INDIANA NONPROFITS

Scope and Community Dimensions

Nonprofit Survey Series

Report #6

INDIANA NONPROFITS: A PROFILE OF MEMBERSHIP ORGANIZATIONS

A JOINT PRODUCT OF

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KIRSTEN A.GRØNBJERG
AND
PATRICIA BORNTRAGER

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 interact[24] 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.

[24] In an earlier report, *Indiana Nonprofits: Affiliations, Collaborations, and Competition* by Grønbjerg 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.

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

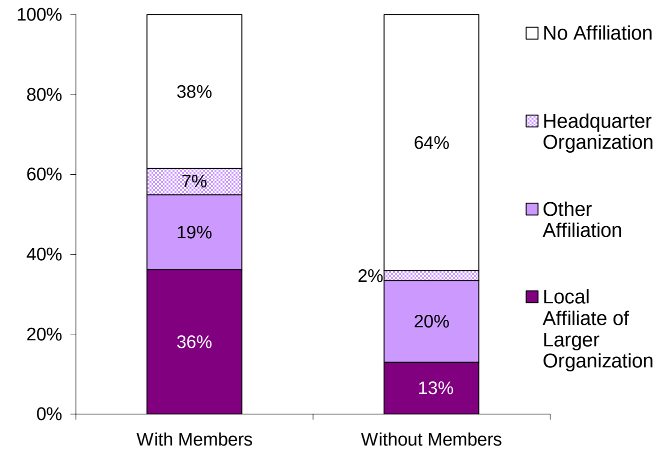
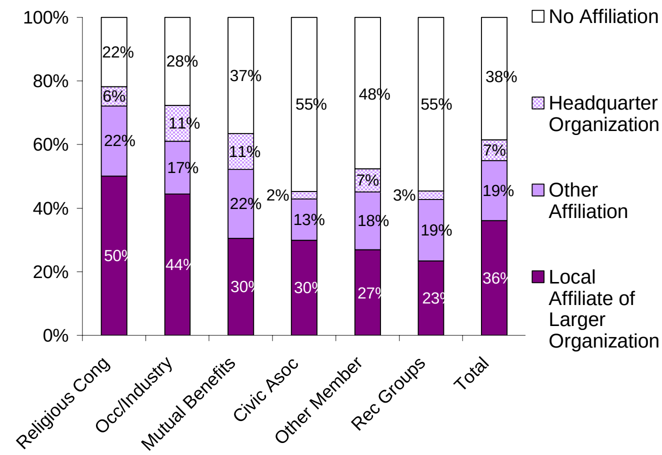


Figure 53: Percent reporting any affiliations by type of membership organization (n=1,598)



– 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 (compared 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.

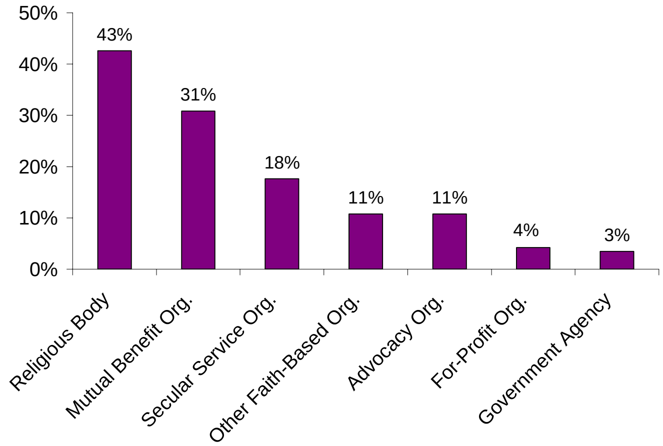
- Some 90 percent of youth development organizations are affiliated, including 52 percent that are local affiliates (compared to 27 percent of other member groups overall).

- 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).

