	19.8	52.3	23.5	22.3	27.0	25.3
50-199	24.6	39.2	18.4	62.5	58.9	48.4	49.4	16.8	59.0	19.0	41.8	36.7
LT 50	19.7	25.7	12.1	3.9	7.8	25.8	13.5	0.0	9.9	29.3	17.5	17.7
None	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	44	33	33	36	29	16	23	11	34	20	57	336
Mutual Benefits, Civic Associations & Recreation Groups***												
500 or More	27.9	9.8	13.7	13.6	24.3	31.6	11.3	11.1	7.8	14.8	8.6	14.9
200-499	13.1	26.9	11.1	11.0	21.7	4.5	15.5	27.9	12.1	11.9	10.6	13.6
50-199	28.9	31.4	51.0	34.9	17.4	34.9	30.9	30.6	24.1	33.8	28.6	31.2
LT 50	22.7	32.0	24.3	40.6	36.6	29.0	42.3	30.4	53.4	39.5	52.2	38.6
None	7.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.7	0.0	0.0	1.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	52	48	45	38	52	24	28	28	36	65	61	477

Dimension	Section One - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Occupation/Industry & Other Member Groups												
500 or More	36.1	31.7	28.1	14.8	20.8	25.3	14.1	17.1	12.5	16.2	20.3	25.8
200-499	17.6	8.1	28.8	16.4	18.8	9.5	23.1	15.6	14.2	12.6	8.9	14.7
50-199	19.8	43.8	11.3	32.4	29.9	37.0	27.9	24.9	26.5	25.1	34.7	28.5
LT 50	23.3	15.5	23.5	33.5	26.7	25.4	31.6	42.5	41.3	46.2	36.1	28.5
None	3.3	0.9	8.3	3.0	3.8	2.8	3.4	0.0	5.5	0.0	0.0	2.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	58	29	39	49	47	41	35	24	43	47	58	470
<u>Has Organizational Members</u>												
Religious Congregations+												
No	96.8	90.9	86.6	99.0	94.9	100.0	97.2	95.6	98.2	91.3	98.6	96.0
Yes	3.2	9.1	13.4	1.0	5.1	0.0	2.8	4.4	1.9	8.7	1.4	4.0
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	65	49	48	56	42	29	34	21	55	36	90	525
Mutual Benefits, Civic Associations & Recreation Groups												
No	82.9	93.9	92.4	89.8	97.8	86.4	94.8	97.9	86.9	90.4	91.2	89.8
Yes	17.1	6.1	7.6	10.2	2.2	13.7	5.2	2.2	13.1	9.6	8.8	10.2
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	65	60	55	46	62	30	39	39	49	79	81	605
Occupation/Industry & Other Member Groups												
No	80.8	86.5	89.1	84.5	90.8	83.9	95.8	93.9	84.0	95.4	86.1	85.4
Yes	19.2	13.5	10.9	15.5	9.2	16.1	4.2	6.1	16.0	4.6	13.9	14.6
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	124	71	123	106	103	77	65	67	103	115	122	1076

Dimension	Section One - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana- polis MSA	North- west Region*	Fort Wayne MSA	Evans- ville Re- gion**	South Bend MSA	Bloom- ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho- lomew & Scott		
<i>Funding Source</i>												
Religious Congregations***												
Donations	80.5	78.7	92.1	85.7	81.0	85.8	85.8	81.0	94.6	91.1	89.9	86.1
No Dominant Source	15.1	0.3	7.6	0.5	8.4	8.8	6.5	4.4	3.6	6.4	4.3	6.8
Dues/Fee	3.4	14.3	0.3	9.2	9.5	5.5	7.8	14.7	1.8	2.4	5.8	5.9
Government	0.0	0.0	0.0	4.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.2
No Revenue	0.0	6.7	0.0	0.5	1.1	0.0	0.0	0.0	0.0	0.0	0.0	0.7
Sales	1.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	63	41	46	53	39	26	29	21	47	32	81	478
Mutual Benefits, Civic Associations & Recreation Groups***												
Donations	6.8	0.0	0.6	10.9	0.6	4.0	7.8	13.6	4.9	5.5	8.1	6.0
No Dominant Source	38.0	34.1	17.7	39.9	27.4	27.1	19.8	48.0	41.5	48.3	33.7	33.3
Dues/Fee	53.1	37.2	68.6	31.6	46.6	68.9	50.9	20.4	24.1	34.3	43.6	46.7
Government	0.0	6.5	0.0	3.1	0.0	0.0	0.0	0.0	1.9	0.9	0.1	0.9
No Revenue	2.0	6.2	11.0	8.1	12.6	0.0	10.2	2.0	8.3	3.6	7.7	6.7
Sales	0.1	16.0	2.0	6.4	12.9	0.0	11.4	16.1	19.3	7.4	6.8	6.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	54	53	52	42	59	27	36	38	45	74	76	556
Occupation/Industry & Other Member Groups												
Donations	21.4	11.9	31.0	20.3	21.4	23.7	29.3	15.8	26.3	20.3	28.5	23.6
No Dominant Source	29.7	28.0	32.2	35.0	17.8	21.3	26.2	35.8	20.4	33.7	33.7	30.5
Dues/Fee	24.1	22.7	18.8	17.9	21.5	26.7	23.4	18.6	13.6	12.1	11.1	18.5
Government	13.4	12.6	6.2	19.4	25.3	12.7	15.7	13.9	28.0	22.7	13.0	13.7
No Revenue	5.7	23.1	7.5	3.6	8.2	0.6	1.7	4.7	8.0	5.5	8.7	8.7
Sales	5.8	1.7	4.5	3.7	5.8	15.1	3.7	11.2	3.7	5.8	5.0	5.0
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	108	65	107	93	85	70	63	64	95	106	110	966

Dimension	Section One - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
<i>Reliance on Dues for Revenue</i>												
Religious Congregations												
None	88.4	75.0	83.6	88.2	84.2	90.8	72.0	85.4	98.2	97.6	89.8	87.0
LT 25%	8.1	9.9	11.0	2.1	5.5	0.0	14.0	0.0	0.0	0.0	3.0	5.7
25% - 49	0.1	0.3	5.1	0.5	0.9	3.7	6.4	0.0	0.0	0.0	1.4	1.4
50% - 74	0.0	3.5	0.0	4.1	0.9	0.0	0.0	8.8	0.0	0.0	1.4	1.2
75% +	3.4	11.4	0.3	5.2	8.6	5.5	7.7	5.9	1.8	2.4	4.4	4.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	63	40	46	52	39	26	30	21	48	32	81	478
Mutual Benefits, Civic Associations & Recreation Groups***												
None	17.3	15.8	2.0	18.2	14.7	0.0	16.6	18.7	14.2	13.8	28.0	19.9
LT 25%	10.3	20.6	8.6	31.7	23.7	8.0	16.5	39.6	38.2	12.4	11.2	13.9
25% - 49	13.0	17.1	12.3	14.7	0.7	20.1	8.2	18.8	10.4	36.3	13.7	13.8
50% - 74	5.7	18.0	1.7	3.7	9.3	11.0	4.8	10.2	13.6	7.1	4.7	6.5
75% +	53.8	28.5	75.5	31.7	51.6	60.9	53.9	12.7	23.7	30.5	42.4	46.0
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	51	47	45	40	47	27	33	38	42	71	70	511
Occupation/Industry & Other Member Groups												
None	49.7	47.8	62.0	55.8	50.0	53.1	54.2	58.8	65.0	65.9	58.5	54.7
LT 25%	20.7	14.2	16.4	18.0	16.8	13.3	11.5	16.8	13.4	13.4	21.2	18.7
25% - 49	1.2	5.3	4.2	6.2	5.9	3.9	7.4	3.1	5.9	4.6	6.4	4.4
50% - 74	13.3	8.9	5.3	3.0	4.7	4.5	3.8	3.6	2.3	7.1	4.3	7.4
75% +	15.1	23.9	12.1	17.0	22.7	25.2	23.2	17.8	13.4	9.1	9.7	14.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	104	53	100	88	75	69	60	61	87	101	104	902

Dimension	Section One - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana- poli- s MSA	North- west Region*	Fort Wayne MSA	Evans- ville Re- gion**	South Bend MSA	Bloom- ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho- lomew & Scott		
<i>Year Organization was Founded</i>												
Religious Congregations***												
Before 1930	43.1	15.7	51.3	49.9	32.1	30.0	40.6	72.8	60.7	51.0	54.2	45.3
1930 - 1959	9.0	29.6	6.4	25.4	40.8	22.1	24.7	14.1	13.0	16.9	19.6	18.4
1960 - 1969	16.0	25.9	15.6	4.3	9.0	7.0	7.5	4.4	3.3	9.5	6.0	11.5
1970 - 1979	11.6	18.2	9.6	8.2	5.1	22.3	6.1	0.0	9.4	7.9	5.8	9.3
1980 - 1989	16.6	2.7	8.6	0.0	4.9	10.4	7.4	8.8	3.6	8.6	5.7	7.7
1990 - 2000	3.7	7.9	8.6	12.3	8.1	8.2	13.6	0.0	10.1	6.2	8.8	7.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	61	47	43	51	41	27	31	21	52	32	84	490
Mutual Benefits, Civic Associations & Recreation Groups***												
Before 1930	39.7	32.6	19.4	23.8	31.4	16.9	27.2	16.1	27.5	10.4	20.6	26.8
1930 - 1959	9.6	21.8	14.2	24.4	33.6	20.0	24.6	26.0	50.8	21.1	41.2	26.7
1960 - 1969	2.4	5.7	21.5	13.3	5.0	4.2	6.5	21.2	7.6	17.2	1.8	5.7
1970 - 1979	9.9	21.2	17.3	8.3	4.1	22.1	9.2	13.5	4.9	5.3	7.4	10.6
1980 - 1989	19.2	3.9	17.3	14.9	12.1	14.7	11.4	14.0	4.1	9.8	11.9	13.4
1990 - 2000	19.2	14.9	10.4	15.3	13.8	22.1	21.1	9.4	5.1	36.3	17.0	16.8
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	60	58	54	43	58	26	36	32	41	68	73	549
Occupation/Industry & Other Member Groups***												
Before 1930	14.1	5.6	20.4	7.3	17.7	9.0	11.6	3.3	12.6	8.1	15.8	13.7
1930 - 1959	5.6	15.7	17.1	19.1	12.3	11.7	12.5	13.8	26.0	13.7	14.2	12.1
1960 - 1969	6.9	18.0	9.3	6.5	12.3	11.1	4.0	10.2	9.8	13.1	13.7	10.7
1970 - 1979	12.0	21.2	7.1	19.3	14.8	16.9	15.0	13.7	11.1	17.5	18.4	15.1
1980 - 1989	29.1	2.9	9.7	20.6	19.0	22.7	24.2	34.8	16.9	16.0	13.3	18.4
1990 - 2000	32.3	36.7	36.4	27.3	24.1	28.6	32.8	24.3	23.6	31.7	24.7	30.0
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	120	64	109	101	95	70	61	66	94	107	109	996

Dimension	Section One - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
<i>Eligible to Receive Tax-Deductible Donations</i>												
Religious Congregations												
No	19.5	11.9	12.7	28.5	14.2	17.1	26.0	24.5	18.5	26.9	27.5	21.8
Yes	80.5	88.1	87.3	71.5	85.9	82.9	74.0	75.5	81.5	73.1	72.5	78.2
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	65	49	48	56	42	29	34	21	55	36	90	525
Mutual Benefits, Civic Associations & Recreation Groups												
No	69.7	73.0	60.9	63.2	69.5	71.8	68.4	69.4	66.7	80.9	64.5	67.1
Yes	30.4	27.0	39.1	36.8	30.5	28.3	31.6	30.6	33.4	19.1	35.5	32.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	65	60	55	46	62	30	39	39	49	79	81	605
Occupation/Industry & Other Member Groups												
No	35.7	39.6	39.6	41.8	34.7	35.7	43.8	42.2	33.3	33.8	36.1	37.1
Yes	64.3	60.4	60.4	58.2	65.3	64.3	56.2	57.8	66.7	66.2	63.9	62.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	124	71	123	106	103	77	65	67	103	115	122	1076
<i>Incorporation Status</i>												
Religious Congregations												
Incorporated in Indiana	66.4	87.1	81.4	70.5	68.0	68.5	58.7	37.5	62.6	53.5	65.3	69.4
Incorporated in Other State	0.0	0.0	0.0	2.0	7.0	1.5	0.0	0.0	5.7	7.0	3.0	1.7
Not Incorporated	23.6	12.9	13.1	23.2	11.4	18.9	26.0	23.4	20.0	28.8	24.9	21.5
Don't Know	10.0	0.0	5.5	4.4	13.6	11.1	15.3	39.1	11.7	10.8	6.9	7.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	65	49	48	56	42	29	34	21	55	36	90	525

Dimension	Section One - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Mutual Benefits, Civic Associations & Recreation Groups***												
Incorporated in Indiana	70.9	70.9	76.2	79.2	60.6	67.2	76.7	58.3	48.6	42.2	62.5	67.1
Incorporated in Other State	12.0	1.3	8.1	10.2	5.3	11.0	3.1	0.0	11.7	0.0	2.6	5.8
Not Incorporated	8.5	12.1	10.5	7.7	28.1	14.6	11.7	23.3	23.0	50.2	22.5	16.8
Don't Know	8.6	15.8	5.2	2.9	6.0	7.3	8.6	18.4	16.8	7.6	12.4	10.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	65	60	55	46	62	30	39	39	49	79	81	605
Occupation/Industry & Other Member Groups												
Incorporated in Indiana	81.6	68.1	65.3	79.9	67.9	88.3	75.3	76.6	70.8	76.2	79.5	76.7
Incorporated in Other State	2.7	4.5	9.4	2.3	3.0	3.0	3.7	4.6	7.5	0.6	2.0	3.5
Not Incorporated	13.8	15.7	9.8	13.1	18.0	4.1	16.3	11.2	17.2	13.0	11.2	12.8
Don't Know	1.9	11.7	15.5	4.7	11.1	4.6	4.7	7.6	4.6	10.2	7.3	7.0
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	124	71	123	106	103	77	65	67	103	115	122	1076

* Northwest Region includes Lake, Porter, and La Porte Counties

** Evansville Region includes Posey, Vanderburgh, Warrick, and Gibson Counties

*** Significant at p<.05

+ Significant at p<.10

COMMUNITY PROFILES – SECTION TWO

Dimension	Section Two - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
<i>Change in Number of Members</i>												
Religious Congregations												
Decreased	25.2	37.1	7.5	32.2	17.0	49.0	37.3	5.7	15.5	8.7	24.3	25.2
Stayed the Same	45.6	33.5	39.2	38.5	42.8	16.9	21.7	34.3	60.4	78.5	46.6	42.9
Increased	29.2	29.4	53.3	29.3	40.3	34.1	41.1	60.0	24.1	12.8	29.0	31.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	48	38	38	41	31	16	26	16	37	23	61	375
Mutual Benefits, Civic Associations & Recreation Groups												
Decreased	25.2	37.1	7.5	32.2	17.0	49.0	37.3	5.7	15.5	8.7	24.3	25.2
Stayed the Same	45.6	33.5	39.2	38.5	42.8	16.9	21.7	34.3	60.4	78.5	46.6	42.9
Increased	29.2	29.4	53.3	29.3	40.3	34.1	41.1	60.0	24.1	12.8	29.0	31.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	54	53	47	42	55	26	34	34	41	64	64	514
Occupation/Industry & Other Member Groups												
Decreased	24.2	15.8	24.3	15.9	7.4	14.0	11.7	10.6	21.2	38.8	13.3	18.0
Stayed the Same	40.8	58.5	60.5	55.3	47.5	40.8	50.2	44.9	45.5	37.0	43.3	47.1
Increased	35.0	25.7	15.2	28.8	45.1	45.2	38.2	44.6	33.4	24.2	43.4	34.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	64	34	41	50	50	44	37	29	48	55	64	516
<i>Change in Demand for Services</i>												
Religious Congregations***												
Decreased	0.1	16.4	2.5	6.1	11.0	13.8	4.6	4.4	5.3	2.1	5.8	5.8
Stayed the Same	57.8	40.1	28.6	47.2	37.3	26.7	53.8	38.1	37.8	61.7	51.6	48.4
Increased	42.1	43.5	68.9	46.7	51.7	59.5	41.7	57.6	57.0	36.2	42.7	45.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	64	49	47	53	42	26	31	21	55	32	89	509

