



# INDIANA NONPROFITS

*Scope and Community Dimensions*

Nonprofit Survey Series  
Report #5

## INDIANA NONPROFITS: AFFILIATIONS, COLLABORATIONS, AND COMPETITION

A JOINT PRODUCT OF

THE CENTER ON PHILANTHROPY  
AT INDIANA UNIVERSITY

AND

THE SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS  
AT INDIANA UNIVERSITY

NOVEMBER 2004

KIRSTEN A. GRØNBJERG  
AND  
CURTIS CHILD

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& COMPETITION**

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SCOPE & COMMUNITY  
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**TABLE OF CONTENTS –**

Project Advisory Board .....	4
Introduction .....	5
Executive Summary .....	6
Key Findings .....	7
Methodological Note.....	8
Detailed Findings .....	9
I. Nonprofit Affiliations.....	9
Indiana Nonprofits & Their Affiliations.....	9
Formal Headquarter-Subsidiary Affiliations .....	9
Types of Entities with which Nonprofits Affiliate .....	10
Affiliations with Federated Funders .....	12
Conclusions and Implications .....	14
II. Collaborations and Networks Across the Sector.....	15
Formal & Informal Relationships in the Nonprofit Sector.....	15
Networks and Collaborations.....	15
Informal Networks .....	16
Formal Collaborations.....	17
Conclusions and Implications .....	18
III. An Analysis of Nonprofits' Most Important Relationships....	19
Indiana Nonprofits' Most Important Relationship .....	19
Purpose of Most Important Relationship .....	19
Size of Most Important Network or Collaboration .....	19
Scope of Relationship .....	21
Conclusions and Implications .....	24
IV. Effects of Collaborations and Networks.....	25
Impacts of Collaborations and Networks .....	25
Enhancing Visibility/Reputation.....	26
Meeting Client/Member Needs.....	27
Obtaining Funding .....	28
Recruiting/Keeping Volunteers .....	29
Recruiting/Keeping Staff .....	30
Recruiting/Keeping Board Members .....	30
Conclusions and Implications .....	31
V. Competition among Indiana Nonprofits.....	32
Patterns of Competition for Indiana Nonprofits.....	32
Extent of Competition.....	32
Competitive Arenas .....	34
Competing for Financial Resources .....	35
Competing to Attract Clients or Members .....	35
Competing to Deliver Programs or Services.....	36
Competing for Staff or Volunteers.....	37
Competing for Board members .....	38
Types of Competitors.....	39
Competing with Secular Nonprofit .....	39
Competing with Religious Nonprofits .....	41
Competing with Business.....	41
Competing with Government.....	42
Conclusions and Implications .....	43
Appendices	
A. NTEE Major Categories and Major Fields .....	44
B. Selected Survey Questions .....	46
C. Regional Tables.....	48
Project Publications and Reports.....	56

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## INTRODUCTION

Indiana nonprofits face increasing demands for their programs and services, but encounter major challenges in securing adequate financial resources to meet these demands. Indeed, this is their single most pervasive major challenge. Even if that were not the case, nonprofits must necessarily focus their activities on a fairly narrow range of activities if they are to remain true to their mission. At the same time, changes in community conditions mean that needs are becoming more complex and often beyond the capacity of any single organization.

For these reasons – and also because key institutional funders, such as government agencies, foundations, and United Way organizations, strongly encourage (at times demand) it – nonprofits frequently form relationships with other organizations. They do so to expand their service capacity, coordinate their programs with those of other organizations, gain access to needed resources, share costs, and/or enhance their visibility. These relationships may take a variety of forms, ranging from formal headquarter-chapter affiliations to collaborations and informal networks. Moreover, they often span sector boundaries, as nonprofits work in partnership with government agencies or for-profit organizations.

Other relationships are of a more competitive nature. Indeed, many nonprofits compete with other nonprofits, government agencies, and businesses to obtain financial resources, deliver quality programs and services, or attract clients, new staff and volunteers.

Indiana Nonprofits: Affiliation, Collaboration and Competition is the fifth in a series of reports<sup>1</sup> 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 ([www.indiana.edu/~nonprof](http://www.indiana.edu/~nonprof)). Previous reports have reviewed management challenges and capacities of Indianapolis region nonprofits,<sup>2</sup> presented an overall profile

of Indiana nonprofits,<sup>3</sup> examined the impact of community and policy changes on them,<sup>4</sup> and explored how they manage financial and human resources.<sup>5</sup> No other study has examined such a variety of nonprofits or done so in such detail.

Here we explore the extent to which Indiana nonprofits participate in various forms of formal and informal relationships with other organizations. We also investigate the prevalence of competition among Indiana nonprofits, both within the sector and between nonprofits and governments or businesses. Future reports will examine membership associations and congregations.

This report is 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 the Donors Forum of Chicago.<sup>6</sup>

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<sup>1</sup> For information on the survey and related reports, please see [www.indiana.edu/~nonprof](http://www.indiana.edu/~nonprof) and follow links to “Research Results” and then “Indiana Nonprofit Survey.”

<sup>2</sup> Kirsten A. Grønbjerg & Richard Clerkin, The Indianapolis Nonprofit Sector: Management Capacities and Challenges. February 2003. Available online at [www.indiana.edu/~nonprof/results/npsurvey/indymanag.html](http://www.indiana.edu/~nonprof/results/npsurvey/indymanag.html)

<sup>3</sup> Kirsten A. Grønbjerg & Linda Allen, The Indiana Nonprofit Sector: A Profile. January 2004. Available online at: [www.indiana.edu/~nonprof/results/npsurvey/insprofile.html](http://www.indiana.edu/~nonprof/results/npsurvey/insprofile.html)

<sup>4</sup> Kirsten A. Grønbjerg & Curtis Child, Indiana Nonprofits: Impact of Community and Policy Changes. July 2004. Available online at: [www.indiana.edu/~nonprof/results/npsurvey/inscom.html](http://www.indiana.edu/~nonprof/results/npsurvey/inscom.html)

<sup>5</sup> Kirsten A. Grønbjerg & Richard M. Clerkin, Indiana Nonprofits: Managing Financial and Human Resources, August 2004. Available online at: [www.indiana.edu/~nonprof/results/npsurvey/insmanag.html](http://www.indiana.edu/~nonprof/results/npsurvey/insmanag.html).