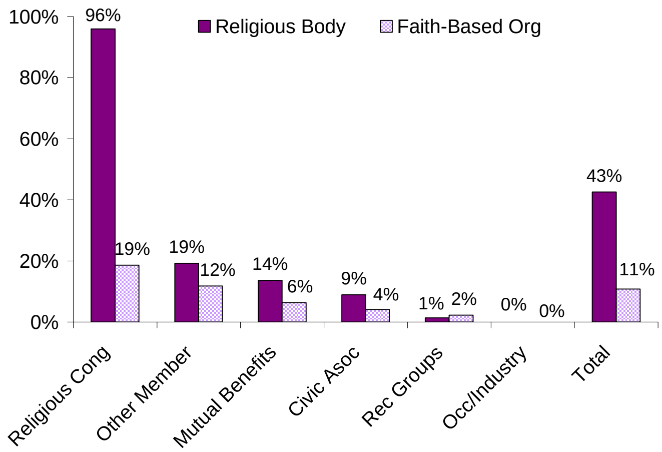
– Only 4 percent report formal affiliation with a business or for-profit organization and 3 percent with a government agency.

– *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 bodies[25] 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)



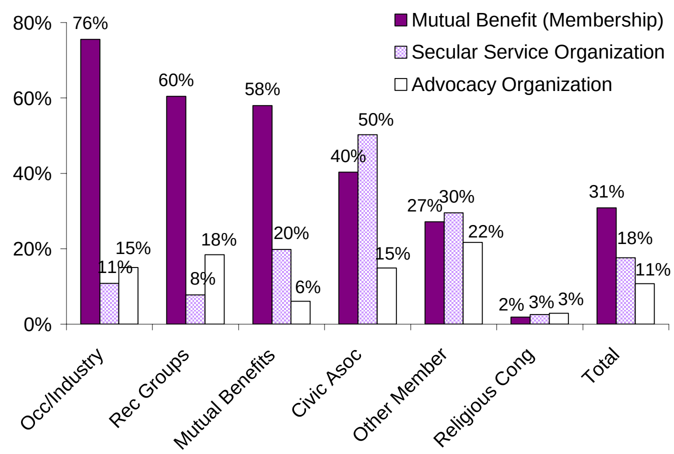
– *Affiliations with Mutual Benefit (Membership) Organizations.* [26] While overall fewer membership organizations are formally affiliated with mutual benefit (membership) organizations than with religious bodies (31 percent vs. 43 percent), most types of membership organizations are more likely to be formally affiliated with mutual benefit organizations than with religious bodies.

– Indeed, the majority of o*ccupation/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)



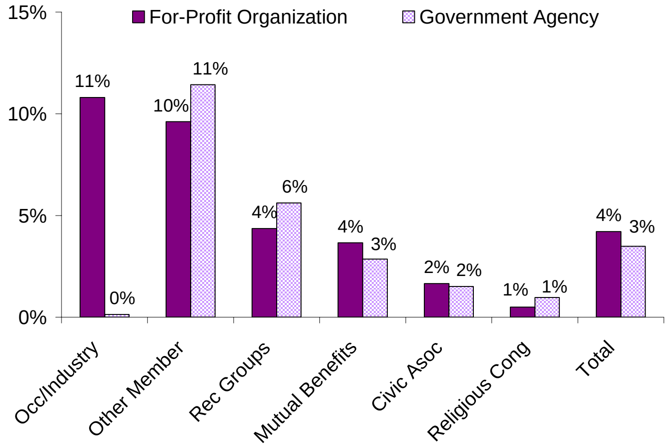
– *Affiliations with Advocacy Organizations. Other member groups* are the most likely to be affiliated with advocacy organizations, with over one-fifth (22 percent) reporting so (compared to only 3 percent of religious congregations and 11 percent of membership organizations overall). See white bars 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 ot*her 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.

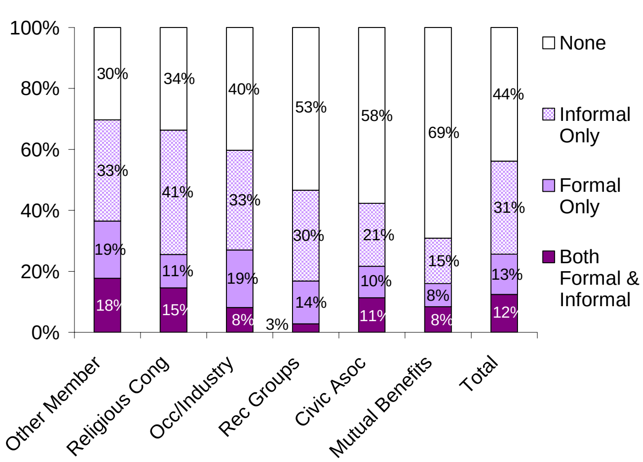
Figure 57: Percent reporting affiliations with government agencies or for-profit organizations by type of membership organization (n=977)



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 o*ther 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.