Dimension	Section Two - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Mutual Benefits, Civic Associations & Recreation Groups												
Decreased	11.0	17.0	10.9	9.6	26.9	14.0	8.6	7.5	8.6	11.7	14.5	13.5
Stayed the Same	61.0	54.9	73.8	64.9	60.7	56.1	72.5	47.4	57.8	63.9	63.5	62.8
Increased	28.0	28.1	15.3	25.5	12.4	29.9	18.8	45.0	33.7	24.4	22.0	23.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	61	56	51	43	56	29	39	36	48	77	75	571
Occupation/Industry & Other Member Groups												
Decreased	3.4	3.2	5.6	7.5	2.1	6.8	12.5	6.2	7.0	7.3	6.6	5.2
Stayed the Same	32.5	49.5	45.2	38.6	42.2	34.5	29.1	45.2	36.9	38.3	35.9	37.7
Increased	64.2	47.2	49.2	53.9	55.7	58.7	58.4	48.6	56.2	54.4	57.5	57.2
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	118	64	112	101	98	71	61	65	94	110	114	1008
<u>Number of Changes in Community Conditions</u>												
Religious Congregations												
None	22.4	9.6	28.0	34.1	25.3	13.2	19.6	4.6	12.4	10.3	22.2	21.2
1 Change	14.9	18.9	19.1	10.8	14.8	15.0	17.7	9.2	14.6	16.5	11.7	14.3
2 Changes	15.8	20.0	24.7	15.1	26.7	22.5	33.8	23.1	25.0	19.6	16.7	18.5
3 Changes	19.8	30.7	11.2	19.8	18.0	17.6	15.7	24.5	27.5	34.6	26.4	23.3
4 to 7 Changes	27.1	20.8	16.9	20.2	15.2	31.7	13.1	38.7	20.6	19.0	23.0	22.6
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	61	48	46	52	39	24	29	20	51	31	85	486
Mutual Benefits, Civic Associations & Recreation Groups												
None	46.9	29.2	50.4	49.0	39.3	49.5	48.6	40.3	32.0	23.6	46.9	44.4
1 Change	19.4	14.4	5.8	11.8	9.9	22.5	6.9	10.5	12.5	36.3	16.7	15.8
2 Changes	14.0	5.9	14.1	11.4	27.5	7.5	18.0	23.2	17.6	8.2	17.9	15.1
3 Changes	4.6	27.9	15.5	10.9	3.4	11.8	23.6	12.7	12.5	16.8	10.2	11.6
4 to 7 Changes	15.2	22.5	14.2	16.9	19.8	8.6	2.8	13.3	25.4	15.1	8.3	13.2
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	50	49	44	36	46	25	30	37	43	69	69	498

Dimension	Section Two - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Occupation/Industry & Other Member Groups												
None	26.4	23.4	20.5	20.6	27.4	18.3	28.1	21.5	20.2	21.6	17.2	22.0
1 Change	26.3	17.7	8.0	20.9	19.9	19.9	16.2	13.5	12.4	10.4	20.1	20.0
2 Changes	9.0	10.6	29.0	25.3	24.0	17.0	20.7	16.1	15.8	15.2	15.0	15.3
3 Changes	9.1	27.0	17.1	8.0	13.7	17.8	19.3	20.5	20.5	17.3	19.2	16.0
4 to 7 Changes	29.2	21.4	25.4	25.3	15.2	27.1	15.7	28.5	31.1	35.5	28.5	26.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	108	59	105	89	87	64	56	64	87	103	108	930
<i>Number of Changes in Community Conditions that Impacted Organization</i>												
Religious Congregations												
None	36.0	33.7	43.6	46.7	54.0	34.7	47.2	24.0	34.5	34.7	46.0	41.7
1 Condition	15.7	9.8	18.8	17.2	17.1	12.7	9.8	24.5	25.4	15.1	20.5	17.4
2 Conditions	15.3	20.0	23.5	13.8	18.0	19.2	24.1	16.9	23.1	27.2	16.0	17.5
3 Conditions	19.2	19.7	8.2	11.1	8.6	16.9	12.4	29.1	6.0	15.3	11.7	14.1
4 to 7 Conditions	13.9	16.9	5.9	11.2	2.3	16.5	6.6	5.6	11.0	7.7	5.7	9.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	61	48	46	52	39	25	29	20	54	31	85	490
Mutual Benefits, Civic Associations & Recreation Groups												
None	77.5	65.8	71.6	77.5	58.6	66.6	75.9	67.6	54.4	70.3	71.1	71.7
1 Condition	15.0	9.5	10.5	13.2	20.9	11.8	11.5	19.0	19.1	11.1	7.5	11.0
2 Conditions	3.8	3.6	6.6	0.0	11.8	4.3	3.7	3.0	13.3	7.2	14.6	8.6
3 Conditions	3.7	8.1	2.8	3.6	2.0	12.9	8.9	7.3	2.9	7.9	5.6	5.2
4 to 7 Conditions	0.0	13.1	8.5	5.6	6.7	4.3	0.0	3.0	10.2	3.6	1.3	3.5
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	50	49	44	36	47	25	32	37	43	69	69	501

Dimension	Section Two - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Occupation/Industry & Other Member Groups												
None	47.3	53.4	36.3	46.8	44.8	42.4	47.6	51.3	42.4	36.8	39.3	43.9
1 Condition	11.2	12.4	19.9	30.5	23.2	9.1	12.9	9.0	10.8	14.1	24.5	17.9
2 Conditions	12.9	10.8	11.2	7.2	15.2	16.7	16.8	19.3	12.6	13.9	12.5	12.4
3 Conditions	6.0	13.9	20.8	9.2	8.7	12.6	8.4	9.6	14.8	16.6	11.0	10.7
4 to 7 Conditions	22.6	9.5	11.8	6.3	8.2	19.3	14.4	10.8	19.4	18.7	12.7	15.1
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	109	59	105	89	89	65	57	64	88	103	108	936
<i>Changes in Employment or Business Opportunities</i>												
Religious Congregations***												
Decreased	26.3	79.3	27.1	17.9	41.4	52.5	60.2	37.9	50.2	66.3	32.2	37.6
Stayed the Same	53.9	13.6	44.8	47.8	41.5	31.7	36.2	42.9	34.8	22.5	44.6	42.0
Increased	19.8	7.1	28.1	34.4	17.1	15.8	3.6	19.2	15.0	11.2	23.2	20.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	57	45	44	49	39	24	27	19	51	30	83	468
Mutual Benefits, Civic Associations & Recreation Groups+												
Decreased	10.0	42.3	27.0	9.7	31.2	30.6	33.7	20.0	52.7	31.9	17.4	20.5
Stayed the Same	78.4	43.0	68.5	59.3	62.8	69.4	63.2	63.3	40.1	58.5	68.5	67.1
Increased	11.6	14.6	4.5	31.0	6.1	0.0	3.1	16.8	7.2	9.6	14.1	12.5
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	44	41	39	34	42	23	27	35	40	67	64	456
Occupation/Industry & Other Member Groups***												
Decreased	21.3	47.4	48.8	20.2	35.4	43.6	54.2	35.4	46.0	43.3	44.3	36.9
Stayed the Same	55.2	37.4	37.7	38.3	45.9	41.3	29.1	46.8	43.8	35.0	35.7	42.5
Increased	23.5	15.2	13.5	41.4	18.7	15.1	16.7	17.8	10.3	21.7	20.1	20.6
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	100	54	103	87	81	59	54	61	84	97	102	882

Dimension	Section Two - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
<i>Impacted by Changes in Employment or Business Opportunities</i>												
Religious Congregations+												
No	73.8	40.7	65.1	66.0	70.2	48.8	57.2	57.3	61.0	41.6	65.5	63.5
Yes	26.2	59.3	34.9	34.0	29.8	51.2	42.8	42.7	39.0	58.4	34.5	36.5
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	57	45	45	49	39	25	27	19	52	31	83	472
Mutual Benefits, Civic Associations & Recreation Groups												
No	95.7	71.8	86.0	88.3	77.3	76.4	88.4	83.3	69.1	74.0	84.6	85.4
Yes	4.3	28.2	14.0	11.7	22.8	23.6	11.6	16.8	30.9	26.0	15.4	14.6
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	44	42	39	34	42	23	28	35	40	68	64	459
Occupation/Industry & Other Member Groups												
No	58.3	58.0	44.1	56.4	68.3	52.5	56.9	60.0	57.5	51.6	61.0	57.7
Yes	41.7	42.0	55.9	43.6	31.7	47.5	43.2	40.0	42.5	48.4	39.0	42.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	101	54	103	87	82	60	55	61	84	97	102	886
<i>Changes in Population Size</i>												
Religious Congregations												
Decreased	7.3	20.9	5.5	15.8	8.2	0.0	27.2	4.8	10.4	7.0	6.2	9.1
Stayed the Same	45.1	46.8	50.6	54.8	65.5	40.3	47.2	27.3	53.6	50.6	38.9	44.4
Increased	47.6	32.2	43.9	29.4	26.3	59.7	25.6	67.9	36.0	42.5	54.9	46.5
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	59	43	45	50	37	20	25	19	51	26	80	455
Mutual Benefits, Civic Associations & Recreation Groups+												
Decreased	0.0	15.4	0.0	7.7	12.5	0.0	28.3	3.2	17.7	3.8	11.4	8.1
Stayed the Same	69.9	34.7	78.5	58.8	59.5	70.8	62.7	56.8	55.1	62.7	54.5	59.0
Increased	30.1	49.9	21.5	33.4	28.0	29.2	9.0	40.0	27.2	33.5	34.1	32.8
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	46	42	42	33	41	24	27	32	40	62	67	456

Dimension	Section Two - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Occupation/Industry & Other Member Groups***												
Decreased	1.5	16.8	1.9	15.3	6.8	2.2	31.8	0.0	17.3	0.0	6.0	6.6
Stayed the Same	47.4	48.3	55.5	54.5	76.0	37.9	61.6	43.7	44.5	43.4	44.1	48.8
Increased	51.1	34.9	42.6	30.2	17.2	60.0	6.6	56.3	38.3	56.6	49.9	44.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	98	57	92	80	76	53	52	61	83	93	100	845
<i>Impacted by Changes in Population Size</i>												
Religious Congregations												
No	53.0	63.3	68.5	72.8	86.2	67.2	65.6	62.1	76.1	84.8	71.7	66.4
Yes	47.0	36.7	31.5	27.2	13.9	32.8	34.4	37.9	23.9	15.2	28.3	33.6
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	60	43	45	50	37	21	25	19	52	26	81	459
Mutual Benefits, Civic Associations & Recreation Groups												
No	87.9	71.3	92.3	82.4	83.2	74.1	90.0	78.2	83.1	89.3	73.5	79.9
Yes	12.1	28.7	7.7	17.6	16.8	25.9	10.0	21.8	16.9	10.7	26.5	20.1
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	46	42	42	33	41	24	28	32	40	62	67	457
Occupation/Industry & Other Member Groups												
No	69.3	81.3	72.5	83.7	87.6	65.1	75.3	72.2	64.8	67.9	62.7	70.3
Yes	30.7	18.8	27.5	16.3	12.5	34.9	24.7	27.8	35.2	32.2	37.4	29.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	100	57	93	80	77	54	52	61	83	93	101	851
<i>Changes in Family or Household Income</i>												
Religious Congregations***												
Decreased	19.9	59.0	21.5	24.7	22.5	31.4	37.0	29.8	33.1	33.2	20.0	26.2
Stayed the Same	56.8	31.0	54.3	50.0	66.8	46.2	60.2	38.2	57.9	56.7	50.8	50.7
Increased	23.3	10.0	24.3	25.3	10.7	22.4	2.8	32.0	9.1	10.0	29.2	23.1
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	59	45	44	47	39	22	25	18	48	29	80	456

Dimension	Section Two - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Mutual Benefits, Civic Associations & Recreation Groups+												
Decreased	6.8	38.7	17.7	12.1	22.2	25.9	24.3	18.4	27.4	19.4	14.6	16.5
Stayed the Same	80.2	49.9	68.3	66.0	65.1	74.1	69.4	66.4	67.5	40.6	78.5	72.2
Increased	13.1	11.4	14.1	21.8	12.7	0.0	6.3	15.2	5.1	40.0	6.8	11.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	42	42	41	33	42	23	27	33	40	65	60	448
Occupation/Industry & Other Member Groups***												
Decreased	9.5	31.8	41.1	15.5	25.7	26.7	32.3	20.1	29.1	37.2	26.4	23.3
Stayed the Same	73.1	48.2	50.9	58.9	62.7	51.4	55.6	65.7	65.0	46.1	57.3	60.3
Increased	17.4	20.1	8.1	25.6	11.6	21.9	12.1	14.2	5.9	16.7	16.4	16.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	96	55	95	82	76	60	52	61	81	95	100	853
<i>Impacted by Changes in Family or Household Income</i>												
Religious Congregations+												
No	61.9	40.8	61.3	53.8	83.9	59.2	57.7	48.3	61.9	60.4	69.1	62.4
Yes	38.1	59.2	38.7	46.2	16.1	40.8	42.3	51.7	38.1	39.6	31.0	37.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	59	45	44	48	39	23	25	18	49	29	81	460
Mutual Benefits, Civic Associations & Recreation Groups***												
No	98.8	71.4	83.8	90.1	79.3	85.8	88.0	88.4	80.6	82.3	85.7	86.9
Yes	1.2	28.6	16.3	9.9	20.7	14.2	12.0	11.6	19.4	17.8	14.3	13.1
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	42	43	41	33	42	23	27	33	40	65	60	449
Occupation/Industry & Other Member Groups												
No	72.8	58.6	65.6	79.0	66.5	63.4	59.8	71.9	72.1	52.4	69.6	68.6
Yes	27.2	41.4	34.4	21.0	33.5	36.6	40.2	28.1	28.0	47.6	30.4	31.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	98	55	97	82	78	61	53	61	81	96	100	862

Dimension	Section Two - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
<i>Changes in Racial or Ethnic Diversity</i>												
Religious Congregations												
Decreased	3.8	9.0	2.9	2.3	3.2	5.8	0.0	0.0	2.6	0.0	1.5	3.2
Stayed the Same	54.1	71.7	76.6	85.2	63.4	61.4	80.4	27.3	55.3	42.0	59.7	62.5
Increased	42.2	19.3	20.5	12.6	33.5	32.8	19.6	72.7	42.1	58.0	38.8	34.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	58	42	43	48	39	21	25	19	49	26	80	450
Mutual Benefits, Civic Associations & Recreation Groups***												
Decreased	0.0	0.0	0.8	3.8	9.2	0.0	0.0	0.0	0.0	1.9	0.0	0.7
Stayed the Same	60.1	63.4	70.8	74.8	82.2	96.2	93.7	65.0	59.2	77.0	89.9	76.5
Increased	39.9	36.7	28.4	21.4	8.6	3.8	6.3	35.0	40.8	21.2	10.1	22.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	42	41	41	34	41	21	27	30	41	64	63	445
Occupation/Industry & Other Member Groups												
Decreased	1.0	3.4	4.0	2.0	3.6	0.0	0.0	3.6	2.7	0.0	1.2	1.8
Stayed the Same	58.4	63.6	61.3	67.9	61.2	68.3	90.1	44.0	46.8	47.3	52.1	58.2
Increased	40.7	33.1	34.6	30.1	35.2	31.7	9.9	52.4	50.4	52.7	46.7	40.0
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	96	55	93	78	77	55	48	60	80	93	95	830
<i>Impacted by Changes in Racial or Ethnic Diversity</i>												
Religious Congregations												
No	69.9	76.1	89.9	94.9	85.9	72.6	92.2	78.1	78.2	71.7	81.7	79.6
Yes	30.1	23.9	10.1	5.1	14.1	27.4	7.9	21.9	21.8	28.3	18.3	20.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	58	42	43	48	39	22	25	19	49	26	81	452