<sup>6</sup> Kirsten A. Grønbjerg & Curtis Child, Illinois Nonprofits: A Profile of Charities and Advocacy Organizations (Chicago, IL: Donors Forum of Chicago, December 2003). Available online at [www.donorsforum.org](http://www.donorsforum.org).

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# EXECUTIVE SUMMARY

1. **Formal affiliations:** We asked Indiana nonprofits whether they are affiliated with another organization as a headquarter, local subsidiary, or in another way.

- More than half of Indiana nonprofits are affiliated in some way. This is especially the case for nonprofits in the public and societal benefit (e.g., advocacy, community development, philanthropy) and religion fields, older nonprofits, and medium-sized and large organizations. Besides religious bodies, with whom most religion nonprofits are affiliated, Indiana nonprofits in every field are most likely to be affiliated with various mutual benefit or membership associations (e.g., fraternal organizations, professional or trade associations and the like).
- Some 14 percent of Indiana nonprofits received funds from federated funders during the most recently completed fiscal year. This is disproportionately so for nonprofits in the health and human services fields.

2. **Networks and collaborations:** We asked Indiana nonprofits whether they participate in formal collaborations or informal networks with other entities.

- More than half (57 percent) of Indiana nonprofits are involved in collaborations or networks. Informal networks are more common than formal collaborations.
- Overall, participation in collaborations or networks relates most significantly to the nonprofits' size and their access to technology: larger nonprofits and those with basic information technology components are most likely to indicate that they participate in such relationships.

3. **Most important relationship:** We asked nonprofits that participate in networks or collaborations to focus on the most important one and to tell us how many and what types of organizations are part of the relationship.

- The median number of organizations in Indiana nonprofits' most important network or collaboration is five, although the number is disproportionately higher for health nonprofits and for religion nonprofits that provide human services.

- Nonprofits that are small in size and lack technology are disproportionately likely to participate in small networks and collaborations.
- About half of the relationships are homogeneous in scope, involving only one or two different types of organizations. The variety of organizations involved is positively related to how many organizations are involved in the relationship.
- Generally, Indiana nonprofits are most likely to say that secular service organizations (42 percent) and religious bodies (41 percent) are involved in these relationships, although this varies according to the field of service in which they are active. Many nonprofits are also involved with governments (33 percent) or for-profit organizations (23 percent).

4. **Effects of networks and collaborations:** We asked Indiana nonprofits to indicate whether their involvement in networks and collaborations makes it easier, harder, or has no impact on maintaining key organizational capacities.

- Respondents are most likely to say that participation in networks or collaborations makes it easier for them to enhance their visibility or reputation, meet client or member needs, and obtain funding.
- Arts, culture and humanities nonprofits stand out as most likely to indicate that they benefit from involvement in networks and collaborations.

5. **Competition:** We asked Indiana nonprofits to identify the arenas in which they compete with other organizations, as well as the different types of organizations with which they do so.

- Two-fifths of Indiana nonprofits compete with other organizations (both in and outside of the nonprofit sector) for a variety of resources.
- They compete most extensively with secular nonprofits (29 percent), followed by religious nonprofits (22 percent), businesses (13 percent), and governments (10 percent).
- Generally, the prevalence of competition with other organizations increases with size and access to technology. Nonprofits that participate in formal or informal relationships are also more likely to compete than those that are not.



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## KEY FINDINGS

Five key findings stand out from our analysis:

1. ***Most Indiana nonprofits interact with other organizations:*** They do so collaboratively through vertical headquarter-subsidary affiliations or horizontally through informal networks or formal collaborations. They also interact competitively with other organizations when they seek to secure funding or new staff and volunteers. While these interactions occur primarily within the nonprofit sector, they cut across sector boundaries. Indeed, many Indiana nonprofits collaborate and compete with organizations in the government and for-profit sectors.
2. ***Mixed effects of collaborations:*** For some nonprofits, involvement in networks and collaborations help them maintain certain organizational capacities. Yet many, and in some instances, a majority of Indiana nonprofits say that their participation in networks and collaborations has no such effect. Nearly 20 percent of the nonprofits in the state that are involved in these relationships say that their participation has no impact, makes it harder, or is not applicable to accomplishing any of the fundamental tasks about which we asked, such as obtaining funding, meeting client or member needs, or recruiting and retaining staff, volunteers, and board members.
3. ***Importance of technology in understanding inter-organizational relations:*** At nearly every point in this analysis, access to basic information technology plays an important role. Nonprofits with basic technological components in place, such as computers, access to the Internet, e-mail, and a web-site are significantly more likely than those without these resources to receive certain types of federated funding, participate in collaborations or networks, be involved in disproportionately large networks and collaborations, benefit from these relationships, and compete with other organizations.
4. ***Importance of organizational size in understanding interorganizational relations:*** Large nonprofits also show distinctive interorganizational relations. They are disproportionately more likely to receive federated funding, participate in both formal collaborations and informal networks, be involved in large networks and collaborations, and compete with other organizations for various reasons.
5. ***Variations by field:*** In most instances, certain nonprofit fields stand out in the way that they interact with other organizations even after controlling for various organizational characteristics, such as size, age, primary funding source, and access to technology. For example, a significantly high percentage of religion nonprofits are affiliated with other organizations, health nonprofits are disproportionately likely to participate in informal relationships, while nonprofits in the arts field are the most likely to participate in formal ones. Moreover health nonprofits are the most likely to participate in large networks and collaborations, while human services nonprofits indicate their most important relationships are large in scope (i.e. include many different types of organizations). Arts, culture and humanities nonprofits are disproportionately likely to benefit from their participation in these relationships and nonprofits in the religion and public benefit fields are the least likely to compete with other organizations.