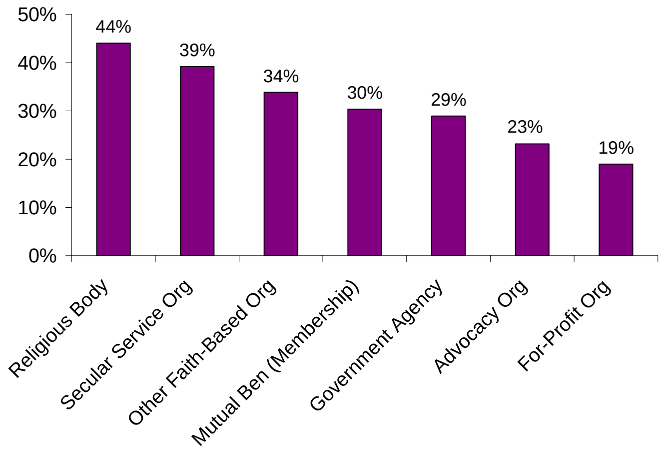
- For *civic associations* and *recreation groups*, there are notable variations among sub-groups:
  - Among civic associations, over half (53 percent) of community service clubs report collaborations or networks, including 20 percent with only formal relationships (compared to 10 percent of civic associations 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)

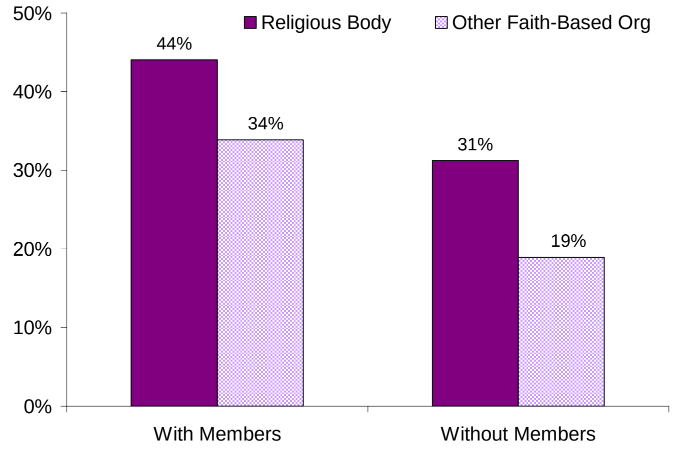
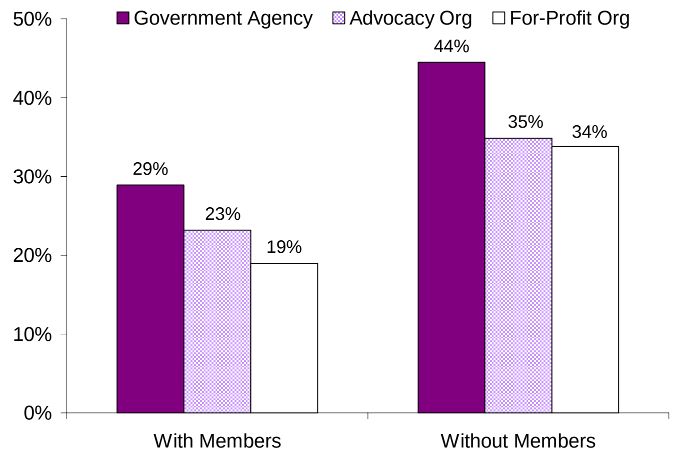


Figure 61: Types of most important collaborations or networks by member status (n=1102-1108)



– *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]