Dimension	Section Two - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Mutual Benefits, Civic Associations & Recreation Groups												
No	87.9	91.2	87.4	94.1	89.2	94.9	96.9	92.5	84.4	95.3	98.5	93.2
Yes	12.1	8.8	12.7	5.9	10.8	5.1	3.1	7.5	15.6	4.7	1.5	6.8
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	42	41	41	34	41	21	27	30	41	64	63	445
Occupation/Industry & Other Member Groups+												
No	65.2	81.1	74.2	90.7	79.9	79.5	84.4	76.5	62.7	66.9	81.2	75.6
Yes	34.8	18.9	25.8	9.3	20.1	20.5	15.6	23.5	37.3	33.1	18.8	24.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	97	55	94	78	78	56	48	60	80	93	95	834
<i>Changes in Crime and Violence</i>												
Religious Congregations												
Decreased	6.5	10.1	0.0	8.9	0.0	0.0	3.9	0.0	1.8	3.9	9.5	7.3
Stayed the Same	69.2	76.4	82.6	72.0	79.5	92.4	84.3	72.5	83.2	71.2	74.5	74.8
Increased	24.4	13.5	17.4	19.2	20.5	7.6	11.8	27.5	15.1	24.9	16.0	17.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	56	41	43	48	39	22	25	18	48	27	77	444
Mutual Benefits, Civic Associations & Recreation Groups+												
Decreased	4.9	10.9	7.8	0.0	6.0	0.0	2.9	0.0	2.2	3.9	0.2	3.6
Stayed the Same	90.4	80.1	81.5	99.5	66.4	94.9	84.3	82.3	74.7	90.2	90.4	87.4
Increased	4.8	9.0	10.8	0.5	27.6	5.1	12.8	17.7	23.1	6.0	9.5	9.1
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	41	41	44	34	42	21	29	28	39	63	63	445
Occupation/Industry & Other Member Groups+												
Decreased	4.4	1.9	11.2	10.4	7.2	5.8	7.1	1.8	4.1	2.9	6.1	5.8
Stayed the Same	60.6	74.0	47.8	79.5	78.6	82.1	90.4	75.2	70.5	81.8	72.0	68.0
Increased	35.0	24.1	41.0	10.2	14.3	12.1	2.4	23.0	25.4	15.4	22.0	26.2
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	92	53	90	78	75	54	48	57	81	85	96	809

Dimension	Section Two - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
<i>Impacted by Changes in Crime and Violence</i>												
Religious Congregations***												
No	69.2	73.2	87.4	86.1	90.2	88.7	92.2	88.8	84.8	91.0	95.2	85.0
Yes	30.9	26.8	12.6	13.9	9.8	11.3	7.9	11.2	15.2	9.0	4.8	15.0
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	56	41	43	48	39	23	25	18	49	27	78	447
Mutual Benefits, Civic Associations & Recreation Groups+												
No	92.4	83.3	91.4	96.2	87.6	94.9	95.8	100.0	83.5	96.8	100.0	94.5
Yes	7.6	16.7	8.6	3.8	12.5	5.1	4.2	0.0	16.5	3.2	0.0	5.5
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	41	41	44	34	42	21	29	28	39	64	63	446
Occupation/Industry & Other Member Groups+												
No	74.5	89.1	88.2	91.2	80.9	85.2	88.1	94.7	85.7	85.4	89.8	84.6
Yes	25.5	10.9	11.8	8.8	19.1	14.8	11.9	5.3	14.4	14.6	10.2	15.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	93	53	90	78	76	55	48	57	81	85	96	812
<i>Number of Policy Changes</i>												
Religious Congregations												
None	71.7	60.5	63.5	68.7	71.3	80.6	63.4	58.8	68.9	64.5	72.9	69.7
1 Change	22.2	19.1	25.8	12.6	18.1	0.0	16.2	22.4	18.6	13.9	7.4	14.7
2 to 7 Changes	6.1	20.4	10.7	18.6	10.6	19.4	20.4	18.9	12.5	21.7	19.8	15.6
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	51	41	38	43	31	19	24	15	44	24	72	402
Mutual Benefits, Civic Associations & Recreation Groups***												
None	70.0	59.9	71.7	90.8	69.3	63.4	76.5	88.1	61.1	46.5	82.0	74.6
1 Change	12.7	38.8	14.0	2.2	25.5	17.0	15.9	6.5	21.2	40.9	6.5	13.7
2 to 7 Changes	17.3	1.4	14.3	6.9	5.2	19.7	7.7	5.5	17.7	12.7	11.5	11.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	42	36	38	32	32	19	27	31	35	56	61	409

Dimension	Section Two - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Occupation/Industry & Other Member Groups												
None	65.9	35.4	42.8	51.9	41.1	49.3	53.8	60.1	49.4	50.9	56.2	54.9
1 Change	15.9	21.5	17.9	17.1	20.3	19.1	17.5	14.4	18.5	19.8	13.8	16.4
2 to 7 Changes	18.2	43.0	39.3	31.0	38.6	31.6	28.7	25.5	32.1	29.3	30.0	28.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	104	47	97	82	78	55	49	58	80	91	95	836
<i>Policies Became Stricter</i>												
Religious Congregations												
Health & Safety Regs	9.9	21.8	31.0	27.7	16.2	10.4	20.3	22.7	22.6	26.2	19.0	18.8
Professional Licensing	1.8	13.0	8.7	19.6	5.5	0.0	14.6	27.1	6.5	19.1	6.0	7.1
Personnel & Legal Regs	12.5	5.8	4.8	11.8	5.4	5.3	8.5	0.0	9.2	5.3	14.7	11.4
Other Policy Changes	6.0	11.3	13.5	0.0	0.0	7.8	13.2	25.3	3.9	10.8	3.1	5.6
<i>n</i>	31-47	20-36	20-36	25-41	23-30	11-18	15-24	9-14	26-43	16-22	43-70	239-380
Mutual Benefits, Civic Associations & Recreation Groups												
Health & Safety Regs	17.0	12.9	15.8	3.3	23.4	18.6	6.6	8.8	27.8	50.7	5.2	11.9
Professional Licensing	14.7	0.0	2.8	3.5	3.0	13.6	1.5	2.9	10.6	9.6	1.8	5.5
Personnel & Legal Regs	13.2	13.1	11.3	3.1	7.1	7.3	11.4	2.8	17.9	1.3	4.9	8.3
Other Policy Changes	10.6	3.8	4.2	0.0	7.2	24.9	0.0	3.5	18.3	2.7	0.1	4.3
<i>n</i>	30-40	24-31	23-32	21-27	27-30	15-16	18-25	24-30	25-33	45-53	42-59	294-374
Occupation/Industry & Other Member Groups												
Health & Safety Regs***	17.9	45.7	35.6	33.6	38.6	31.1	20.2	24.9	41.4	24.2	31.0	28.8
Professional Licensing+	18.4	33.0	27.2	12.9	23.5	20.4	22.2	18.0	22.7	19.3	23.5	22.3
Personnel & Legal Regs	12.5	13.0	33.7	23.3	36.0	22.1	13.8	10.2	22.7	19.4	14.1	17.4
Other Policy Changes	10.4	12.6	15.3	9.7	19.2	16.0	12.7	4.5	19.4	12.6	10.3	11.5
<i>n</i>	59-90	26-44	44-88	48-72	48-70	29-48	33-47	42-56	38-73	53-80	61-85	481-753

Dimension	Section Two - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
<i>Number of Policy Changes that Impacted Organization</i>												
Religious Congregations+												
None	92.2	80.9	70.1	71.2	91.0	83.3	75.6	72.4	82.4	73.3	86.8	84.5
1 Impact	1.9	15.7	18.5	9.5	7.7	0.0	16.2	8.2	11.4	14.7	3.8	7.0
2 to 7 Impacts	5.9	3.4	11.5	19.3	1.4	16.8	8.2	19.5	6.3	12.0	9.4	8.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	51	41	38	43	31	20	24	15	44	24	72	403
Mutual Benefits, Civic Associations & Recreation Groups***												
None	98.6	72.3	86.0	91.4	78.5	73.2	92.3	94.5	73.9	65.3	87.4	87.5
1 Impact	0.0	27.7	12.4	4.5	18.9	17.0	7.8	2.7	11.9	7.1	11.0	10.1
2 to 7 Impacts	1.4	0.0	1.6	4.1	2.6	9.8	0.0	2.7	14.2	27.6	1.6	2.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	42	36	38	32	32	19	27	31	35	56	61	409
Occupation/Industry & Other Member Groups												
None	71.9	53.7	56.1	63.8	46.7	55.1	66.0	72.3	69.1	58.8	64.0	84.5
1 Impact	17.8	12.8	22.2	13.2	19.3	13.1	9.7	9.1	10.3	16.6	11.4	7.0
2 to 7 Impacts	10.3	33.5	21.7	23.0	34.0	31.8	24.4	18.5	20.6	24.7	24.6	8.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	51	41	38	43	31	20	24	15	44	24	72	403
<i>Policy Changes Impacted Organization</i>												
Religious Congregations												
Health & Safety Regs+	6.5	7.8	21.4	22.5	9.4	9.9	12.1	7.0	15.6	21.3	4.3	8.5
Professional Licensing	6.1	1.6	12.2	3.9	0.0	10.1	4.3	0.0	0.0	4.0	9.4	7.2
Personnel & Legal Regs+	2.0	6.7	5.0	19.6	0.0	5.2	14.0	14.6	6.5	9.4	4.0	5.0
Client Eligibility	1.6	7.5	0.0	8.1	1.4	7.4	8.2	21.2	0.0	9.7	7.5	5.4
Govt Contract Procuremnt	1.6	6.4	0.0	5.9	0.0	12.8	4.3	8.6	0.0	0.0	9.3	5.8
<i>n</i>	44-48	32-36	35-36	39-42	29-31	18-19	22-24	12 to 14	39-43	20-22	68-70	365-381

Dimension	Section Two - Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Mutual Benefits, Civic Associations & Recreation Groups												
Health & Safety Regs+	0.3	10.2	3.7	2.6	12.6	6.8	0.0	5.9	20.4	29.3	6.8	5.9
Professional Licensing	0.2	12.7	10.3	2.5	2.7	7.3	4.8	0.0	14.0	0.0	6.3	5.2
Personnel & Legal Regs***	1.5	0.0	0.0	0.0	0.0	6.8	0.0	0.0	6.6	28.8	1.7	2.0
Client Eligibility	1.3	10.2	0.9	4.3	1.0	5.8	0.0	0.0	2.6	3.0	3.1	3.0
Govt Contract Procuremnt	0.0	0.0	0.9	4.2	0.0	6.8	0.0	0.0	2.6	2.1	0.0	0.5
<i>n</i>	37-40	29-31	30-36	26-31	28-30	14-16	23-25	29-30	32-33	52-55	58-59	366-374
Occupation/Industry & Other Member Groups												
Health & Safety Regs***	9.5	30.3	27.0	24.3	36.5	32.1	13.5	19.8	23.3	22.5	27.9	21.9
Professional Licensing	10.6	13.5	22.7	17.7	21.5	21.6	8.2	12.1	12.5	18.1	17.9	15.6
Personnel & Legal Regs	12.7	34.5	18.4	11.1	21.8	20.5	18.5	10.9	13.7	16.6	18.7	17.7
Client Eligibility	14.5	20.6	18.2	17.1	27.0	33.7	20.2	14.4	20.2	31.7	16.3	17.6
Govt Contract Procuremnt	13.3	13.6	14.3	13.9	20.1	19.0	17.3	8.7	9.4	21.4	14.0	14.3
<i>n</i>	85-90	40-44	81-88	69-73	69-72	45-49	43-47	55-56	66-73	74-87	84-90	721-765
<i>Involved in Advocacy</i>												
Religious Congregations												
No Advocacy	66.1	66.3	61.7	69.9	59.6	65.0	68.1	61.4	66.6	78.4	78.0	71.0
Some Advocacy	33.9	33.7	38.4	30.1	40.4	35.0	31.9	38.6	33.5	21.6	22.0	29.0
<i>n</i>	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	66.1	66.3	61.7	69.9	59.6	65.0	68.1	61.4	66.6	78.4	78.0	71.0
Mutual Benefits, Civic Associations & Recreation Groups												
No Advocacy	89.2	74.8	83.3	82.8	81.1	73.2	81.9	79.9	76.1	78.3	80.4	82.2
Some Advocacy	10.8	25.2	16.7	17.2	18.9	26.8	18.1	20.1	23.9	21.7	19.6	17.8
<i>n</i>	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	57	52	50	44	54	25	32	32	42	73	69	530
Occupation/Industry & Other Member Groups												
No Advocacy	73.0	65.4	68.9	72.2	49.2	63.2	57.5	67.0	68.2	70.0	69.2	68.7
Some Advocacy	27.0	34.6	31.1	27.8	50.8	36.8	42.5	33.0	31.8	30.0	30.8	31.3
<i>n</i>	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	114	63	105	92	93	69	58	64	88	101	111	958

* Northwest Region includes Lake, Porter, and La Porte Counties

** Evansville Region includes Posey, Vanderburgh, Warrick, and Gibson Counties

*** Significant at p<.05

+ Significant at p<.10

COMMUNITY PROFILES – SECTION THREE

Dimension	Section Three – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana- polis MSA	North- west Region*	Fort Wayne MSA	Evans- ville Re- gion**	South Bend MSA	Bloom- ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho- lomew & Scott		
<i>Nature of Affiliations</i>												
Religious Congregations												
Local Affiliate	43.8	49.0	53.3	48.3	71.0	45.6	50.7	48.3	57.7	48.0	51.9	50.1
Other Affiliation	28.1	23.1	19.5	16.8	16.0	19.5	31.5	15.6	17.1	35.4	19.3	22.0
Headquarter Org	4.5	6.6	5.9	2.8	6.0	10.4	6.2	14.2	2.4	0.0	7.3	6.1
No Affiliation	23.7	21.3	21.3	32.0	7.1	24.5	11.6	21.9	22.9	16.7	21.5	21.8
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	64	45	47	48	41	28	31	21	50	35	88	498
Mutual Benefits, Civic Associations & Recreation Groups												
Local Affiliate	24.5	25.7	18.7	36.8	30.4	41.0	29.8	38.4	56.8	29.7	32.0	28.7
Other Affiliation	18.8	10.9	5.6	15.4	6.2	6.4	10.3	12.4	11.9	25.8	23.1	17.3
Headquarter Org	5.6	8.1	7.7	3.0	0.6	3.7	7.0	3.1	2.1	1.8	4.9	5.4
No Affiliation	51.1	55.3	68.1	44.9	62.8	49.1	53.0	46.2	29.2	42.7	40.0	48.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	62	54	52	45	58	30	36	37	41	66	74	555
Occupation/Industry & Other Member Groups												
Local Affiliate	21.1	28.9	26.8	24.9	27.0	23.6	23.3	18.4	17.3	27.2	19.3	22.6
Other Affiliation	21.7	21.8	19.9	19.3	19.9	13.8	17.8	12.4	21.5	17.5	15.9	19.1
Headquarter Org	2.4	10.4	8.0	2.5	5.4	7.2	5.2	3.4	5.7	4.5	6.5	5.5
No Affiliation	54.8	38.9	45.3	53.3	47.7	55.4	53.7	65.8	55.5	50.9	58.4	52.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	118	64	110	104	93	77	62	63	96	111	116	1014