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## METHODOLOGICAL NOTE

In prior survey reports we primarily used cross-tabulations of two indicators (*bivariate analysis*) to guide our investigations. This method allowed us to examine whether there is a significant relationship between two variables, such as size and age, to see if older nonprofits are notably larger or smaller than young ones.

Although useful, this approach is limited in that it only permits us to examine two variables at a time. Thus, continuing with our example, if we found that young nonprofits are more likely to be small than older ones, we might be curious whether this also has something to do with the field of activity in which the nonprofits operate. More advanced statistical techniques make it possible to include multiple variables into a statistical model in order to determine which of them significantly relate to the one we are trying to understand. Statistical techniques that allow us to look at multiple variables at the same time are called *multivariate analyses*. In the present analysis we experimented with these techniques in order to provide a clearer representation of the Indiana nonprofit sector. Our hope is that this will provide the reader with a more robust and nuanced analysis.

To simplify the presentation, however, all the figures that we present are based on the bivariate analyses. We use the text to highlight the variables that stand out in the multivariate analyses (logistic regression). As in previous studies, all analyses include four main control variables. These are **field of activity** (see Appendix A), **size**,<sup>7</sup> **primary source of funding**,<sup>8</sup> and **age**.

Many of the analyses also include an indicator of the nonprofits' access to basic information technology and various measures of relationships with other organizations. The latter are explained at appropriate points in the text. The former, access to technology, consists of a simple score, ranging from 0 to 4, to measure the number of technology components possessed by the nonprofits: a computer, access to the Internet, e-mail, and a web-

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<sup>7</sup> We use total annual revenues and number of full-time equivalents (FTEs) as alternative indicators of organizational size.

<sup>8</sup> "Primary source of funding" is defined as obtaining 50 percent or more of total revenues from a particular source (government, dues and fees, donations, etc.); those obtaining less than half of their revenues from any one of these sources are defined as having "No dominant source" of funding.

site for the organization. Nonprofits scoring a zero do not have any of these components, while nonprofits scoring four have all of them.

We included the measure of information technology because of its germaneness to interorganizational relationships. Indeed, it would be difficult to discuss nonprofit relations without addressing some aspect of the basic technologies that allow nonprofits in our modern society to communicate, collaborate, and even compete. For many organizations, e-mail is a primary means of communication, and the Internet virtually links them to other organizations, competitors, possible funders, and clients. Some nonprofits lack these components of information and communication technology, significantly reducing their ability to participate in certain types of interorganizational relationships. In either case, understanding nonprofits' access to technology helps us to more fully comprehend the various interactions and relationships in which Indiana nonprofits participate because such technology is so often the medium of communication.

Whereas in previous reports we relied on a single category to identify nonprofits in the religion field, in this study we differentiate between religion nonprofits that provide health and human services (HHS) and those that do not (no HHS). Our analyses suggests that these two types of religion nonprofits exhibit distinctive patterns of behavior, especially in regard to their networks and collaborations. In order to identify religion nonprofits that provide health or human services, we referred to a survey question that asked respondents to indicate whether they provide some type of health (e.g. health care treatment, treatment for diseases or disorders, health research or prevention, or mental health or crisis intervention) or human service (e.g. social services, counseling, public safety or disaster relief, crime or legal services, employment or job training, food or nutrition, youth development or recreation).

Our analysis highlights differences that meet statistical criteria of significance (5 percent or less chance that the results occurred by chance). We focus primarily on differences by **field of activity** (see Appendix A), but also examine the impact of **size**, **funding mix**, **age**, and **information technology** (and **the interaction** of these characteristics where relevant) on whether Indiana nonprofits are **affiliated with** other organizations, **collaborate or network**, or **compete** with other organizations. As appropriate, each of these key dimensions is discussed in more detail in the body of the report.



# DETAILED FINDINGS

## I. NONPROFIT AFFILIATIONS

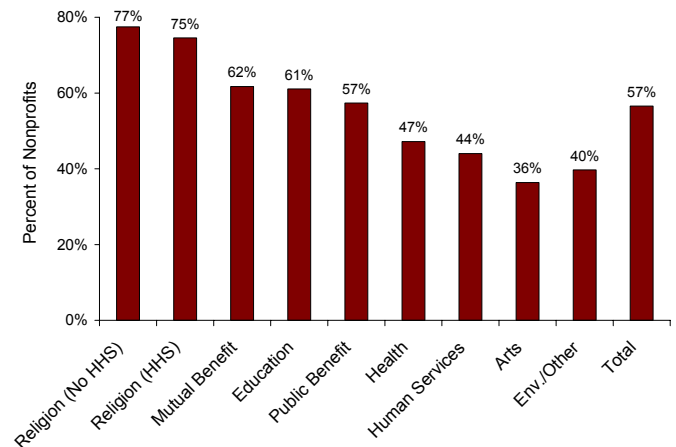
Just over-half of Indiana nonprofits are formally affiliated with other organizations. The majority of these involve headquarter-subsidiary type relationships. Nonprofits in the religion field are the most likely to be affiliated with other organizations, almost all of which are religious bodies. For all other types of nonprofits, most are affiliated with mutual benefit (membership) organizations. Medium-sized and older organizations are also disproportionately likely to be affiliated.

**Indiana nonprofits and their affiliations with other organizations:** Affiliations are usually vertical relationships between headquarters and their subsidiaries, although many have some other form of affiliation. Nonprofits that operate as subsidiaries of a headquarter organization gain access to established expertise, name recognition, and additional resources. Headquarters rely on subsidiaries or local chapters to increase the scope of their activities, especially geographic scope, in order to better accomplish their missions. We discuss relationships that involve formal collaborations or informal networks in Chapter II.