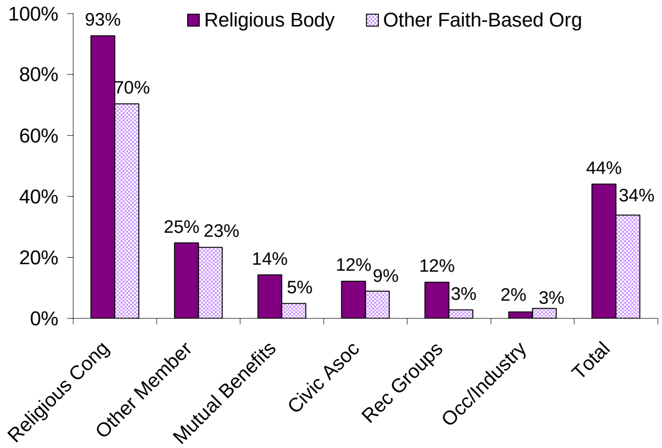
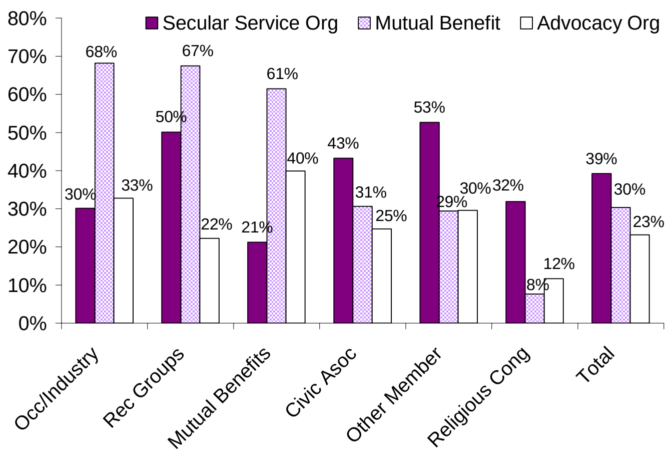


Figure 63: Type of most important collaboration or network by type of membership organization (n=803-820)

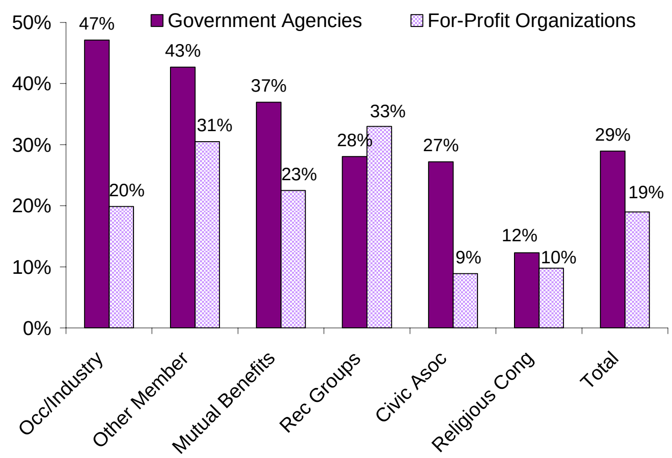


– *Collaboration/Networking with Mutual Benefit (Membership) Organizations.* Three in ten membership organizations overall include mutual benefit (membership) organizations in their most important informal networks or formal collaborations.[29] This is especially prominent among *occupation/industry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

– *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. O*ccupation/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.

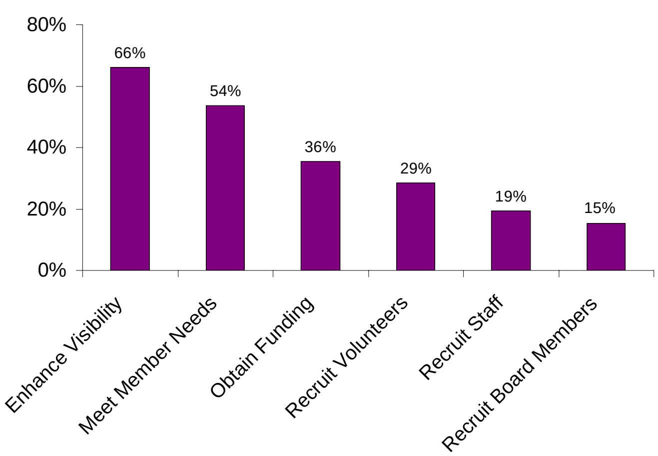
- **Benefits of Collaborations or Networks:** We asked Indiana nonprofits that participated in formal colla-

[28] These percentages are based only on organizations that say they participate in some type of collaboration.
[29] See Footnote 28.