Dimension	Section Three – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
<i>Types of Entities Affiliated With</i>												
Religious Congregations												
Religious Body	92.2	100.0	96.8	100.0	100.0	100.0	88.4	100.0	94.0	95.2	96.1	95.9
Faith-Based Org	18.2	10.1	20.3	20.4	19.0	8.6	17.2	0.0	9.2	19.0	22.0	18.7
Mutual Benefit (Mem) Org	0.0	0.0	0.0	5.6	0.0	0.0	0.0	0.0	0.0	3.4	4.0	1.9
Secular Service Org	0.2	6.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.4	4.0	2.6
Advocacy Org	0.2	3.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.4	5.7	2.9
For-Profit Org+	4.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Government Agency	0.2	3.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.4	0.0	0.5
<i>n</i>	48	39	38-40	36	39	23	24	16	36	29	64	391-394
Mutual Benefits, Civic Associations & Recreation Groups												
Religious Body	14.4	17.2	0.0	14.2	1.4	0.0	6.5	9.8	6.8	1.6	8.1	9.5
Faith-Based Org	5.3	3.7	0.0	8.3	12.8	7.6	1.9	10.8	12.7	5.7	4.0	4.7
Mutual Benefit (Mem) Org	52.5	49.6	54.4	44.0	46.5	62.2	55.7	54.5	39.6	29.0	52.6	51.2
Secular Service Org	16.3	40.2	33.2	25.2	33.8	0.0	46.4	19.7	43.0	12.9	35.8	30.1
Advocacy Org	3.7	12.3	6.5	2.9	2.0	22.7	13.5	9.4	11.4	12.3	17.3	11.9
For-Profit Org***	0.0	1.8	1.9	10.8	3.5	0.0	0.0	5.4	0.0	4.6	3.7	2.8
Government Agency	3.5	1.8	11.0	0.0	0.0	7.6	1.9	0.0	0.0	43.6	0.1	3.0
<i>n</i>	28-29	28-29	17-18	23-24	19-20	14	15-16	20-21	26-27	44-45	43-44	282-286
Occupation/Industry & Other Member Groups												
Religious Body***	1.9	8.0	15.5	34.3	20.5	9.5	12.0	19.5	8.2	10.9	23.8	13.5
Faith-Based Org	2.7	7.0	13.7	8.0	20.3	16.7	2.4	5.3	8.8	4.4	15.1	9.4
Mutual Benefit (Mem) Org	46.9	33.6	42.0	33.0	36.5	21.3	46.0	23.7	33.6	30.2	24.7	36.2
Secular Service Org	24.5	5.3	21.3	23.0	29.7	27.8	19.0	10.5	23.8	23.3	22.4	20.8
Advocacy Org	16.3	7.7	18.5	27.2	15.4	22.5	11.9	19.5	12.3	24.7	10.0	14.4
For-Profit Org	18.4	11.2	14.9	9.4	18.2	16.4	0.0	36.8	22.5	9.4	27.3	18.4
Government Agency	10.8	5.8	19.8	22.2	1.1	2.6	12.0	13.9	7.4	10.1	6.7	10.0
<i>n</i>	64-66	39-40	54-56	48.0	46-47	31-32	29-30	21.0	43-44	52-53	46-48	479-485

Dimension	Section Three – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
<i>Involvement in Collaborations & Networks</i>												
Religious Congregations												
Both Formal & Informal	16.3	23.5	2.4	17.1	11.7	7.6	9.5	10.8	10.6	16.8	14.5	14.6
Formal Only	15.1	4.7	13.6	13.0	5.6	18.8	4.3	9.2	13.1	10.9	10.1	11.0
Informal Only	43.7	24.4	57.3	23.3	48.9	42.4	47.4	49.5	40.6	21.4	41.5	40.8
None	24.8	47.4	26.7	46.6	33.8	31.2	38.8	30.7	35.8	50.9	34.0	33.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	63	43	46	52	37	25	31	20	50	30	86	483
Mutual Benefits, Civic Associations & Recreation Groups												
Both Formal & Informal	7.9	4.0	14.2	0.0	2.5	3.8	2.4	0.0	11.9	7.3	11.1	8.6
Formal Only	13.0	3.3	16.1	9.3	7.4	16.8	4.7	11.4	0.0	5.9	9.8	10.1
Informal Only	33.4	25.4	17.7	17.7	4.5	24.3	27.4	15.0	12.3	14.7	14.6	20.6
None	45.8	67.4	52.1	73.0	85.7	55.1	65.5	73.7	75.9	72.1	64.5	60.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	58	54	50	42	53	29	35	34	48	74	75	552
Occupation/Industry & Other Member Groups												
Both Formal & Informal	18.2	12.4	19.2	11.0	18.6	29.5	9.9	10.1	18.6	19.5	8.6	14.5
Formal Only	21.0	16.0	13.6	13.5	19.5	24.6	25.2	15.0	11.4	24.1	14.0	17.2
Informal Only	23.0	21.2	33.3	32.9	32.3	19.8	31.0	21.8	25.0	25.9	38.0	29.3
None	37.8	50.4	34.0	42.6	29.7	26.0	33.9	53.1	45.1	30.5	39.5	39.0
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	117	67	107	100	97	74	63	61	90	107	107	990

Dimension	Section Three – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana- poli- MSA	North- west Region*	Fort Wayne MSA	Evans- ville Re- gion**	South Bend MSA	Bloom- ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho- lomew & Scott		
<i>Types of Organizations Involved in Most Important Collaboration or Network</i>												
Religious Congregations												
Religious Body	90.1	89.0	90.3	89.4	90.5	100.0	90.1	92.9	92.6	100.0	95.8	92.7
Faith-Based Org	71.9	85.5	87.9	71.4	73.2	82.9	60.5	46.4	77.3	70.0	62.4	70.4
Mutual Benefit (Mem) Org	12.7	9.3	0.0	13.5	6.5	18.0	0.0	37.8	13.7	13.6	4.6	7.6
Secular Service Org	24.0	31.4	25.4	28.6	25.8	41.7	53.2	23.7	35.9	63.6	36.5	31.9
Advocacy Org	6.6	14.5	3.9	8.9	28.9	29.7	5.0	37.8	15.9	43.1	13.2	11.7
Government Agency	12.8	1.7	8.3	21.2	6.5	9.3	5.0	7.1	7.4	27.0	9.2	9.8
For-Profit Org	10.2	30.6	7.9	22.1	26.7	12.0	0.0	16.6	6.5	21.1	9.0	12.3
<i>n</i>	46-47	25	29	31	26	17-18	19-20	13	31	14-15	53-54	305-309
Mutual Benefits, Civic Associations & Recreation Groups												
Religious Body	18.3	3.6	3.0	23.0	5.9	8.9	12.4	10.2	52.4	8.0	11.3	12.8
Faith-Based Org	0.0	3.6	0.0	23.0	5.9	8.9	9.8	10.2	44.4	8.5	11.3	6.0
Mutual Benefit (Mem) Org	54.2	71.5	29.6	34.6	89.5	57.8	65.0	60.3	42.7	50.1	44.6	49.6
Secular Service Org	43.4	24.4	12.3	46.1	55.1	37.6	52.8	36.1	47.6	40.7	41.5	38.2
Advocacy Org	35.3	52.2	31.6	11.5	17.7	42.3	18.8	30.7	0.0	40.1	19.0	28.8
Government Agency	16.1	5.7	10.0	46.1	5.9	33.3	9.5	42.0	19.3	34.9	24.5	19.5
For-Profit Org***	14.2	40.1	26.5	34.6	5.9	33.3	2.9	27.9	30.6	27.2	47.5	30.5
<i>n</i>	32-34	15-16	20-22	10	9	12	13	10 to 11	9	19-20	26-29	178-185
Occupation/Industry & Other Member Groups												
Religious Body***	27.0	20.1	51.2	33.9	30.5	22.9	33.8	27.2	15.2	28.3	11.8	24.9
Faith-Based Org***	12.5	13.2	34.3	28.8	41.7	28.3	14.5	15.9	8.8	20.4	16.3	18.6
Mutual Benefit (Mem) Org	31.1	35.6	49.9	47.0	36.7	36.6	47.7	32.9	49.8	29.9	24.3	33.4
Secular Service Org	42.6	42.5	67.0	48.2	53.0	54.5	55.4	50.4	50.8	53.7	47.9	48.4
Advocacy Org	36.2	38.4	34.6	39.5	39.3	33.3	46.2	50.0	39.2	43.1	20.4	32.4
Government Agency	31.1	20.0	40.0	54.2	28.8	48.6	30.3	26.5	50.4	36.5	23.6	30.6
For-Profit Org	41.9	47.3	41.8	53.0	35.1	58.1	60.7	41.4	66.1	39.0	42.9	44.1
<i>n</i>	83-86	36-37	73-75	54-55	58-59	51-53	39-41	29-30	45-46	70-74	68-70	611-625

Dimension	Section Three – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana- polis MSA	North- west Region*	Fort Wayne MSA	Evans- ville Re- gion**	South Bend MSA	Bloom- ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho- lomew & Scott		
<i>Number of Benefits from Collaborations or Networks</i>												
Religious Congregations												
None	48.0	32.8	20.0	29.7	36.1	18.0	30.1	30.4	29.3	8.2	31.9	34.5
One	16.0	12.0	8.3	12.7	20.7	12.7	22.6	9.5	17.8	38.7	17.3	15.8
Two	19.0	16.3	32.5	24.3	23.9	21.8	20.2	18.9	14.0	8.6	9.5	16.3
Three or More	17.1	38.9	39.2	33.3	19.4	47.5	27.2	41.2	38.9	44.5	41.3	33.5
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	36	20	27	27	26	17	14	10	28	12	47	264
Mutual Benefits, Civic Associations & Recreation Groups												
None	19.2	39.0	14.4	21.4	28.2	15.5	79.2	34.1	13.4	47.2	27.6	25.4
One	15.7	0.0	31.9	11.7	17.5	24.4	0.0	47.0	0.0	4.3	23.0	18.6
Two	34.3	18.4	10.3	0.0	0.0	35.7	6.6	0.0	26.8	12.7	4.6	16.7
Three or More	30.8	42.6	43.5	67.0	54.4	24.4	14.2	18.9	59.8	35.8	44.8	39.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	29	14	21	6	9	12	12	6	8	17	26	160
Occupation/Industry & Other Member Groups												
None	10.8	15.6	16.8	12.0	22.8	5.0	2.8	16.6	11.8	13.7	19.8	14.8
One	13.9	12.1	16.0	5.7	7.0	6.7	14.3	11.8	5.2	9.2	12.3	12.2
Two	26.2	14.5	21.1	23.5	16.2	18.6	10.3	19.4	24.9	18.5	23.7	22.4
Three or More	49.1	57.9	46.1	58.8	53.9	69.7	72.6	52.2	58.2	58.6	44.3	50.6
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	80	33	71	52	58	46	37	25	44	65	60	571
<i>Collaborations or Networks Make Maintaining Key Organizational Capacities Easier</i>												
Religious Congregations												
Enhance Visibility	37.4	58.2	75.8	59.9	57.4	82.0	60.7	60.1	71.7	69.9	54.4	53.8
Meet Member Needs	34.1	45.5	53.6	57.6	40.1	69.3	50.7	50.6	50.6	58.0	40.4	42.3
Obtain Funding	13.9	26.6	19.6	21.5	5.0	18.7	15.0	41.2	28.5	44.0	25.4	21.2
Recruit Volunteers	13.8	10.3	6.6	25.4	16.0	47.5	25.4	31.7	23.5	38.0	28.0	20.7
Recruit Board Members+	0.0	2.2	2.5	10.6	0.0	16.2	12.7	12.8	15.4	34.1	10.4	6.5
<i>n</i>	37-39	20-21	27	27-28	26	17	14-15	10	29	12-14	47-48	269-273

Dimension	Section Three – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana- polis MSA	North- west Region*	Fort Wayne MSA	Evans- ville Re- gion**	South Bend MSA	Bloom- ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho- lomew & Scott		
Mutual Benefits, Civic Associations & Recreation Groups												
Enhance Visibility+	79.6	62.0	84.5	70.1	73.1	60.1	13.1	31.3	73.2	48.5	49.9	65.1
Meet Member Needs	63.6	61.3	30.7	61.9	54.4	39.9	20.8	13.9	52.4	32.8	49.9	48.5
Obtain Funding	30.1	7.1	28.7	46.9	50.8	24.4	0.0	22.4	29.1	36.5	35.3	29.6
Recruit Volunteers	19.7	41.4	38.0	20.0	50.8	26.7	11.0	0.0	87.9	28.3	40.2	32.3
Recruit Board Members	11.9	0.8	20.4	32.0	4.3	26.7	9.5	0.0	32.3	22.7	31.0	19.5
<i>n</i>	29-31	14-15	22-24	7-8	9-10	12.0	12-13	8-10	8-9	17-19	26-27	170-174
Occupation/Industry & Other Member Groups												
Enhance Visibility	80.9	82.4	64.5	76.4	70.9	92.6	93.3	71.6	76.5	80.4	69.0	75.9
Meet Member Needs	68.8	62.7	54.5	69.1	67.8	80.3	79.0	72.8	68.6	67.4	47.1	61.3
Obtain Funding	50.7	49.3	62.9	52.7	38.9	53.8	62.9	45.9	56.3	56.6	52.6	52.2
Recruit Volunteers	37.1	37.7	39.3	41.7	28.6	46.7	37.2	27.3	44.1	38.7	25.4	34.1
Recruit Board Members	29.7	18.5	19.5	36.6	25.6	30.6	29.6	27.3	33.3	29.3	17.2	24.3
<i>n</i>	83-86	34-35	71-74	53-55	59-60	47-48	37-39	25-26	44-45	66-70	64-66	590-596
<i>Organizations Compete with Other Entities</i>												
Religious Congregations												
No	49.9	70.9	64.7	59.1	66.2	75.9	63.8	56.6	76.1	62.6	53.9	57.7
Yes	50.1	29.1	35.3	40.9	33.9	24.1	36.2	43.4	23.9	37.4	46.1	42.3
<i>n</i>	100.0 65	100.0 49	100.0 48	100.0 56	100.0 42	100.0 29	100.0 34	100.0 21	100.0 55	100.0 36	100.0 90	100.0 525
Mutual Benefits, Civic Associations & Recreation Groups+												
No	64.9	79.3	86.9	81.8	81.7	75.4	80.1	65.9	74.4	44.1	73.5	73.4
Yes	35.1	20.7	13.1	18.2	18.3	24.6	20.0	34.1	25.6	55.9	26.6	26.6
<i>n</i>	100.0 65	100.0 60	100.0 55	100.0 46	100.0 62	100.0 30	100.0 39	100.0 39	100.0 49	100.0 79	100.0 81	100.0 605
Occupation/Industry & Other Member Groups												
No	45.4	46.5	59.7	49.0	51.2	42.0	42.3	48.9	45.7	51.4	47.9	48.3
Yes	54.6	53.5	40.3	51.0	48.8	58.1	57.7	51.1	54.3	48.6	52.1	51.8
<i>n</i>	100.0 124	100.0 71	100.0 123	100.0 106	100.0 103	100.0 77	100.0 65	100.0 67	100.0 103	100.0 115	100.0 122	100.0 1076

Dimension	Section Three – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
<i>Competitive Arenas</i>												
Religious Congregations												
Attracting Members/Clients	35.4	18.6	25.2	34.5	28.8	20.8	27.8	27.2	19.8	28.3	33.7	30.7
Obtaining Funding	28.5	10.3	26.2	24.1	15.0	22.6	16.3	23.4	13.0	12.0	30.2	25.3
Delivering Prog/Services	20.4	18.1	21.0	16.8	17.9	17.5	14.1	27.2	9.6	21.3	23.7	21.0
Recruiting Staff/Volunteers	24.3	9.4	8.5	18.3	15.9	11.5	11.3	27.8	9.7	14.8	18.0	17.1
Recruiting Board Mem***	2.1	0.0	5.2	4.9	9.9	12.6	2.8	23.4	7.7	6.4	15.2	8.4
<i>n</i>	65	49	48	56	42	29	34	21	55	36	90	525
Mutual Benefits, Civic Associations & Recreation Groups												
Attracting Members/Clients+	26.5	13.1	6.0	15.3	14.1	17.3	17.8	23.8	19.1	42.4	16.7	18.2
Obtaining Funding***	17.9	6.9	8.4	10.2	11.8	13.7	12.6	26.7	16.3	44.9	7.6	11.6
Delivering Prog/Services	19.2	7.4	6.0	7.7	10.2	13.7	13.5	19.0	10.9	34.2	11.9	13.0
Recruiting Staff/Volunteers+	14.9	3.6	7.1	12.2	11.8	14.6	19.0	18.7	12.6	35.9	8.8	10.9
Recruiting Board Mem***	12.6	1.5	3.7	7.7	4.8	10.0	16.9	10.3	3.5	34.4	3.4	6.8
<i>n</i>	65	60	55	46	62	30	39	39	49	79	81	605
Occupation/Industry & Other Member Groups												
Attracting Members/Clients	29.7	32.5	28.8	25.3	30.5	35.7	31.0	19.7	27.7	26.9	29.5	29.6
Obtaining Funding	42.7	44.6	33.0	37.9	38.7	50.9	48.2	37.7	48.4	40.8	42.0	41.5
Delivering Prog/Services	26.7	34.5	23.6	24.3	28.2	27.8	30.5	16.3	20.7	26.2	27.0	27.2
Recruiting Staff/Volunteers	31.2	25.2	23.9	25.2	32.1	36.9	28.6	22.5	38.2	29.9	28.4	28.7
Recruiting Board Members	23.2	32.2	24.3	21.8	21.5	31.9	21.9	20.9	33.9	25.8	23.3	24.5
<i>n</i>	124	71	123	106	103	77	65	67	103	115	122	1076
<i>Types of Competitors</i>												
Religious Congregations												
Secular Nonprofits***	22.5	2.6	14.3	8.0	5.1	8.2	2.8	14.7	11.8	9.1	12.0	12.7
Religious Nonprofits	50.1	28.1	35.0	40.9	33.9	22.6	36.2	37.5	19.5	37.4	46.0	42.0
Business	3.7	0.2	0.9	1.0	2.1	6.6	0.0	8.8	1.9	6.4	5.4	3.6
Government	4.5	1.0	0.9	0.5	1.1	6.6	0.0	9.7	1.9	5.5	2.6	2.6
<i>n</i>	65	49	48	56	42	29	34	21	55	36	90	525