- **Formal headquarter-subsidiary affiliations:** We asked our survey respondents to indicate whether they were formally affiliated with another organization as a local subsidiary or chapter of a headquarter organization, whether they were a headquarter organization with local subsidiaries, or had some other type of formal affiliation.
  - **Overall:** More than half (57 percent) of Indiana nonprofits are formally affiliated with another organization. This includes nearly one-third (30 percent) that are local affiliates or subsidiaries of another (headquarter) organization and 6 percent that are themselves headquarter organizations with subsidiaries. The rest of those with formal affiliations (19 percent overall) say they have some other affiliation.
  - Whether organizations are affiliated with other entities relates most significantly to their field of activity, size, and age, but not funding profile.

- **Nonprofit field:** Religion nonprofits<sup>9</sup> are, by far, the most likely (75-77 percent) to indicate they are formally affiliated with another organization, compared to only 44 percent of the human services and 36 percent of arts, culture and humanities nonprofits.<sup>10</sup> See Figure 1.

**Figure 1: Percent of nonprofits formally affiliated with another organization by field of activity (n=2,081)**



- To see whether these differences by nonprofit field stand up when we take other important organizational features into account, we use multivariate statistical techniques<sup>11</sup> to control for size, age, funding source, technological capacity, and proximity to urban centers.<sup>12</sup> This more complex analysis shows that controlling for these other factors, public and societal benefit and religion nonprofits have significantly higher odds of being affiliated than nonprofits in other fields, while human services nonprofits have significantly lower odds of formal affiliation. The multivariate analysis thus confirms the high rates of affiliation for religion nonprofits and the low

<sup>9</sup> For our definitions of nonprofit fields, see Appendix A.

<sup>10</sup> We explored whether these differences in formal affiliations by field reflected variations in the prevalence of local affiliates or subsidiaries, but found no indications of such a pattern.

<sup>11</sup> See Methodological Note.

<sup>12</sup> We included a variable that indicates whether the nonprofit is located in a metropolitan area or not to test whether closeness to urban centers helps explain the extent to which nonprofits are affiliated. Assuming that nonprofits in densely populated areas would have more opportunities (and possibly pressures) to form various types of relationships with other organizations, we hypothesized that there would be a positive relationship, but did not find one.

rates for human service nonprofits, while revealing an otherwise hidden high rate of affiliation for public and societal benefit nonprofits.

- The apparent discrepancy between the likelihood of having some formal affiliation when considering only nonprofit field as a factor by itself (e.g., bivariate analysis, illustrated in Figure 1) as opposed to when we consider multiple factors at the same time (e.g., multivariate analysis, summarized in the preceding paragraph) has to do with the complexities of organizations and their characteristics. For example, in Figure 1, mutual benefit nonprofits seem quite likely to be affiliated, but may just be because they are generally quite old and, as we show below, older nonprofits are more likely to have formal affiliations. Similarly, Figure 1 suggests that arts, culture and humanities nonprofits are unlikely to be formally affiliated, but that is most likely because they are quite young and young nonprofits are unlikely to have formal affiliations.

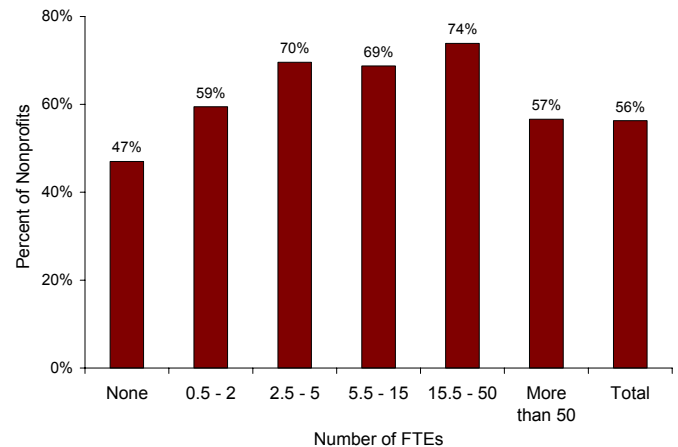
- As noted above, religion nonprofits are significantly more likely than nonprofits in other fields to be in a formal affiliation. This holds regardless of whether these nonprofits provide human services or not.

- **Size:** Less than one-half (47 percent) of small nonprofits (i.e. those without any full-time equivalent, (FTE), staff members) have an affiliation with another organization. Very large organizations (i.e. those with more than 50 FTEs) are only slightly more likely to report some formal affiliation (57 percent). However, 74 percent of medium-sized nonprofits are affiliated with some other organization. See Figure 2. Multivariate analyses confirm this general pattern of a curvilinear relationship (inverted U shape) between formal affiliations and number of FTEs.

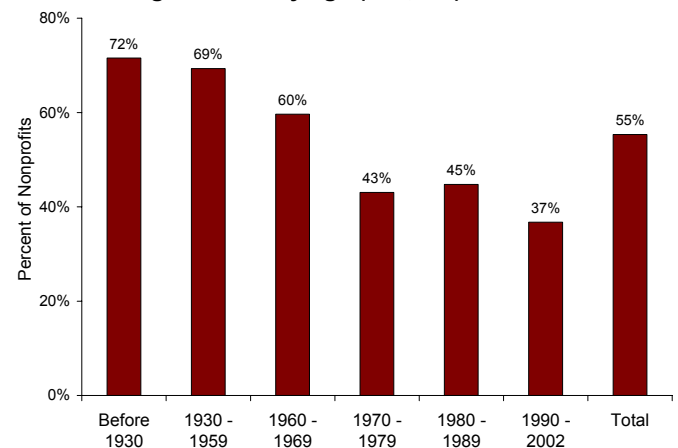
- **Age:** As alluded to above, one of the characteristics most robustly related to organizational affiliations is age—older nonprofits are generally more likely to be formally affiliated than younger ones. See Figure 3. This pattern also holds when we control for other factors: for every 10 years of age, the odds that a nonprofit is affiliated with another organization increases

by approximately 7 percent. We do not know whether this pattern reflects greater likelihood of survival for nonprofits that are formally affiliated, whether nonprofits accumulate formal affiliations as they age, or whether nonprofits established in earlier periods were simply more likely to be formally affiliated from the start. Possibly all three factors operate.