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.

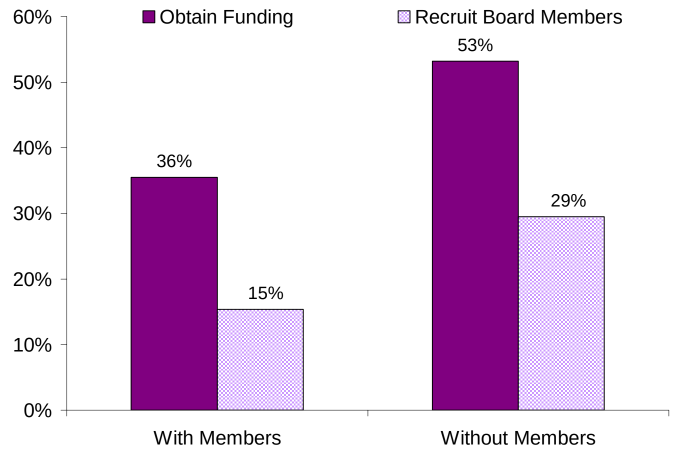
– *Overall*: Membership organizations that collaborate or network with other organizations are most likely to report that these relationships are useful to them in enhancing their visibility or reputation (66 percent) and meeting member or client needs (54 percent). Some 36 percent say that these relationships 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)



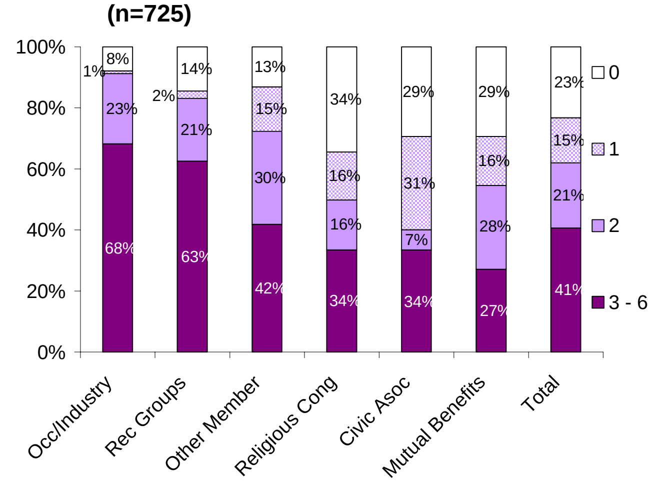
– *Members vs. No Members*: Membership organizations are less likely to find collaborations or networks useful for obtaining funding (36 percent) or recruiting board members (15 percent) than nonprofits without members (53 percent and 29 percent respectively). See Figure 66. There are no differences 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)



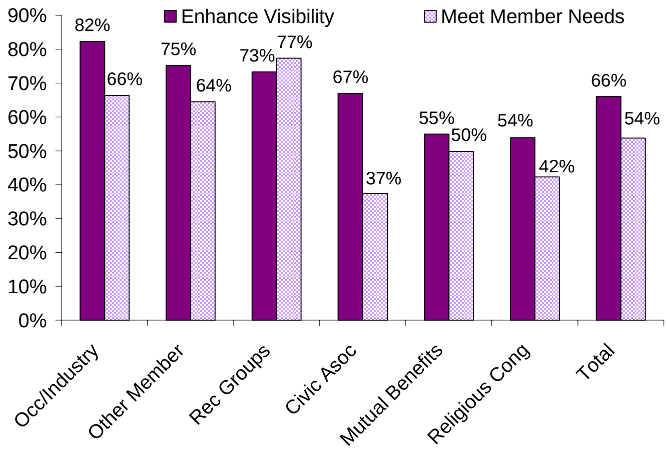
– *By Type of Membership Organization*: The utility of collaborations or networks vary by type of membership organization. Overall, more than three-fourths (77 percent) of membership organizations report at least one type of benefit from networks or collaborations, including two-fifths (41 percent) that 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)