Dimension	Section Three – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Mutual Benefits, Civic Associations & Recreation Groups												
Secular Nonprofits	23.8	16.6	8.3	17.8	17.7	17.3	18.1	26.4	11.9	25.5	22.2	20.2
Religious Nonprofits***	17.9	15.1	0.8	4.7	5.4	6.4	4.0	16.6	13.8	13.1	5.9	9.5
Business***	18.4	6.3	4.8	0.4	10.7	13.7	2.2	19.0	11.9	39.6	6.6	10.0
Government	7.1	5.6	6.0	2.9	1.2	6.4	0.0	8.4	5.2	8.1	2.3	4.3
<i>n</i>	65	60	55	46	62	30	39	39	49	79	81	605
Occupation/Industry & Other Member Groups												
Secular Nonprofits	42.2	46.6	33.6	38.4	38.0	54.9	42.0	36.1	44.9	39.5	41.9	41.4
Religious Nonprofits	19.4	11.1	17.9	24.9	22.6	21.9	22.4	17.7	29.8	22.0	24.8	20.7
Business	21.4	16.5	17.9	23.5	18.1	19.6	23.4	31.1	31.8	21.1	14.2	18.5
Government	20.1	5.0	15.2	14.5	7.2	14.3	16.5	11.7	26.4	16.8	20.1	16.8
<i>n</i>	124	71	123	106	103	77	65	67	103	115	122	1076

* Northwest Region includes Lake, Porter, and La Porte Counties

** Evansville Region includes Posey, Vanderburgh, Warrick, and Gibson Counties

*** Significant at p<.05

+ Significant at p<.10

COMMUNITY PROFILES – SECTION FOUR

Dimension	Section Four – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana- poli- s MSA	North- west Region*	Fort Wayne MSA	Evans- ville Re- gion**	South Bend MSA	Bloom- ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho- lomew & Scott		
<i>Paid Staff</i>												
Religious Congregations												
No	8.7	12.7	5.1	3.0	12.1	19.9	7.9	4.4	9.2	2.1	18.7	12.9
Yes	91.3	87.3	95.0	97.0	87.9	80.1	92.1	95.6	90.8	97.9	81.3	87.1
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	64	47	46	55	42	26	30	21	53	32	88	504
Mutual Benefits, Civic Associations & Recreation Groups												
No	64.4	82.7	84.6	80.1	76.5	77.5	89.1	76.7	75.0	82.4	75.4	75.1
Yes	35.6	17.3	15.5	20.0	23.5	22.5	10.9	23.4	25.0	17.6	24.6	24.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	62	54	52	45	58	29	37	35	47	76	75	570
Occupation/Industry & Other Member Groups***												
No	36.3	50.7	47.4	42.0	41.0	40.9	43.4	56.9	48.4	45.9	60.6	47.8
Yes	63.7	49.3	52.6	58.0	59.0	59.2	56.6	43.1	51.6	54.1	39.4	52.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	117	64	112	100	95	76	62	66	97	109	117	1015
<i>Paid Executive Director</i>												
Religious Congregations												
No	20.2	17.2	16.9	17.3	19.0	17.2	3.5	33.6	29.0	41.8	28.2	22.7
Yes	79.8	82.8	83.1	82.7	81.0	82.8	96.5	66.4	71.0	58.2	71.8	77.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	57	41	42	51	36	21	27	20	48	33	76	452
Mutual Benefits, Civic Associations & Recreation Groups												
No	36.9	46.9	48.4	73.1	70.1	33.3	72.2	70.6	46.3	58.0	64.8	53.9
Yes	63.1	53.1	51.6	26.9	29.9	66.7	27.8	29.4	53.7	42.0	35.2	46.1
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	20	12	9	12	10	6	8	10	13	20	28	148

Dimension	Section Four – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana- polis MSA	North- west Region*	Fort Wayne MSA	Evans- ville Re- gion**	South Bend MSA	Bloom- ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho- lomew & Scott		
Occupation/Industry & Other Member Groups***												
No	8.6	11.6	20.1	16.6	6.2	10.5	13.7	18.6	18.1	15.2	31.8	17.1
Yes	91.5	88.4	79.9	83.4	93.8	89.5	86.3	81.4	81.9	84.9	68.2	82.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	84	34	77	57	55	45	39	30	49	60	67	597
<i>Number of Paid Staff (For Nonprofits with Paid Staff)</i>												
Religious Congregations												
0.5-2	24.8	57.0	29.6	50.7	29.4	50.0	37.1	38.7	64.4	61.5	52.5	43.3
2.5-5	35.5	17.7	35.3	25.9	33.2	11.2	47.2	29.1	24.0	12.4	23.8	27.6
5.5-15	24.0	17.1	18.6	15.7	25.9	31.9	10.8	18.5	9.5	23.0	14.5	18.1
15.5-50	15.1	5.0	16.3	7.2	7.0	7.0	5.0	4.6	2.1	0.0	9.2	10.2
50+	0.6	3.2	0.3	0.5	4.5	0.0	0.0	9.2	0.0	3.1	0.0	0.8
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	58	38	43	49	35	20	26	20	48	31	75	443
Mutual Benefits, Civic Associations & Recreation Groups												
0.5-2	27.7	2.3	18.1	54.0	53.8	25.0	50.0	62.5	45.8	56.9	75.9	47.2
2.5-5	14.4	35.1	6.3	14.7	26.9	25.0	14.9	12.5	21.4	6.1	6.6	13.6
5.5-15	24.2	23.3	6.3	29.3	0.0	0.0	35.1	12.5	18.7	26.4	0.0	13.5
15.5-50	26.0	39.3	18.1	2.1	19.4	25.0	0.0	12.5	14.2	0.0	17.5	21.6
50+	7.6	0.0	51.2	0.0	0.0	25.0	0.0	0.0	0.0	10.6	0.0	4.1
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	19	9	5	9	7	4	4	8	11	11	21	108
Occupation/Industry & Other Member Groups												
0.5-2	34.3	40.6	21.4	35.8	23.8	25.6	41.4	46.7	40.1	27.5	50.3	36.9
2.5-5	18.9	17.6	26.1	27.9	11.0	15.9	20.4	7.1	23.1	28.3	13.8	18.7
5.5-15	20.3	9.5	16.8	18.4	14.2	27.4	19.3	20.7	8.2	20.4	11.1	16.3
15.5-50	15.8	5.1	21.5	6.8	16.6	16.2	8.4	4.3	10.5	8.7	13.9	13.8
50+	10.7	27.3	14.1	11.0	34.5	14.9	10.5	21.2	18.2	15.3	10.9	14.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	83	35	72	58	46	44	32	26	47	57	59	559

Dimension	Section Four – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana- poli- s MSA	North- west Region*	Fort Wayne MSA	Evans- ville Re- gion**	South Bend MSA	Bloom- ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho- lomew & Scott		
<i>Labor Intensity (Wages as Percent of Total Expenses)</i>												
Religious Congregations												
LT 25%	13.7	17.9	10.8	8.9	4.7	15.8	15.0	23.4	14.6	20.2	19.8	15.9
25%-49%	44.1	50.6	64.1	42.0	40.7	36.8	33.7	23.4	52.7	33.5	44.9	46.2
50%-74%	22.1	31.4	21.2	37.2	49.8	31.6	51.3	53.3	32.7	27.1	32.6	30.4
75%-100%	20.2	0.0	4.0	11.9	4.7	15.8	0.0	0.0	0.0	19.2	2.7	7.5
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	42	30	33	40	25	14	18	17	33	25	50	327
Mutual Benefits, Civic Associations & Recreation Groups+												
LT 25%	58.2	7.1	9.5	53.2	87.8	50.0	0.0	28.6	26.9	31.2	61.8	56.8
25%-49%	41.1	92.9	90.5	46.8	12.2	50.0	0.0	14.3	46.3	60.0	24.7	35.8
50%-74%	0.6	0.0	0.0	0.0	0.0	0.0	100.0	28.6	16.2	0.0	0.3	1.2
75%-100%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	28.6	10.7	8.9	13.2	6.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	13	3	2	3	5	2	2	7	7	10	15	69
Occupation/Industry & Other Member Groups												
LT 25%	29.7	16.8	21.9	41.4	20.3	16.7	33.1	21.4	25.1	16.8	18.0	24.4
25%-49%	24.4	27.2	29.6	26.6	24.2	29.6	29.0	15.1	21.7	43.8	40.5	29.6
50%-74%	32.7	44.3	42.2	22.3	39.1	48.4	32.3	42.6	46.7	23.9	41.3	37.2
75%-100%	13.2	11.6	6.4	9.7	16.4	5.3	5.6	21.0	6.5	15.5	0.2	8.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	64	23	58	36	29	36	29	19	30	46	42	412
<i>Use Volunteers</i>												
Religious Congregations												
No	7.9	5.5	5.1	16.3	1.1	3.7	9.6	0.0	8.1	17.6	6.7	7.1
Yes	92.1	94.5	95.0	83.7	98.9	96.3	90.4	100.0	91.9	82.4	93.3	92.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	63	46	46	56	41	26	31	21	52	35	89	506

Dimension	Section Four – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana- polis MSA	North- west Region*	Fort Wayne MSA	Evans- ville Re- gion**	South Bend MSA	Bloom- ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho- lomew & Scott		
Mutual Benefits, Civic Associations & Recreation Groups												
No	42.8	39.3	42.5	29.0	43.9	21.5	17.0	30.3	23.3	48.2	52.2	44.2
Yes	57.2	60.7	57.5	71.0	56.1	78.5	83.0	69.8	76.7	51.8	47.8	55.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	61	54	52	45	54	29	36	36	46	76	72	561
Occupation/Industry & Other Member Groups***												
No	30.2	29.6	20.4	29.6	29.7	24.2	17.7	36.0	30.6	22.0	20.9	25.8
Yes	69.8	70.4	79.6	70.4	70.3	75.8	82.3	64.0	69.4	78.0	79.1	74.2
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	117	65	112	100	95	76	59	64	95	108	113	1004
<i>Size of Volunteer Staff (For Nonprofits that Use Volunteers)</i>												
Religious Congregations												
Less Than 20	14.0	13.8	16.0	16.7	8.1	24.7	29.3	6.2	17.5	19.1	14.3	14.7
20 - 39	13.5	33.5	7.5	28.2	11.2	33.1	17.2	0.0	22.4	23.0	26.7	22.0
40 - 99	42.3	26.7	42.2	26.0	26.8	15.3	31.8	52.7	46.6	11.2	35.5	35.6
100 or More	30.2	26.0	34.3	29.1	53.8	26.9	21.7	41.2	13.5	46.7	23.5	27.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	39	26	22	36	24	16	20	15	29	18	50	295
Mutual Benefits, Civic Associations & Recreation Groups												
Less Than 20	53.3	61.2	56.2	49.0	21.5	39.9	52.2	23.0	33.7	42.0	51.2	50.4
20 - 39	17.8	32.7	17.1	16.5	46.4	10.0	29.5	18.2	27.4	25.1	19.1	21.3
40 - 99	13.8	1.3	10.2	14.4	13.7	17.2	9.2	23.0	20.2	17.7	24.8	16.1
100 or More	15.2	4.8	16.5	20.1	18.4	32.9	9.1	35.8	18.8	15.1	5.0	12.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	28	18	24	23	22	19	24	17	24	33	36	268

Dimension	Section Four – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana- polis MSA	North- west Region*	Fort Wayne MSA	Evans- ville Re- gion**	South Bend MSA	Bloom- ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho- lomew & Scott		
Occupation/Industry & Other Member Groups***												
Less Than 20	36.6	33.4	26.8	35.7	35.1	21.4	41.1	21.0	31.6	33.6	32.5	33.2
20 - 39	18.3	10.7	23.1	23.9	15.7	19.8	37.0	40.7	29.0	27.1	36.1	25.1
40 - 99	6.4	35.9	26.2	23.1	7.7	15.1	13.7	25.5	17.7	12.5	15.8	16.1
100 or More	38.8	20.0	24.0	17.3	41.5	43.7	8.1	12.9	21.8	26.8	15.7	25.6
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	74	34	74	59	48	46	37	29	49	66	74	590
<i>Importance of Volunteers</i>												
Religious Congregations												
Not Very Important	0.0	0.9	1.0	0.0	0.0	8.4	1.6	0.0	2.0	0.0	3.4	1.8
Somewhat Important	9.2	6.0	16.1	9.4	3.2	8.4	6.8	4.4	5.8	17.1	9.3	9.2
Very Important	66.8	61.9	59.1	48.1	45.7	51.1	52.1	71.7	47.6	58.6	45.9	54.2
Essential	24.1	31.3	23.7	42.4	51.1	32.2	39.5	23.9	44.5	24.3	41.5	34.8
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	56	43	42	44	39	22	26	21	50	27	80	450
Mutual Benefits, Civic Associations & Recreation Groups												
Not Very Important	7.7	16.5	6.4	4.5	1.3	0.0	23.3	10.3	4.9	11.5	0.0	5.8
Somewhat Important	28.4	15.7	22.0	21.7	40.7	40.0	8.1	16.1	12.5	24.5	14.1	20.8
Very Important	35.0	26.5	20.9	29.8	12.8	18.8	32.9	28.8	34.4	32.9	21.1	26.2
Essential	28.8	41.4	50.7	44.1	45.3	41.3	35.7	44.7	48.2	31.1	64.8	47.2
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	37	29	29	29	22	22	26	25	33	38	45	335
Occupation/Industry & Other Member Groups***												
Not Very Important	12.8	23.0	1.7	12.7	18.0	11.8	12.9	15.7	9.9	6.8	12.0	12.4
Somewhat Important	37.8	16.0	24.8	15.4	19.6	21.6	17.2	17.3	17.4	28.4	12.2	22.6
Very Important	27.8	36.9	39.1	39.4	39.6	34.7	38.4	23.4	29.4	23.6	35.1	33.7
Essential	21.7	24.0	34.4	32.6	22.9	31.9	31.5	43.6	43.4	41.3	40.7	31.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	96	48	88	68	64	56	47	39	64	84	92	746

Dimension	Section Four – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana- polis MSA	North- west Region*	Fort Wayne MSA	Evans- ville Re- gion**	South Bend MSA	Bloom- ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho- lomew & Scott		
<i>Governance Structure</i>												
Religious Congregations+												
Own Board of Directors	76.4	66.7	66.9	62.6	67.0	82.1	76.9	69.8	77.3	78.5	87.0	78.0
Governed by Other Org	3.7	14.1	5.7	6.6	1.1	0.0	6.3	10.3	0.0	0.0	2.8	4.7
Other Governance Struc.	20.0	19.2	27.4	30.9	31.9	17.9	16.8	20.0	22.7	21.5	10.2	17.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	63	44	45	53	41	26	30	21	53	32	85	493
Mutual Benefits, Civic Associations & Recreation Groups												
Own Board of Directors	85.9	74.4	89.9	93.6	73.0	85.0	77.8	83.4	82.6	84.3	72.7	79.6
Governed by Other Org	6.6	8.2	7.6	1.6	5.1	15.0	9.4	8.6	6.4	5.0	11.6	8.6
Other Governance Struc.	7.5	17.4	2.5	4.8	21.9	0.0	12.8	8.1	11.0	10.8	15.7	11.8
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	60	52	53	46	55	29	37	37	46	77	74	566
Occupation/Industry & Other Member Groups***												
Own Board of Directors	94.9	77.3	84.2	91.9	93.7	96.5	90.4	93.5	92.4	91.5	94.1	91.4
Governed by Other Org	0.8	6.0	5.8	1.5	1.6	0.0	3.4	1.7	2.1	1.4	0.2	1.8
Other Governance Struc.	4.3	16.7	9.9	6.7	4.7	3.5	6.2	4.8	5.6	7.2	5.7	6.8
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	116	63	107	101	95	76	59	66	95	110	117	1005
<i>Size of Board of Directors (For Nonprofits with Boards)</i>												
Religious Congregations												
1 to 4 Board Members	12.5	13.2	7.9	9.7	17.8	15.2	21.2	0.0	6.4	5.5	10.1	11.1
5 to 9 Board Members	32.2	48.4	28.5	41.8	36.5	52.3	33.0	18.8	39.6	58.7	52.8	44.2
10 to 14 Board Members	34.5	21.7	40.2	21.9	32.6	15.2	5.3	46.1	34.5	15.9	17.8	24.3
15+ Board Members	20.9	16.7	23.4	26.5	13.2	17.3	40.6	35.1	19.5	19.9	19.4	20.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	47	28	30	32	27	21	23	15	42	26	66	357