**Figure 2: Percent of nonprofits affiliated with another organization by size (n=1,946)**



**Figure 3: Percent of nonprofits affiliated with another organization by age (n=1,932)**

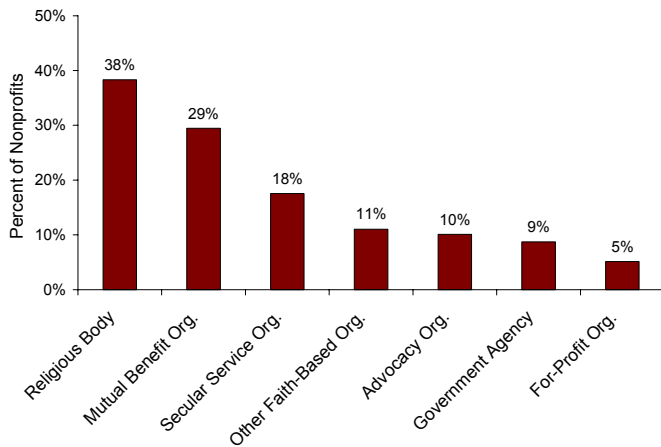


- **Type of entities with which Indiana nonprofits are affiliated:** We asked those respondents that are formally affiliated with other organizations to indicate whether they are affiliated with a religious body (congregation, denomination, or similar entity); other religious or faith-based organization; secular nonprofit service organization; nonprofit advocacy organization; nonprofit mutual benefit (membership)

organization; government agency, authority, or similar organization; or a business or other for-profit organization. Respondents could select multiple responses.

- Most of the Indiana nonprofits that are affiliated with other organizations are affiliated with a religious body (38 percent indicate that this is the case, see Figure 4). This reflects the prevalence (24 percent) of Indiana nonprofits that are religion or spiritual development nonprofits, and the fact that almost all of these (93 percent) are affiliated with a religious body. Indeed, as we show later, relatively few nonprofits in the other fields are affiliated with religious bodies, ranging from 2 percent for arts, culture and humanities nonprofits to 18 percent for mutual benefit nonprofits.

**Figure 4: Types of organization with which Indiana nonprofits are affiliated (n=1,154-1,165)**



- Mutual benefit (membership) organizations are the next most likely entity with which Indiana nonprofits are affiliated (29 percent). Nonprofits from every field except religion are most likely to name these types of organizations as affiliates. This is likely because many nonprofits are formally affiliated with umbrella membership bodies or associations.<sup>13</sup>

<sup>13</sup> This definition of mutual benefit organizations is more expansive than our mutual benefit nonprofit field. The latter includes primarily pension and retirement funds, insurance services, fraternal beneficiary societies, and cemeteries, while the former may include trade and professional associations.

- About one in five (18 percent) of those that are formally affiliated with another organization are affiliated with a secular nonprofit service provider.
- One in ten or less of the nonprofits that are formally affiliated with other organizations say that they are affiliated with other faith-based nonprofits (e.g. other than congregations or denominations, 11 percent), advocacy nonprofits (10 percent), or government agencies (9 percent). Even fewer (5 percent) are formally affiliated with for-profit organizations.
- The types of organizations with which Indiana nonprofits are affiliated vary considerably by the field in which they are active.

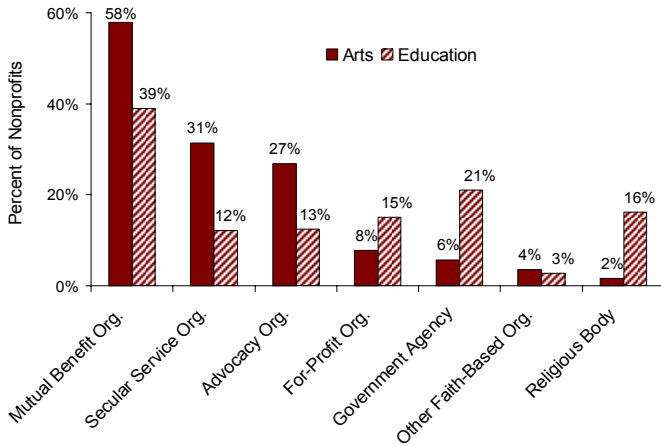
- *Arts, culture, and humanities nonprofits* have the highest incidence of affiliation with mutual benefit (membership) organizations. Nearly three-fifths (58 percent) of those that are formally affiliated with some other organization include this category as one of these entities, as compared to 29 percent of Indiana nonprofits overall, shown in Figure 4. About half as many say they are affiliated with secular service (31 percent) and advocacy nonprofits (27 percent). Only a small minority of these nonprofits (8 percent or less) are affiliated with other types of entities, such as for-profit organizations, government agencies, or religious bodies. See solid bars in Figure 5.

- *Education nonprofits.* Compared to nonprofits overall, education nonprofits are more likely to say they are affiliated with a government agency (21 percent), a higher percentage of nonprofits than in any other field except for human services. They are also more likely than any other field to indicate that they are affiliated with a for-profit organization (15 percent vs. 5 percent overall). See hatched bars in Figure 5.