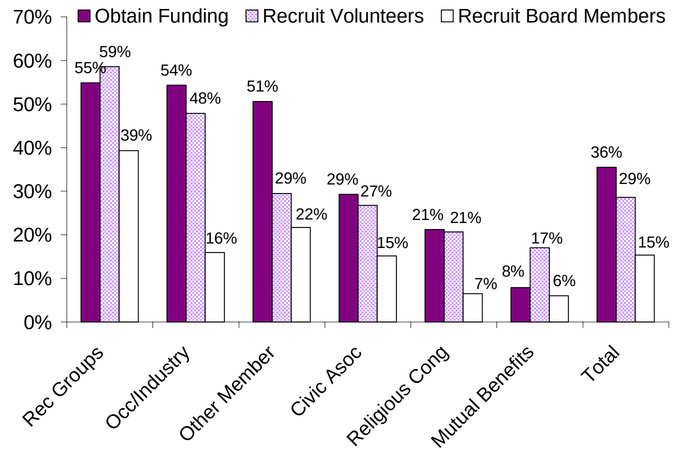
– *Meet Member Needs.* Over three-fourths (77 percent) of *recreation groups* that collaborate say these relationships help them to meet member (or client) needs. The majority of *occupation/industry* (66 percent) and *other member* groups (64 percent) report the same. See light colored bars in Figure 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)

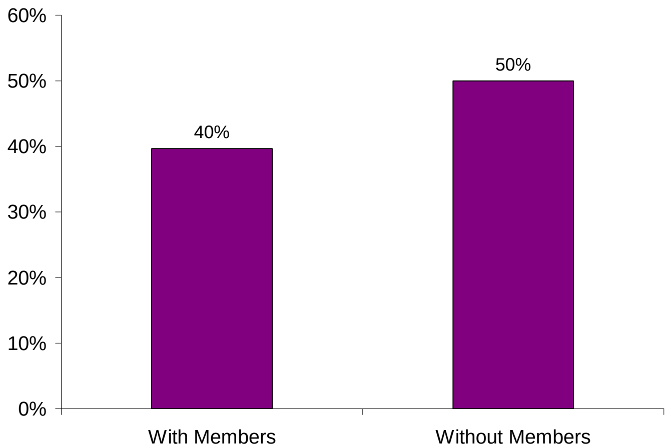
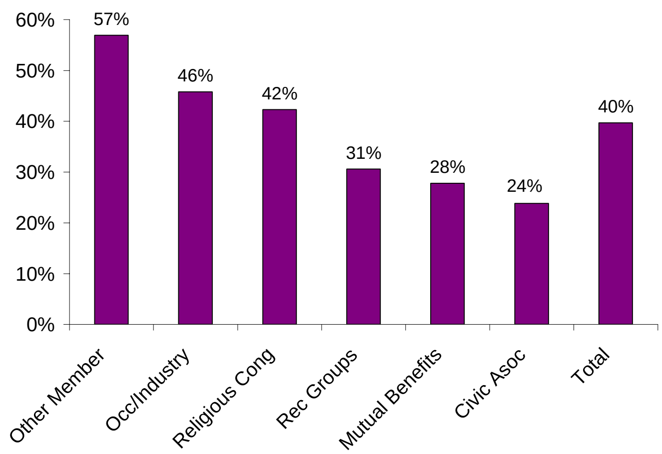


Figure 71: Percent that compete by type of membership organization (n=1,682)

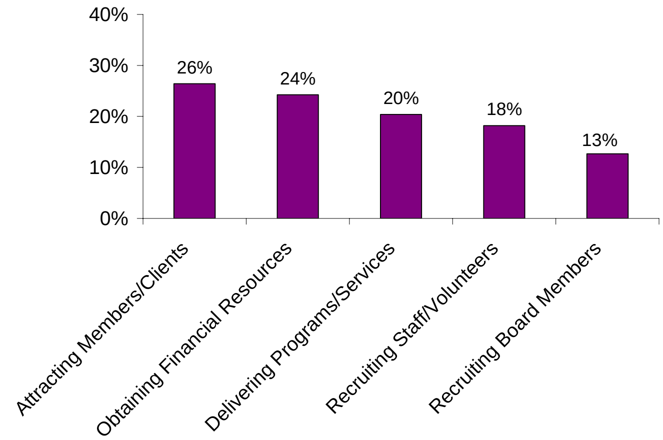


– Over two-fifths of *occupation/industry groups* (46 percent) and *religious congregations* (42 percent) compete, compared to less than a third of all other types of membership organizations.