Dimension	Section Four – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana- polis MSA	North- west Region*	Fort Wayne MSA	Evans- ville Re- gion**	South Bend MSA	Bloom- ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho- lomew & Scott		
Mutual Benefits, Civic Associations & Recreation Groups												
1 to 4 Board Members	15.0	16.3	26.7	21.8	15.4	20.7	20.9	19.3	6.8	43.5	30.6	23.1
5 to 9 Board Members	49.7	51.9	55.3	36.8	34.8	52.8	35.0	59.8	69.0	44.3	47.3	48.4
10 to 14 Board Members	20.8	20.3	8.3	34.9	20.0	26.5	20.4	20.9	15.4	8.5	15.3	17.9
15+ Board Members	14.5	11.5	9.7	6.5	29.8	0.0	23.7	0.0	8.9	3.7	6.9	10.6
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	49	41	46	39	32	24	29	31	38	62	60	451
Occupation/Industry & Other Member Groups***												
1 to 4 Board Members	8.9	16.5	6.6	10.7	19.3	14.8	5.4	13.4	15.9	11.1	18.4	13.3
5 to 9 Board Members	19.8	25.1	25.1	28.5	23.7	37.4	36.8	48.0	29.3	38.6	39.2	29.3
10 to 14 Board Members	33.3	16.6	32.0	20.7	19.3	18.9	13.1	25.2	22.2	26.3	24.2	26.3
15+ Board Members	38.1	41.8	36.3	40.1	37.8	29.0	44.7	13.4	32.7	24.0	18.2	31.2
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	109	47	87	84	79	73	52	61	87	99	104	882
<u>Board Committees Structure</u>												
Religious Congregations												
Committees for All or Some	65.6	65.0	83.8	73.2	78.1	61.3	62.5	87.5	72.8	55.6	64.8	67.2
Committees for Short-Term	17.6	17.2	0.9	14.0	7.9	13.9	7.9	12.6	16.5	13.2	19.8	16.5
Does Not Use Committees	16.9	17.8	15.3	12.9	13.9	24.8	29.6	0.0	10.7	31.2	15.4	16.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	45	31	31	33	26	20	22	15	40	26	66	355
Mutual Benefits, Civic Associations & Recreation Groups												
Committees for All or Some	40.4	48.5	53.1	54.9	67.4	60.5	50.2	61.9	54.3	41.8	40.7	45.3
Committees for Short-Term	25.1	6.8	8.7	13.6	3.7	16.5	15.4	3.3	16.9	10.3	22.4	18.2
Does Not Use Committees	34.5	44.8	38.2	31.5	29.0	23.0	34.5	34.8	28.8	47.9	37.0	36.5
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	48	37	45	39	32	25	30	31	38	61	61	447

Dimension	Section Four – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Select Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Occupation/Industry & Other Member Groups												
Committees for All or Some	56.6	48.8	58.0	53.7	59.5	58.7	52.3	42.7	55.1	49.3	46.2	52.4
Committees for Short-Term	22.7	18.5	15.9	21.3	18.0	15.6	20.8	21.9	23.0	20.1	15.5	18.9
Does Not Use Committees	20.7	32.8	26.2	25.1	22.5	25.7	26.9	35.5	21.9	30.6	38.3	28.8
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	109	46	88	84	78	71	53	60	85	98	102	874

- * Northwest Region includes Lake, Porter, and La Porte Counties
- ** Evansville Region includes Posey, Vanderburgh, Warrick, and Gibson Counties
- *** Significant at p<.05
- + Significant at p<.10

COMMUNITY PROFILES – SECTION FIVE

Dimension	Section Five – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana- polis MSA	North- west Re- gion*	Fort Wayne MSA	Evans- ville Re- gion**	South Bend MSA	Bloom- ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho- lomew & Scott		
<i>Challenges in Attracting Members and/or Clients</i>												
Religious Congregations												
Not Applicable	10.0	2.9	2.6	0.0	1.1	3.7	3.4	0.0	0.0	5.8	3.0	4.4
Not a Challenge	11.2	18.1	5.6	8.9	21.3	5.5	1.2	19.0	6.0	10.2	4.8	8.7
Minor Challenge	15.8	22.3	35.7	30.1	31.7	26.7	25.1	33.8	25.7	11.9	25.4	24.0
Major Challenge	63.0	56.7	56.1	61.0	46.0	64.1	70.2	47.2	68.4	72.1	66.9	63.0
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	63	44	44	51	41	26	29	18	51	34	83	484
Mutual Benefits, Civic Associations & Recreation Groups												
Not Applicable	5.4	20.4	9.8	14.7	13.5	9.6	12.5	3.0	4.0	36.3	15.4	13.1
Not a Challenge	14.1	3.3	9.0	14.7	12.9	21.1	24.4	23.2	9.8	9.7	16.9	13.9
Minor Challenge	29.1	42.0	23.7	21.0	20.7	23.2	18.0	22.8	29.8	21.0	24.0	26.6
Major Challenge	51.5	34.3	57.6	49.6	52.8	46.1	45.2	51.0	56.4	33.0	43.7	46.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	56	49	45	41	52	28	36	34	40	71	71	523
Occupation/Industry & Other Member Groups												
Not Applicable	13.5	16.3	12.0	7.6	13.3	3.9	9.2	9.4	11.5	8.7	10.1	11.8
Not a Challenge	12.9	13.2	17.5	17.3	18.3	15.7	21.0	24.4	20.9	18.6	13.3	14.6
Minor Challenge	26.7	26.7	29.3	40.3	33.3	26.6	31.7	34.4	32.5	36.7	27.5	28.7
Major Challenge	47.0	43.9	41.2	34.9	35.1	53.9	38.1	31.8	35.0	36.1	49.2	44.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	113	63	105	94	96	73	62	61	92	103	107	969

Dimension	Section Five – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
<i>Challenges in Meeting Needs of Members/Clients</i>												
Religious Congregations												
Not Applicable	3.5	2.9	0.0	0.6	2.2	0.0	3.4	0.0	0.0	5.9	2.9	2.6
Not a Challenge	9.2	26.3	8.2	12.9	15.8	9.2	4.9	17.2	15.5	9.2	19.4	15.8
Minor Challenge	36.8	32.4	33.8	36.4	52.5	52.3	59.8	72.6	37.5	40.1	41.2	39.3
Major Challenge	50.5	38.4	58.0	50.1	29.4	38.5	31.9	10.3	47.0	44.8	36.5	42.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	61	44	44	50	40	26	29	18	51	33	81	477
Mutual Benefits, Civic Associations & Recreation Groups+												
Not Applicable	10.5	21.1	11.2	15.0	16.1	6.7	12.5	9.5	5.0	6.1	21.0	16.2
Not a Challenge	14.4	26.1	25.3	29.6	24.0	14.4	8.5	31.6	22.9	47.9	28.1	24.1
Minor Challenge	39.0	42.3	42.7	33.6	25.4	46.1	59.5	18.3	43.7	32.4	40.6	39.8
Major Challenge	36.1	10.5	20.9	21.9	34.5	32.7	19.5	40.6	28.4	13.7	10.3	19.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	56	49	46	40	53	28	36	32	41	69	70	520
Occupation/Industry & Other Member Groups												
Not Applicable	9.6	21.2	9.3	5.1	14.0	5.8	4.7	7.2	14.3	4.3	8.3	10.1
Not a Challenge	12.6	23.4	18.5	24.7	26.9	13.0	17.8	28.0	22.7	21.9	23.2	19.5
Minor Challenge	40.7	32.4	37.0	41.6	30.1	50.6	54.6	35.1	33.5	42.5	26.7	35.3
Major Challenge	37.2	23.1	35.2	28.7	29.0	30.7	22.9	29.7	29.5	31.4	41.8	35.2
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	114	60	103	95	96	69	60	61	92	103	107	960
<i>Challenges Communicating with Members/Clients</i>												
Religious Congregations												
Not Applicable	3.4	2.9	0.0	0.0	1.1	0.0	7.3	0.0	0.0	5.9	4.4	3.2
Not a Challenge	17.6	34.0	18.8	31.2	34.5	14.1	12.5	38.2	40.9	22.5	29.4	26.1
Minor Challenge	52.2	36.2	42.1	45.2	45.2	59.9	49.5	56.6	30.2	41.7	45.4	45.7
Major Challenge	26.8	26.8	39.0	23.6	19.1	25.9	30.6	5.1	28.9	29.9	20.9	25.0
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	62	43	44	48	40	24	28	18	51	33	82	473

Dimension	Section Five – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Mutual Benefits, Civic Associations & Recreation Groups+												
Not Applicable	6.3	14.8	9.2	8.2	17.0	10.6	13.1	0.0	7.0	8.5	17.9	12.9
Not a Challenge	25.0	46.8	39.6	38.1	41.2	38.4	42.3	28.9	21.2	60.5	44.1	39.0
Minor Challenge	47.5	35.3	32.2	47.2	23.3	32.7	29.4	60.9	62.6	18.4	30.1	35.8
Major Challenge	21.2	3.2	19.0	6.5	18.6	18.3	15.2	10.2	9.3	12.5	8.0	12.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	57	48	44	40	51	28	34	31	41	67	72	513
Occupation/Industry & Other Member Groups												
Not Applicable	7.4	13.8	2.9	5.2	8.8	2.8	3.3	7.1	12.3	5.0	9.4	8.0
Not a Challenge	18.0	20.2	30.9	39.8	34.7	32.7	27.2	48.7	37.1	27.9	33.6	27.4
Minor Challenge	43.6	49.3	48.4	42.8	42.2	43.9	45.0	27.9	29.7	48.0	43.4	44.3
Major Challenge	31.0	16.8	17.8	12.1	14.3	20.6	24.6	16.3	21.0	19.1	13.7	20.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	111	62	106	93	94	70	61	62	93	104	105	961
<i>Challenges Enhancing Visibility of Organization</i>												
Religious Congregations												
Not Applicable	3.3	3.8	5.4	7.0	1.1	7.7	3.4	0.0	2.3	9.9	4.3	4.2
Not a Challenge	7.2	17.0	4.3	12.9	28.2	10.9	2.7	12.0	13.3	13.7	10.7	10.6
Minor Challenge	42.7	46.7	25.4	47.4	49.6	33.4	42.2	67.5	31.9	23.2	41.7	41.3
Major Challenge	46.8	32.6	65.0	32.8	21.1	48.0	51.7	20.5	52.5	53.3	43.3	44.0
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	63	44	43	50	40	25	29	18	52	34	82	480
Mutual Benefits, Civic Associations & Recreation Groups***												
Not Applicable	9.9	21.2	9.9	13.5	17.3	10.6	12.5	6.2	0.0	7.8	15.5	13.7
Not a Challenge	9.6	6.6	13.0	24.6	16.6	27.9	32.9	27.4	17.3	38.3	28.6	20.0
Minor Challenge	56.2	58.2	53.6	36.4	30.9	23.2	19.4	38.0	49.2	28.6	28.6	40.7
Major Challenge	24.4	14.0	23.6	25.5	35.2	38.4	35.2	28.4	33.6	25.4	27.3	25.5
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	57	49	45	40	52	28	36	33	40	70	71	521

Dimension	Section Five – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Occupation/Industry & Other Member Groups												
Not Applicable	5.7	13.0	5.8	7.7	5.9	2.5	2.7	7.9	10.8	5.1	5.1	6.4
Not a Challenge	12.4	13.9	18.6	13.4	21.2	9.2	21.1	36.8	22.3	16.2	19.2	16.4
Minor Challenge	40.0	32.0	36.5	45.2	43.7	33.2	40.2	38.7	29.3	50.3	40.6	39.3
Major Challenge	41.9	41.1	39.1	33.7	29.2	55.2	36.1	16.7	37.7	28.3	35.1	37.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	111	60	104	95	96	69	61	62	93	103	109	963
<i>Challenges in Service Delivery</i>												
Religious Congregations+												
Not Applicable	7.7	2.9	2.6	6.6	3.3	0.0	3.4	0.0	0.0	6.2	5.9	5.4
Not a Challenge	4.5	12.9	5.2	21.2	21.0	22.5	4.5	17.2	11.1	4.1	5.8	7.8
Minor Challenge	36.9	33.9	28.9	36.5	30.9	33.4	36.1	49.2	32.0	36.0	55.1	43.0
Major Challenge	50.9	50.3	63.2	35.7	44.9	44.1	56.0	33.7	56.9	53.7	33.3	43.8
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	62	44	44	49	40	25	29	18	52	32	82	477
Mutual Benefits, Civic Associations & Recreation Groups												
Not Applicable	15.0	24.8	15.7	24.5	20.0	10.6	22.4	13.5	11.7	10.5	28.3	22.2
Not a Challenge	20.5	15.2	18.8	33.7	17.9	21.1	28.3	30.8	22.4	50.2	25.6	23.4
Minor Challenge	32.1	48.4	39.6	28.4	31.9	36.6	33.5	33.6	37.3	19.9	24.4	31.0
Major Challenge	32.4	11.7	25.9	13.4	30.1	31.7	15.9	22.1	28.6	19.4	21.8	23.5
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	56	49	46	41	52	28	36	33	42	67	72	522
Occupation/Industry & Other Member Groups												
Not Applicable	12.3	21.3	2.7	8.5	14.6	2.9	6.5	13.8	18.9	9.4	6.3	10.2
Not a Challenge	21.8	14.9	36.6	22.1	27.6	18.9	24.8	19.3	16.0	20.9	17.8	21.6
Minor Challenge	37.7	32.6	32.3	45.4	25.4	48.0	48.5	42.1	37.9	38.6	38.9	37.3
Major Challenge	28.2	31.2	28.5	24.1	32.4	30.2	20.2	24.8	27.3	31.2	37.0	31.0
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	112	62	104	95	97	69	62	62	93	101	107	964

Dimension	Section Five – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
<i>Challenges in Strategic Planning</i>												
Religious Congregations												
Not Applicable	7.9	4.0	5.2	6.6	1.1	0.0	8.1	5.1	6.0	8.1	4.4	5.3
Not a Challenge	10.0	10.2	8.2	22.7	24.4	11.0	6.7	16.5	17.2	11.3	12.2	11.9
Minor Challenge	36.1	52.7	24.1	31.1	32.7	32.8	24.8	37.1	30.9	40.2	40.1	37.9
Major Challenge	46.0	33.2	62.5	39.7	41.9	56.2	60.4	41.3	46.0	40.5	43.4	44.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	62	42	44	49	40	25	29	18	51	34	83	477
Mutual Benefits, Civic Associations & Recreation Groups												
Not Applicable	13.7	12.9	14.0	23.2	21.3	10.6	33.6	12.2	14.2	9.4	28.9	21.1
Not a Challenge	15.4	40.2	33.0	26.4	18.5	26.0	20.8	31.8	29.9	50.5	27.7	26.7
Minor Challenge	42.2	23.7	22.6	36.8	32.7	30.7	29.6	35.1	28.5	26.3	30.8	32.1
Major Challenge	28.8	23.2	30.5	13.7	27.6	32.7	16.0	21.0	27.5	13.8	12.6	20.1
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	54	49	46	40	51	28	35	32	40	67	73	515
Occupation/Industry & Other Member Groups+												
Not Applicable	3.9	18.8	14.2	7.1	14.5	2.8	9.2	15.3	17.1	6.0	11.4	9.8
Not a Challenge	12.5	11.2	28.5	23.0	22.9	21.8	24.1	30.3	15.4	21.4	14.0	16.4
Minor Challenge	57.9	44.4	29.5	46.5	39.0	39.6	34.1	33.0	36.4	46.2	39.8	44.8
Major Challenge	25.7	25.7	27.9	23.5	23.5	35.8	32.6	21.3	31.1	26.4	34.9	28.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	112	60	104	95	96	70	61	62	91	101	109	961
<i>Challenges Evaluating Program Outcomes</i>												
Religious Congregations												
Not Applicable	6.6	6.5	3.5	2.2	6.5	9.6	4.9	12.0	6.8	12.2	7.4	6.6
Not a Challenge	11.2	33.0	16.7	30.5	25.2	10.1	0.0	10.3	18.1	10.7	28.6	22.4
Minor Challenge	45.2	29.9	43.3	32.7	47.5	50.1	60.8	53.6	41.0	54.6	43.1	42.5
Major Challenge	36.9	30.6	36.5	34.6	20.9	30.2	34.3	24.1	34.1	22.6	21.0	28.5
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	62	42	44	49	39	23	28	18	52	33	82	472