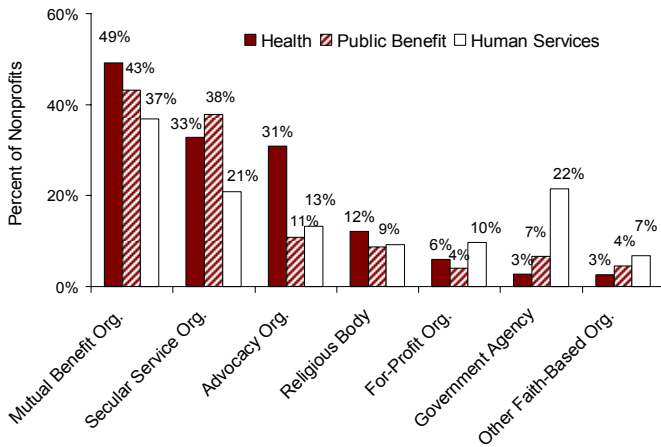
- *Health nonprofits.* About half of health nonprofits are affiliated with a mutual benefit (membership) organization. One-third is affiliated with secular service (33 percent) or

advocacy (31 percent) nonprofits. See solid bars in Figure 6.

**Figure 5: Types of organizations with which arts (n=41-42) and education (n=69-70) nonprofits are affiliated**



**Figure 6: Types of organizations with which health (n=70-71), public benefit (n=188-191), and human services (n=286-291) nonprofits are affiliated**

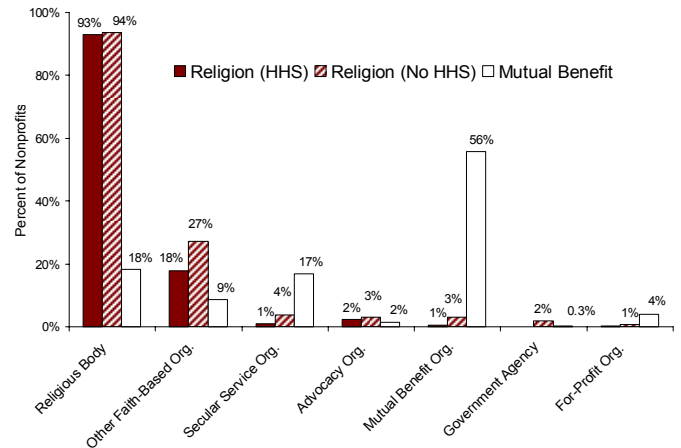


- *Public and societal benefit nonprofits* that are affiliated with other organizations are most likely to be affiliated with mutual benefit/membership (43 percent) or secular service (38 percent) organizations, but unlikely to be affiliated with other types of organizations. See hatched bars in Figure 6.
- *Human services nonprofits* follow a pattern similar to public benefit organizations, except that human services nonprofits are less likely to be affiliated with secular service organizations (21 percent) and considerably

more likely to say they are affiliated with government agencies (22 percent). See white bars in Figure 6.

- *Religion nonprofits.* When religion nonprofits indicate they are affiliated with other organizations, they almost unanimously indicate that these affiliations are with religious bodies, regardless of whether they provide health and human services. Relatively few religion nonprofits are affiliated with other types of organizations. See solid and hatched bars in Figure 7.

**Figure 7: Types of organizations with which religion (n=402-405) and mutual benefit (n=66-68) nonprofits are affiliated**

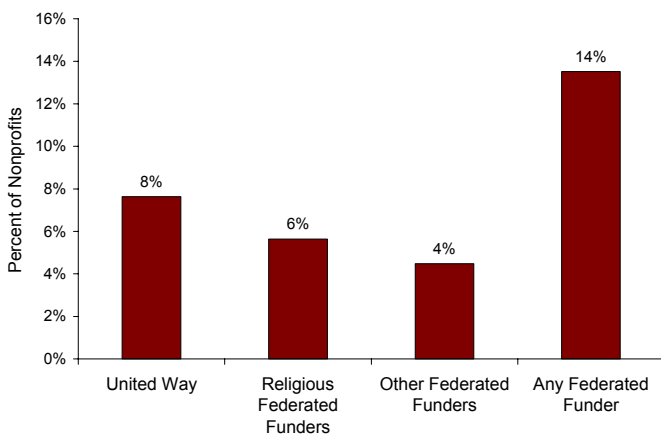


- *Mutual benefit nonprofits.* Similarly, although the percentage is not as high, mutual benefit nonprofits are most likely to be affiliated with mutual benefit/membership organizations. See white bars in Figure 7. Both religion and mutual benefit nonprofits are relatively unlikely to be affiliated with other types of entities.
- **Affiliations with federated funders:** Above we looked at formal affiliations, mainly headquarter-subsidary relationships. However, nonprofits may also be affiliated with other organizations through formal funding structures, such as those that exist between federated funders and their beneficiary organizations, e.g., the local United Way and its member agencies. In order to determine the extent of these affiliations, we asked Indiana nonprofits whether during the most recent fiscal year they re-

ceived grants or support from United Way organizations, religious federated funders (e.g., Catholic Charities, Jewish Federation), or some other federated funders (e.g., women’s fund, Black United Way).

- **Overall:** A relatively small percentage of Indiana nonprofits receive grants or support from federated funders (see Figure 8), although this varies by the field of activity in which they operate.

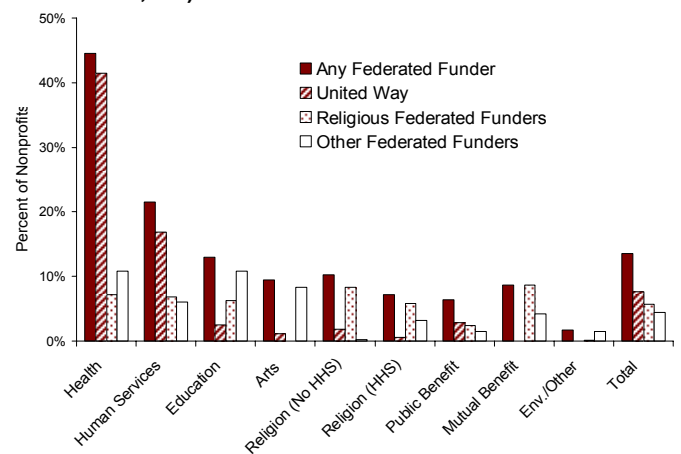
**Figure 8: Percent of nonprofits that receive grants or support from federated funders (1,915-1,928)**