- **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)

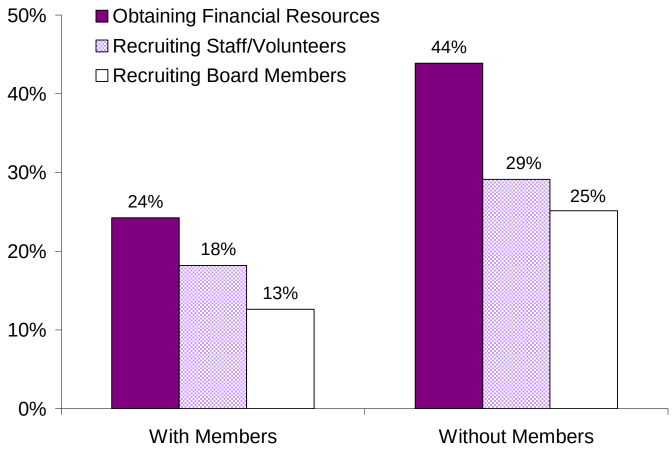
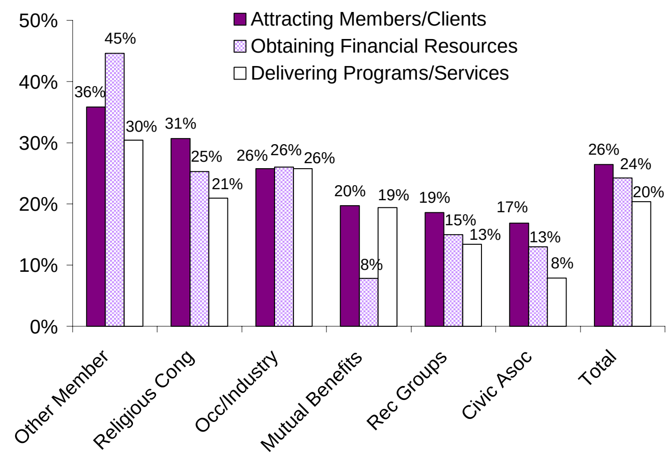


Figure 74: Percent of nonprofits that compete for members or clients, financial resources, and programs or services by type of membership organization (n=1,682)



- 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.

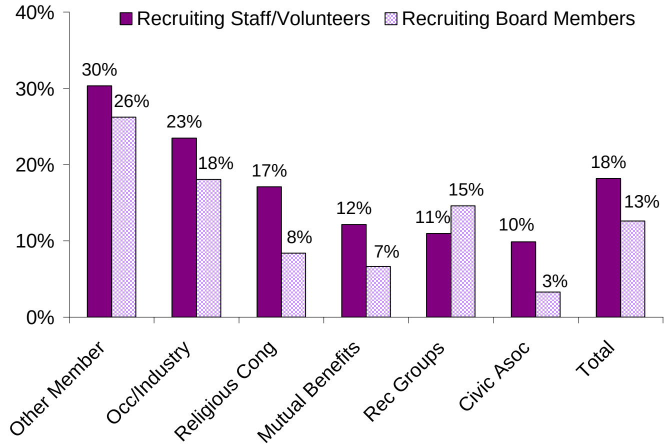
– *Recruiting Staff or Volunteers.* Roughly a third (30 percent) of *other member groups* compete for staff or volunteers, compared to a fifth (18 percent) of membership organizations overall. See solid/dark bars in Figure 75.

- 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).

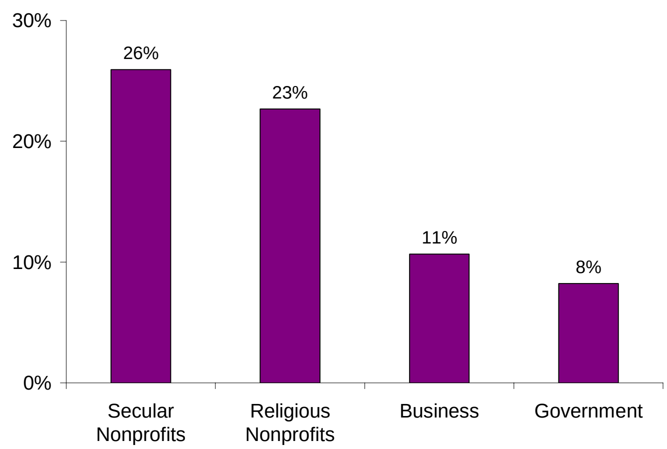
Figure 75: Percent of nonprofits that compete for staff or volunteers and board members by type of membership organization (n=1,682)



- <u>Chambers of commerce</u> 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).