Dimension	Section Five – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Mutual Benefits, Civic Associations & Recreation Groups+												
Not Applicable	20.7	46.2	21.4	24.9	30.5	18.3	29.7	20.7	19.3	15.6	29.4	27.8
Not a Challenge	20.0	29.3	23.6	39.6	23.1	30.7	37.8	34.3	24.5	54.2	31.6	28.7
Minor Challenge	45.2	20.3	31.0	33.3	23.7	32.7	21.6	35.7	42.5	26.7	33.6	33.9
Major Challenge	14.2	4.3	24.0	2.2	22.6	18.3	11.0	9.4	13.7	3.5	5.5	9.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	55	49	41	40	50	28	36	32	41	68	69	509
Occupation/Industry & Other Member Groups												
Not Applicable	11.5	26.1	7.9	9.4	14.1	4.0	8.6	9.1	20.3	10.2	7.5	11.4
Not a Challenge	20.2	19.0	26.4	24.3	23.8	19.5	26.9	28.6	23.6	21.0	20.8	21.6
Minor Challenge	34.9	38.1	45.6	46.6	40.2	44.9	35.1	37.8	33.9	45.1	50.3	42.2
Major Challenge	33.4	16.8	20.0	19.8	22.0	31.5	29.4	24.5	22.2	23.8	21.5	24.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	112	60	103	95	96	70	61	62	92	100	105	956
<i>Challenges Recruiting/Keeping Qualified Volunteers</i>												
Religious Congregations												
Not Applicable	6.6	2.9	5.2	2.1	2.2	8.8	6.9	0.0	2.3	10.1	5.7	5.3
Not a Challenge	16.7	6.7	6.8	25.9	21.2	17.9	22.2	32.6	16.3	3.8	16.7	15.3
Minor Challenge	27.5	36.9	48.2	43.0	32.7	43.3	42.0	50.3	40.1	43.6	46.4	40.2
Major Challenge	49.2	53.6	39.8	29.0	43.9	30.0	29.0	17.2	41.3	42.5	31.3	39.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	62	44	44	50	40	26	28	18	52	34	83	481
Mutual Benefits, Civic Associations & Recreation Groups												
Not Applicable	26.1	29.6	24.4	19.6	22.7	14.4	32.9	19.5	10.5	42.8	30.4	27.8
Not a Challenge	20.5	10.6	16.4	7.1	18.6	17.3	20.0	22.1	17.2	11.9	26.0	20.4
Minor Challenge	17.6	32.4	25.2	35.2	38.3	31.7	21.5	36.8	52.8	26.7	17.8	22.7
Major Challenge	35.8	27.4	34.0	38.2	20.4	36.6	25.5	21.7	19.5	18.7	25.8	29.1
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	57	48	44	40	51	28	34	31	41	67	72	513

Dimension	Section Five – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Occupation/Industry & Other Member Groups												
Not Applicable	17.6	26.1	12.5	19.4	16.7	25.2	12.8	22.2	19.5	17.2	10.3	15.9
Not a Challenge	18.4	23.2	24.5	22.2	27.1	6.7	25.6	28.0	17.0	20.6	18.4	20.2
Minor Challenge	36.0	23.6	38.9	38.3	32.6	32.5	33.4	37.1	31.3	39.3	34.1	34.3
Major Challenge	28.0	27.2	24.0	20.2	23.6	35.8	28.2	12.7	32.1	22.8	37.2	29.6
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	112	60	106	95	94	70	59	62	93	104	11	163
<i>Challenges Recruiting/Keeping Effective Board Members</i>												
Religious Congregations												
Not Applicable	14.4	4.4	17.4	14.8	24.5	19.9	6.9	18.3	12.9	24.6	10.1	12.0
Not a Challenge	20.8	40.3	26.1	40.9	34.7	30.4	40.6	22.3	22.3	15.6	30.2	29.4
Minor Challenge	37.8	25.7	38.9	28.4	27.1	23.0	45.5	49.2	40.0	31.5	42.9	37.9
Major Challenge	27.1	29.6	17.6	15.9	13.7	26.7	6.9	10.3	24.8	28.4	16.7	20.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	58	43	43	49	40	26	28	18	51	31	83	470
Mutual Benefits, Civic Associations & Recreation Groups***												
Not Applicable	11.7	22.2	9.8	6.6	24.0	10.6	35.7	18.7	11.5	13.1	35.3	23.2
Not a Challenge	31.1	18.4	13.7	30.5	18.5	28.9	15.7	33.3	24.4	44.5	29.5	26.9
Minor Challenge	22.6	42.0	35.4	23.6	24.4	14.4	25.4	23.4	34.9	23.9	23.3	26.3
Major Challenge	34.6	17.4	41.1	39.2	33.1	46.1	23.3	24.6	29.2	18.5	12.0	23.6
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	57	49	45	41	51	28	36	33	43	68	71	522
Occupation/Industry & Other Member Groups***												
Not Applicable	4.3	18.7	10.0	13.2	14.8	6.5	3.8	7.6	11.6	6.4	5.1	7.9
Not a Challenge	31.6	26.0	31.5	24.7	35.9	15.7	32.3	39.9	33.4	30.2	40.7	33.3
Minor Challenge	20.8	36.8	35.9	40.2	29.8	39.0	41.9	32.8	29.6	40.3	37.6	32.1
Major Challenge	43.3	18.5	22.7	22.0	19.5	38.9	21.9	19.7	25.5	23.2	16.6	26.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	113	62	105	95	96	70	61	62	93	100	107	964

Dimension	Section Five – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
<i>Recruiting/Keeping Qualified Staff</i>												
Religious Congregations												
Not Applicable	6.6	4.1	0.9	8.6	9.7	23.7	11.6	6.2	10.9	19.2	13.2	9.4
Not a Challenge	22.9	44.8	28.9	32.9	29.3	29.7	35.0	39.5	29.5	24.9	36.2	32.6
Minor Challenge	51.0	32.9	62.3	48.3	39.0	34.8	45.4	44.1	37.6	33.9	35.6	42.2
Major Challenge	19.5	18.1	7.9	10.3	22.1	11.8	8.1	10.3	22.0	22.0	15.0	15.8
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	63	43	44	50	40	26	29	18	51	34	83	481
Mutual Benefits, Civic Associations & Recreation Groups***												
Not Applicable	45.3	34.1	46.2	48.8	51.0	59.3	75.4	41.8	28.6	62.8	50.5	47.8
Not a Challenge	19.2	13.6	4.2	12.1	9.9	15.6	17.2	28.5	20.4	14.4	29.4	20.9
Minor Challenge	21.3	34.4	29.4	25.0	28.2	8.4	1.1	11.6	33.5	14.6	18.6	21.9
Major Challenge	14.1	17.9	20.2	14.2	10.9	16.7	6.3	18.1	17.5	8.2	1.5	9.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	55	48	41	40	48	26	34	32	41	66	71	502
Occupation/Industry & Other Member Groups												
Not Applicable	18.6	32.8	18.9	31.3	26.2	24.7	15.7	25.7	28.1	29.5	28.0	24.6
Not a Challenge	26.5	22.7	30.2	24.6	28.3	19.5	38.2	26.4	24.8	20.6	33.4	28.5
Minor Challenge	31.2	32.0	31.6	26.9	23.7	30.4	33.7	28.9	26.0	30.5	22.5	28.0
Major Challenge	23.8	12.5	19.4	17.2	21.9	25.3	12.4	19.0	21.1	19.4	16.0	18.9
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	110	61	105	95	98	69	60	61	92	103	109	963
<i>Challenges in Obtaining Funding</i>												
Religious Congregations												
Not Applicable	17.5	6.9	8.4	11.0	5.2	12.5	6.9	6.2	6.1	11.3	11.8	11.8
Not a Challenge	9.4	18.1	12.1	27.8	18.4	14.2	18.7	6.9	17.8	11.1	20.0	16.6
Minor Challenge	28.4	29.0	37.1	21.0	21.3	34.1	43.9	49.2	34.7	39.7	31.8	30.8
Major Challenge	44.8	46.0	42.5	40.3	55.1	39.2	30.5	37.7	41.4	37.9	36.5	40.8
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	62	44	43	49	41	26	28	18	50	33	82	476

Dimension	Section Five – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Mutual Benefits, Civic Associations & Recreation Groups												
Not Applicable	25.9	40.8	34.6	29.9	24.7	25.0	33.3	9.9	18.5	47.3	31.1	30.8
Not a Challenge	19.8	21.1	13.2	6.8	22.3	18.3	9.2	14.8	21.5	14.9	21.4	19.2
Minor Challenge	25.6	16.1	26.4	43.3	26.6	25.0	32.7	39.2	18.5	18.8	25.8	25.7
Major Challenge	28.7	22.1	25.8	20.1	26.5	31.7	24.8	36.1	41.5	19.1	21.7	24.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	54	48	43	40	51	28	34	32	42	68	71	511
Occupation/Industry & Other Member Groups***												
Not Applicable	5.3	24.2	5.8	12.7	16.2	6.1	7.1	11.8	14.7	10.7	10.3	10.2
Not a Challenge	5.7	7.6	24.4	6.4	11.9	7.8	15.2	19.5	7.3	6.7	8.9	9.6
Minor Challenge	24.1	20.9	25.9	25.2	27.1	26.2	24.2	28.3	21.0	28.0	26.6	25.0
Major Challenge	64.9	47.2	43.8	55.8	44.8	59.9	53.6	40.4	57.0	54.7	54.2	55.1
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	112	61	105	95	95	71	60	62	92	104	108	965
<i>Using Information Technology</i>												
Religious Congregations+												
Not Applicable	6.7	12.5	5.4	9.0	2.2	7.5	3.5	0.0	3.4	14.5	13.2	9.8
Not a Challenge	10.6	7.8	18.7	24.3	18.3	34.1	22.2	25.6	20.6	20.4	16.6	15.3
Minor Challenge	45.4	70.0	53.1	45.9	71.2	35.5	66.2	64.1	50.8	39.1	52.7	53.1
Major Challenge	37.4	9.8	22.8	20.9	8.3	23.0	8.2	10.3	25.2	25.9	17.6	21.8
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	61	44	43	49	41	26	28	18	50	33	82	475
Mutual Benefits, Civic Associations & Recreation Groups												
Not Applicable	26.0	41.8	26.1	31.4	40.5	26.0	39.1	33.3	25.9	15.4	32.9	31.5
Not a Challenge	25.9	29.3	47.0	20.2	26.3	33.6	30.1	27.4	22.1	57.2	43.5	35.8
Minor Challenge	32.9	18.3	20.7	41.5	33.2	26.0	22.5	35.9	41.3	22.5	18.3	24.3
Major Challenge	15.2	10.6	6.3	6.9	0.0	14.4	8.4	3.4	10.8	4.9	5.3	8.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	55	48	42	40	51	28	35	33	41	67	70	510

Dimension	Section Five – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
Occupation/Industry & Other Member Groups***												
Not Applicable	8.2	30.9	14.6	10.4	10.2	8.6	3.8	25.4	17.0	13.0	13.6	13.3
Not a Challenge	21.9	13.9	31.0	27.0	30.6	19.3	40.3	26.7	30.8	24.8	28.5	25.4
Minor Challenge	55.0	23.3	42.7	50.7	40.9	47.7	41.4	30.2	31.8	41.2	47.8	46.0
Major Challenge	14.9	32.0	11.7	11.9	18.3	24.4	14.5	17.7	20.4	21.0	10.2	15.4
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	113	59	105	94	97	70	61	62	92	102	105	960
<i>Challenges in Managing Finances and Accounting</i>												
Religious Congregations												
Not Applicable	10.0	5.8	0.0	7.1	3.2	7.7	6.9	0.0	1.7	6.1	7.1	6.7
Not a Challenge	37.8	25.9	33.5	53.9	40.6	24.3	40.6	34.3	44.8	42.6	35.7	36.0
Minor Challenge	35.6	59.4	58.6	31.8	50.9	57.5	46.3	60.5	35.5	38.7	47.8	46.6
Major Challenge	16.7	8.9	7.9	7.1	5.2	10.5	6.2	5.1	18.0	12.6	9.4	10.7
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	59	44	44	49	41	25	28	18	50	32	82	472
Mutual Benefits, Civic Associations & Recreation Groups												
Not Applicable	19.1	24.0	17.8	17.0	19.0	18.3	32.3	6.0	16.6	9.9	30.6	24.0
Not a Challenge	30.0	40.5	52.9	45.0	43.6	49.0	34.3	46.5	36.9	65.7	44.1	41.5
Minor Challenge	37.7	27.7	21.6	31.4	30.2	28.9	28.2	42.6	37.9	20.6	22.3	27.8
Major Challenge	13.3	7.8	7.7	6.7	7.3	3.9	5.2	4.9	8.6	3.8	2.9	6.8
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	56	47	42	39	51	28	35	34	42	69	69	512
Occupation/Industry & Other Member Groups												
Not Applicable	5.2	19.2	5.6	9.1	11.7	6.1	7.6	5.8	18.0	6.8	5.0	7.5
Not a Challenge	36.4	36.7	32.6	31.0	47.3	32.4	43.7	47.7	36.9	32.9	43.3	38.5
Minor Challenge	43.9	32.1	53.4	52.0	31.5	44.9	30.5	29.6	31.7	45.3	36.7	40.7
Major Challenge	14.5	12.0	8.4	7.9	9.5	16.7	18.1	17.0	13.4	15.0	15.0	13.3
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	112	61	103	94	96	70	60	62	93	104	106	961

Dimension	Section Five – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana- polis MSA	North- west Re- gion*	Fort Wayne MSA	Evans- ville Re- gion**	South Bend MSA	Bloom- ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho- lomew & Scott		
<i>Challenges Managing Facilities</i>												
Religious Congregations												
Not Applicable	9.6	6.0	5.4	4.3	3.2	5.0	3.4	0.0	0.0	8.0	4.4	5.8
Not a Challenge	24.8	17.7	31.4	51.1	33.3	32.2	38.2	20.0	41.1	33.5	25.8	27.3
Minor Challenge	34.9	55.2	45.5	39.7	49.9	37.9	50.4	29.2	43.5	33.3	51.0	46.0
Major Challenge	30.8	21.2	17.7	4.9	13.5	25.0	8.1	50.8	15.5	25.1	18.8	21.0
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	61	43	43	50	41	26	29	18	50	33	82	476
Mutual Benefits, Civic Associations & Recreation Groups***												
Not Applicable	25.9	34.3	34.7	31.4	32.5	28.9	30.8	24.5	28.5	49.9	37.3	33.4
Not a Challenge	28.5	43.9	31.7	26.4	31.0	39.4	16.9	37.0	31.7	28.2	48.4	38.6
Minor Challenge	25.3	14.6	27.5	29.3	25.2	31.7	46.6	26.9	23.9	16.2	11.7	19.4
Major Challenge	20.2	7.2	6.1	12.9	11.4	0.0	5.7	11.6	15.9	5.8	2.5	8.6
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	56	49	43	40	51	28	36	33	41	67	72	516
Occupation/Industry & Other Member Groups												
Not Applicable	22.2	25.6	12.2	15.2	19.9	22.2	15.6	20.4	16.7	17.7	14.3	18.3
Not a Challenge	47.8	40.6	48.5	41.4	46.4	31.5	38.3	39.2	42.5	30.5	48.4	45.8
Minor Challenge	20.2	29.8	27.2	33.2	22.5	33.2	31.7	31.4	26.6	35.3	22.1	24.4
Major Challenge	9.8	4.0	12.2	10.2	11.2	13.1	14.4	9.1	14.2	16.6	15.2	11.5
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>n</i>	113	60	105	95	96	69	60	62	91	103	106	960