- **Field:** Most of the significant variation illustrated in Figure 9 reflects the fact that United Way organizations primarily support nonprofits in the health and human services fields. Two-fifths (41 percent) of health organizations and nearly one-fifth (17 percent) of human services nonprofits in the state say that they received grants or support from a United Way organization during the most recent fiscal year.
  - However, since there are almost seven times as many human services as health nonprofits, most of the nonprofits that receive support from federated funders are human services nonprofits. Almost half (46 percent) of nonprofits that received support from federated funders were human services nonprofits, only 14 percent were health nonprofits.
- Generally, there is little variation in whether nonprofits in the different fields received support from religious federated funders, except that

none of the arts organizations in our sample indicated receiving any such funds. Once we control for factors such as the size and age of the organization, primary source of funding, and access to basic technology, education nonprofits also stand out as having significantly low odds of receiving support from religious federated funders. Surprisingly, religious nonprofits providing health and human services also have significantly low odds of receiving funds from religious federated funders.

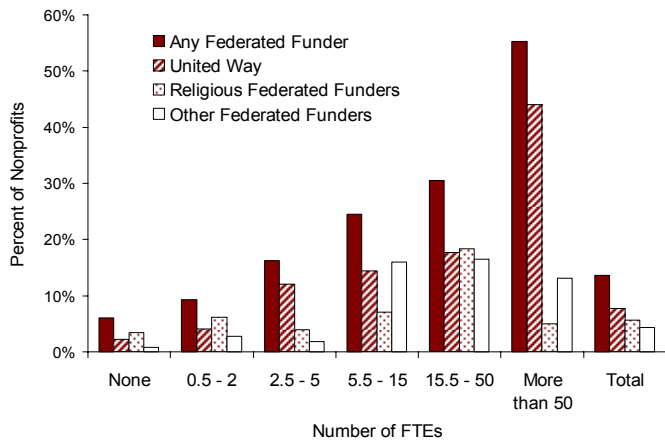
**Figure 9: Percent of nonprofits that receive grants or support from federated funders by field (n=1,915-1,928)**



- Similarly, there are no significant differences in the extent to which Indiana nonprofits receive support from other federated funders—most do not.
- **Size:** Federated funders appear to favor relatively large nonprofits when it comes to offering financial support (or nonprofits are large because they have access to such funding). This is especially the case for the United Way. More than two-fifths (44 percent) of the very large nonprofits in the state (i.e. with more than 50 FTEs) received some type of assistance from the United Way, compared to one-fifth or less of smaller organizations. See Figure 10.
- Relatively large nonprofits are also more likely to receive support from religious federated funders and from other federated funders, although the relationships are not as pronounced as is the case with the United Way funding.



**Figure 10: Percent of nonprofits that receive grants or support from federated funders by size (n=1,812-1,824)**

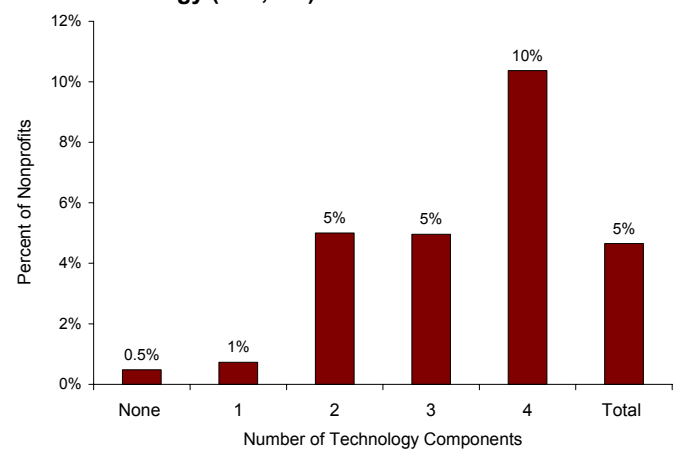


- **Primary source of funding:** Whether Indiana nonprofits receive support from federated funders varies somewhat according to their primary source of funding, although the pattern is not very clear.
- The odds that nonprofits receive grants or support from the United Way increase for nonprofits that rely on donations or a mix of funding sources. That is as we would expect, since federated funding is included in donation revenues. Likewise, the odds of receiving funds from other federated funders also increase for nonprofits that depend on donations for more than one-half of their revenues. The odds decrease for organizations that depend on special events. For nonprofits that rely on the sales of goods or services, the odds of receiving funds from religious federations are significantly low.
- **Age:** The age of Indiana nonprofits is not significantly related to obtaining support from the United Way or religious federated funders. However, the odds that nonprofits receive assistance from other federated funders (i.e. non-United Way and non-religious federated funders) increase slightly for each year of age that the nonprofits acquire, suggesting that once we control for confounding variables, older nonprofits are more likely than young ones to receive such support.
- **Information technology:** After controlling for other organizational characteristics, access to in-

formation technology significantly increases the odds that nonprofits obtain grants or support from religious federated funders: up by 29 percent for each additional technological component that the organization possesses.

- Although the absolute percentages are quite modest, nonprofits with access to technology are also more likely than those without such tools to indicate that they received support from other federated funders. See Figure 11.

**Figure 11: Percent of nonprofits that receive grants or support from other federated funders by technology (n=1,845)**



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

- **The majority of Indiana nonprofits are affiliated, especially those in the religion field:** Fifty-five percent of Indiana nonprofits are affiliated with other organizations, most of which (30 percent, overall) are local subsidiaries of headquarter organizations. Three-quarters or more of religion nonprofits say they have some form of affiliated relationship, compared to approximately 60 percent or less of the nonprofits in other fields.
- **Affiliation status is significantly related to age:** Controlling for field of activity and other organizational characteristics, older nonprofits are significantly more likely than younger ones to be in an affiliated relationship.
- **Indiana nonprofits are most likely to affiliate with mutual benefit or other membership organizations:**



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Except for religion nonprofits, which are most likely to be affiliated with other religious organizations, nonprofits in every field are most likely to be affiliated with mutual benefit/membership organizations.