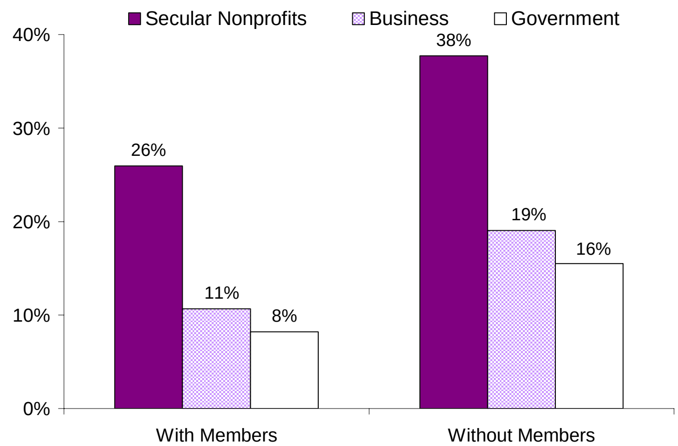
- **Types of Competitors:** Membership organizations compete primarily with other secular nonprofits (26 percent), but they also face competition from religious nonprofits (23 percent) and to a lesser extent from business (11 percent) and government (8 percent) organizations. See Figure 76.

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



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

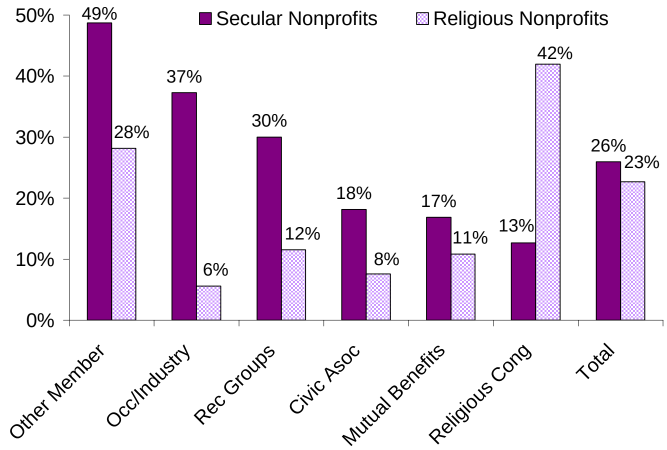


– There is no significant difference between organizations with and without members in their competition with religious nonprofits (22 percent of nonprofits report such competition).

– *<u>By Type of Membership Organization:</u>* 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.

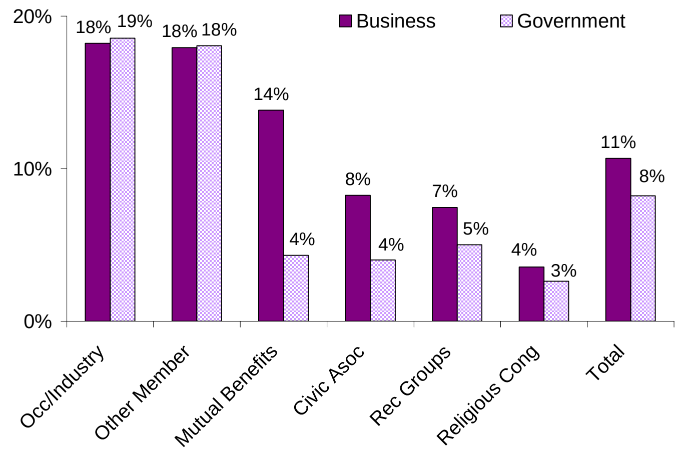
– *Competition with Business.* Almost one-fifth (18 percent each) of *occupation/industry* and *other member groups* compete with for-profit organizations, compared to one-tenth (11 percent) of membership organizations overall. See solid/dark bars in Figure 79.

- 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 themselves—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.