Dimension	Section Five – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
<i>Organization Has Key Information Technology Components</i>												
Religious Congregations												
Computer Access+	85.7	81.2	97.5	70.9	96.7	88.4	90.9	95.4	85.4	80.5	75.3	81.7
Computerized Member Records	74.7	61.9	84.1	62.7	81.5	56.2	75.6	71.0	68.2	71.0	62.3	68.1
Computerized Financial Records	85.9	71.5	89.8	72.9	84.5	74.6	56.5	61.7	68.6	74.3	73.9	77.5
Internet Access	63.7	55.7	75.9	52.1	79.7	62.1	59.5	69.5	56.3	65.6	57.6	61.1
Organizational Email Address+	68.2	49.7	68.1	43.9	81.8	71.3	69.0	66.5	51.4	55.5	49.2	57.0
Website for Organization***	50.3	29.7	37.8	30.5	53.0	52.1	41.8	38.8	21.2	32.1	21.7	33.3
<i>n</i>	63-34	43-44	44-45	53	40-41	25-26	29-31	20	51-53	33-34	85-87	492-495
Mutual Benefits, Civic Associations & Recreation Groups												
Computer Access	51.4	38.1	43.1	46.7	18.1	48.5	37.7	26.1	44.5	33.4	35.8	40.3
Computerized Member Records***	67.1	47.0	55.6	55.3	51.5	50.4	41.8	25.0	52.2	62.2	37.0	49.1
Computerized Finan. Records***	51.8	43.9	47.1	41.6	35.7	52.9	40.1	13.8	46.7	60.9	26.8	38.7
Internet Access	43.6	22.7	33.2	30.0	12.6	44.6	29.9	17.2	32.9	28.4	25.6	30.4
Organizational Email Address	30.7	18.1	27.2	32.6	18.6	30.7	16.6	14.1	31.8	16.0	19.6	23.4
Website for Organization***	33.0	33.1	19.8	27.2	33.4	53.5	19.4	8.1	26.7	18.6	7.6	20.6
<i>n</i>	57-59	51-54	49-50	40-42	53-54	27-28	36-38	36	41-44	68-72	74	538-545
Occupation/Industry & Other Member Groups												
Computer Access	76.9	71.2	74.9	67.5	79.1	82.3	72.0	63.2	67.7	68.6	66.4	72.0
Computerized Member Records	69.9	53.8	49.1	62.1	72.4	66.6	56.6	52.9	57.2	67.0	58.3	61.4
Computerized Financial Records+	75.5	59.0	56.1	62.2	73.0	72.5	68.5	54.4	59.4	70.4	57.0	64.5
Internet Access+	77.2	62.8	57.1	58.2	71.7	68.6	57.0	49.6	60.0	60.8	60.4	65.7
Organizational Email Address+	68.1	49.8	53.0	55.1	68.6	68.2	54.9	40.2	55.3	58.3	48.3	56.9
Website for Organization***	52.3	39.2	45.2	52.3	55.7	61.9	28.5	27.5	38.2	35.7	30.5	42.8
<i>n</i>	114-117	62-65	104-106	93-97	96-97	71-74	60-63	63-64	90-95	106-110	106-112	984-994

Dimension	Section Five – Percent of Nonprofits in Region											
	Selected Metropolitan Statistical Areas & Multiple-County Regions							Selected Non-Metro Counties			Rest of State	Entire State of Indiana
	Indiana-polis MSA	North-west Re-gion*	Fort Wayne MSA	Evans-ville Re-gion**	South Bend MSA	Bloom-ington MSA	Muncie MSA	Dubois	Miami & Cass	Bartho-lomew & Scott		
<i>Organization Has Key Human Resource Management Tools</i>												
Religious Congregations												
Written Governance Policies	89.5	91.1	92.0	91.6	85.1	87.5	87.7	90.7	85.1	87.3	90.4	90.1
Written Job Descriptions	75.6	67.8	86.3	74.8	65.2	78.3	81.3	68.9	77.8	66.0	80.3	77.3
Written Personnel Policies	62.7	59.4	73.0	56.2	56.8	55.1	67.4	48.6	53.4	55.9	63.6	62.8
Written Conflict of Interest Policy+	14.9	20.0	28.3	19.2	13.0	11.6	26.8	24.9	19.2	24.2	34.4	25.5
Formal Volunteer Training Prgm	36.6	31.6	20.9	25.4	38.8	10.5	21.9	36.8	22.1	18.7	23.4	27.5
Formal Vol. Recruitment Prgm	27.8	18.6	30.0	29.6	26.3	12.9	36.6	31.7	20.4	16.3	16.3	21.9
n	61-64	42-44	44-45	50-53	38-41	24-26	29-30	19-20	51-53	33-34	83-87	476-494
Mutual Benefits, Civic Associations & Recreation Groups												
Written Governance Policies	85.0	85.8	82.9	86.3	76.1	92.3	76.8	85.1	84.5	88.9	74.4	80.3
Written Job Descriptions***	51.5	56.7	49.5	53.3	33.1	58.4	42.2	48.5	60.6	27.9	24.3	39.5
Written Personnel Policies***	37.7	30.1	13.1	34.7	21.3	33.7	32.9	26.5	36.6	18.9	17.6	25.1
Written Conflict of Interest Policy+	30.6	37.7	18.4	18.6	16.4	29.7	14.0	27.3	26.7	10.0	14.2	21.5
Formal Vol. Training Prgm***	0.3	29.9	16.3	14.6	8.2	19.9	13.9	17.0	13.8	12.0	8.0	10.2
Formal Vol. Recruitment Prgm***	9.2	39.9	15.1	11.4	14.4	29.7	13.3	23.1	23.4	10.5	7.9	13.5
n	56-60	51-53	49-51	41-42	52	27-28	35-37	35-37	39-44	68-73	73-74	533-547
Occupation/Industry & Other Member Groups												
Written Governance Policies	89.9	88.3	85.6	93.0	89.1	98.4	88.5	87.9	92.4	94.1	85.5	88.3
Written Job Descriptions+	70.9	46.4	62.7	64.2	64.9	60.3	63.9	44.0	53.3	58.3	54.1	60.4
Written Personnel Policies	57.2	43.3	52.5	54.8	59.5	61.2	47.0	46.8	49.5	56.3	45.2	51.2
Written Conflict of Interest Policy	39.9	38.7	33.4	51.0	51.7	50.6	39.1	37.9	36.7	41.6	31.3	37.8
Formal Volunteer Training Prgm	18.4	17.2	31.0	28.6	31.9	35.7	32.0	24.5	25.9	22.8	27.6	24.6
Formal Vol. Recruitment Prgm	16.1	15.3	26.0	20.7	31.8	27.8	25.7	26.2	24.3	19.6	18.2	19.5
n	111-117	62-64	101-104	94-97	96-98	70-72	61-63	61-64	93-95	105-109	112-113	974-992

* Northwest Region includes Lake, Porter, and La Porte Counties
** Evansville Region includes Posey, Vanderburgh, Warrick, and Gibson Counties
*** Significant at p<.05
+ Significant at p<.10

PROJECT PUBLICATIONS AND REPORTS

Over the last several years a number of reports and articles related to the Indiana Nonprofit Sector Project have been published, in addition to papers presented at various colloquiums and conferences. The following citations include project-related reports and papers as of September 2005. Online reports, as well as summaries of all other items are available on the project web site: www.indiana.edu/~nonprof. To obtain a complete version of an unpublished paper please contact Kirsten Grønbjerg (kgronbj@indiana.edu, (812) 855-5971).

Indiana Nonprofit Survey Analysis

This survey of 2,206 Indiana nonprofits, completed in spring and early summer of 2002, covered congregations, other charities, advocacy nonprofits, and mutual benefit associations. It used a stratified random sample drawn from our comprehensive Indiana nonprofit database and structured so as to allow for comparisons among (1) different nonprofit source listings (including those identified through the personal affiliation survey) and (2) twelve selected communities around the state. The survey included questions about basic organizational characteristics, programs and target populations, finances and human resources, management tools and challenges, advocacy activities, affiliations, and involvement in networking and collaboration. An almost identical instrument was used to survey Illinois congregations, charities and advocacy nonprofits for the Donors Forum of Chicago (report available Online at www.donorsforum.org, December, 2003).

Online Reports

- [Indiana Nonprofits: A Profile of Membership Organizations](http://www.indiana.edu/~nonprof/results/npsurvey/insmember.html), by Kirsten A. Grønbjerg and Patricia Borntreger. Online report. Survey Report #6. September 2005 (www.indiana.edu/~nonprof/results/npsurvey/insmember.html).
- [Indiana Nonprofits: Affiliation, Collaboration, and Competition](http://www.indiana.edu/~nonprof/results/npsurvey/insaffil.html), by Kirsten A. Grønbjerg and Curtis Child. Online report. Survey Report #5. November 2004 (www.indiana.edu/~nonprof/results/npsurvey/insaffil.html).
- [Indiana Nonprofits: Managing Financial and Human Resources](http://www.indiana.edu/~nonprof/results/npsurvey/insman.html), by Kirsten A. Grønbjerg and Richard M. Clerkin. Online report. Survey Report #4. August 2004 (www.indiana.edu/~nonprof/results/npsurvey/insman.html).
- [Indiana Nonprofits: Impact of Community and Policy Changes](http://www.indiana.edu/~nonprof/results/npsurvey/inscom.html), by Kirsten A. Grønbjerg and Curtis Child. Online report. Survey Report #3. June 2004 (www.indiana.edu/~nonprof/results/npsurvey/inscom.html).
- [The Indiana Nonprofit Sector: A Profile](http://www.indiana.edu/~nonprof/results/npsurvey/insprofile.html), by Kirsten A. Grønbjerg and Linda Allen. Online report. Survey Report #2. January 2004 (www.indiana.edu/~nonprof/results/npsurvey/insprofile.html).
- [The Indianapolis Nonprofit Sector: Management Capacities and Challenges](http://www.indiana.edu/~nonprof/results/npsurvey/indymanag.html), by Kirsten A. Grønbjerg and Richard Clerkin. Online report. Preliminary Survey Report #1. February 2003 (www.indiana.edu/~nonprof/results/npsurvey/indymanag.html).

Journal Articles and Conference Presentations

- Nonprofit Networks and Collaborations: Incidence, Scope and Outcomes, by Kirsten Grønbjerg and Curtis Child. Paper prepared for presentation at the annual meetings of ARNOVA, Washington, D.C., November 17-19, 2005.
- A Portrait of Membership Associations: The Case of Indiana, by Kirsten Grønbjerg and Patricia Borntreger. Paper prepared for presentation at the annual meetings of ARNOVA, Washington, D.C., November 17-19, 2005.
- The Capacities and Challenges of Faith-Based Human Service Organizations, by Richard Clerkin and Kirsten A. Grønbjerg. *Public Administration Review* (forthcoming, 2006).
- Examining the Landscape of Indiana's Nonprofit Sector: Does What You See Depend on Where You Look? By Kirsten A. Grønbjerg and Richard Clerkin. *Nonprofit & Voluntary Sector Quarterly* 34 (No. 2, June): 232-59. 2005.
- Infrastructure and Activities: Relating IT to the Work of Nonprofit Organizations, by Richard Clerkin and Kirsten A. Grønbjerg. Paper presented at Symposium on Nonprofit Technology Adoption, University of San Francisco, Institute for Nonprofit Organization Management. October 2004. Forthcoming in conference volume.
- Nonprofit Advocacy Organizations: Their Characteristics and Activities, by Curtis Child and Kirsten A. Grønbjerg. Paper presented at the Biannual Conference of the International Society for Third-Sector Research, Toronto, Canada, July 11-14, 2004.

Indiana Nonprofit Employment Analysis

An analysis, comparing ES202 employment reports with IRS registered nonprofits under all sub-sections of 501(c), using a methodology developed by the Center for Civil Society Studies at The Johns Hopkins University, to examine nonprofit employment in the state of Indiana for 2001 with comparisons to 2000 and 1995. The analysis includes detailed information by county, region, and type of nonprofit as well as industry and sector comparisons.

Online Reports

- Indiana Nonprofit Employment, 2005 Report. Nonprofit Employment Report No. 2 by Kirsten Grønbjerg and Erich T. Eschmann. May 2005 (www.indiana.edu/~nonprof/results/innonprofitemploy.htm).
- Indiana Nonprofit Employment, 2001. Nonprofit Employment Report No. 1 by Kirsten Grønbjerg and Hun Myoung Park. July 2003 (www.indiana.edu/~nonprof/results/innonprofitemploy.htm).
- Bloomington Nonprofit Employment, 2001. Nonprofit Employment Report No. 1, Supplement A, by Kirsten Grønbjerg and Sharon Kioko. August 2003 (www.indiana.edu/~nonprof/results/inemploy/bloomingtonempl03.pdf).

Personal Affiliation Survey Analysis

We completed a survey of 526 Indiana residents in May 2001, designed to make it possible to evaluate the utility of an alternative approach to sampling Indiana nonprofits (as compared to drawing a sample from a comprehensive nonprofit database). The survey probed for the respondents' personal affiliations with Indiana nonprofits as employees, worshippers, volunteers, or participants in association meetings or events during the previous 12 months. We recorded the names and addresses of the church the respondent had attended most recently, of up to two nonprofit employers, up to five nonprofits for which the respondent had volunteered, and up to five nonprofit associations.

Journal Articles and Conference Presentations

- The Role of Religious Networks and Other Factors in Different Types of Volunteer Work, by Kirsten Grønbjerg and Brent Never. Nonprofit Management and Leadership 14 (Winter 2004, No. 3):263-90.
- Individual Engagement with Nonprofits: Explaining Participation in Association Meetings and Events, by Kirsten Grønbjerg. Paper presented at the ARNOVA Meetings, Montreal, Canada, November 14-16, 2002.
- Volunteering for Nonprofits: The Role of Religious Engagement, by Kirsten Grønbjerg and Brent Never. Paper presented at the Association for the Study of Religion. Chicago, August 14-16, 2002.

Indiana Nonprofit Database Analysis

We developed a comprehensive database of 59,400 Indiana nonprofits of all types (congregations, other charities, advocacy nonprofits, and mutual benefit associations) using a unique methodology that combines a variety of data sources, most notably the IRS listing of tax-exempt entities, the Indiana Secretary of State's listing of incorporated nonprofits, and the yellow page listing of congregations. We supplemented these listings with a variety of local listings in eleven communities across the state and with nonprofits identified through a survey of Indiana residents about their personal affiliations with nonprofits. The database is available in a searchable format through a link at www.indiana.edu/~nonprof.

Journal Articles and Conference Presentations

- Extent and Nature of Overlap Between Listings of IRS Tax-Exempt Registrations and Nonprofit Incorporation: The Case of Indiana, by Kirsten Grønbjerg and Laurie Paarlberg. Nonprofit and Voluntary Sector Quarterly 31 (No. 4, December, 2002): 565-94.
- Evaluating Nonprofit Databases. American Behavioral Scientist 45 (July, 2002, No. 10): 1741-77. Resources for Scholarship in the Nonprofit Sector: Studies in the Political Economy of Information, Part I: Data on Nonprofit Industries.
- Community Variations in the Size and Composition of the Nonprofit Sector: The Case of Indiana by Kirsten Grønbjerg and Laurie Paarlberg. Paper presented at the Small Cities Conference, Muncie, IN, September 14-15, 2001.
- Community Variations in the Size and Scope of the Nonprofit Sector: Theory and Preliminary Findings, by Kirsten A. Grønbjerg and Laurie Paarlberg. Nonprofit and Voluntary Sector Quarterly 30 (No. 4, December, 2001) 684-706.



The Center on Philanthropy
at Indiana University

Indiana University–Purdue University Indianapolis



The Indiana University
School of Public and Environmental Affairs
Making A World of Difference.