- ***Federated funding is disproportionately distributed:*** A minority (14 percent, overall) of Indiana nonprofits receive support from federated funders such as the United Way (8 percent), religious federated funders (6 percent), or other federated funders (4 percent). Such support, however, is most prevalent among large nonprofits and those that operate in the health and human services fields.

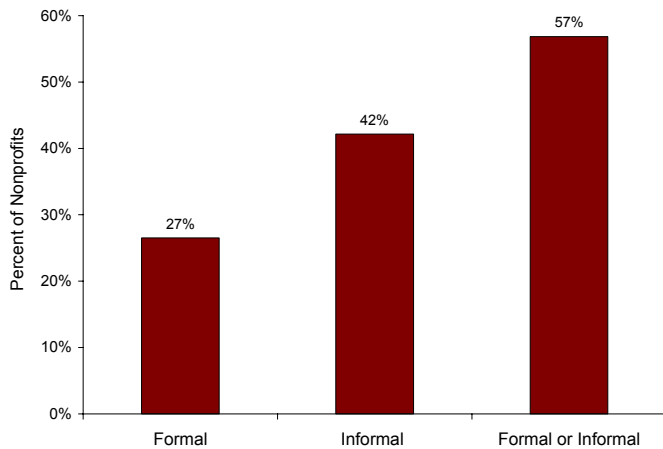
## II. COLLABORATIONS AND NETWORKS ACROSS THE SECTOR

*More than one-half of all Indiana nonprofits participate in formal or informal relationships with other organizations. Such relationships are disproportionately common for relatively large nonprofits and those that have access to basic information and communication technology, such as computers, Internet, e-mail, and a web-site. Holding all else constant, the odds that nonprofits will participate in informal networks are considerably high for organizations in the health field. Additionally, the odds of being involved in formal collaborations are significantly high for organizations in the arts, culture and humanities field.*

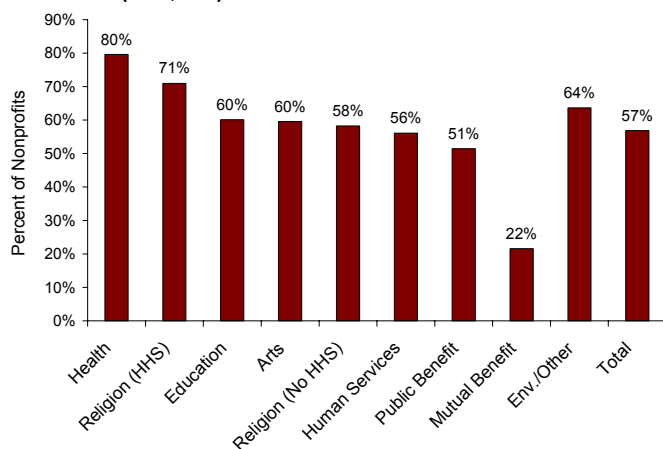
**Formal and informal relationships in the Indiana nonprofit sector:** Nonprofits across the state and in every field of activity participate in relationships with other organizations to expand their capacities and accomplish their missions. The extent to which nonprofits collaborate, however, is a function of certain organizational characteristics. We analyzed these and report our findings below.

- **Participation in networks and collaborations:** We asked Indiana nonprofits whether they were involved in formal collaborations or informal networks.
  - ***Overall:*** More than one-half (57 percent) of Indiana nonprofits participate in formal collaborations or informal networks with other organizations. According to our survey, one-quarter (27 percent) are involved in formal collaborations and two-fifths (42 percent) are involved in informal networks. See Figure 12. One out of ten nonprofits (13 percent overall) participate in both collaborations and networks.
  - ***Nonprofit field:*** Figure 13 suggests that there is some variation among fields in the extent to which nonprofits participate in collaborations or networks. However, multivariate analyses reveal that mutual benefit nonprofits are the only ones to diverge significantly from nonprofits in other fields (they are less likely to participate), once we take into account size, technology, age, and funding source. See Figure 13.

**Figure 12: Percent of nonprofits involved in informal and formal relationships (n=2,025-2,069)**

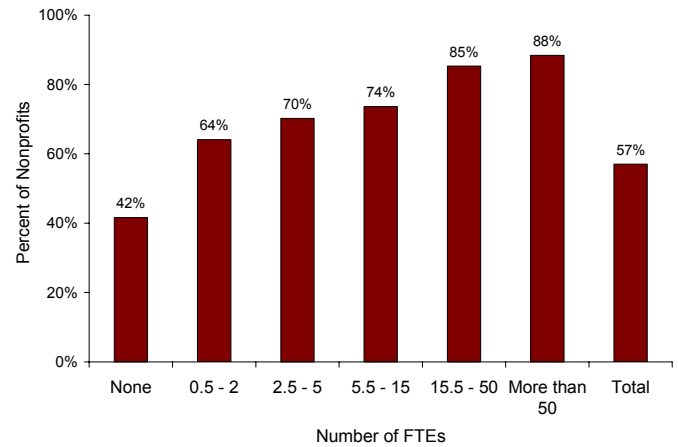


**Figure 13: Percent of nonprofits involved in informal networks or formal collaborations by field (n=2,069)**



- **Size:** The extent to which Indiana nonprofits participate in either formal collaborations or informal networks appears to vary most significantly according to their size. This is true whether we define size in terms of total revenues or number of employees. In either case, small nonprofits are significantly less likely than larger ones to participate in these types of relationships with other organizations.
- Very small nonprofits (i.e. those without any FTEs) are less than half as likely as large ones (i.e. those with more than 50 FTEs) to say that they participate in networks or collaborations with other organizations. See Figure 14.

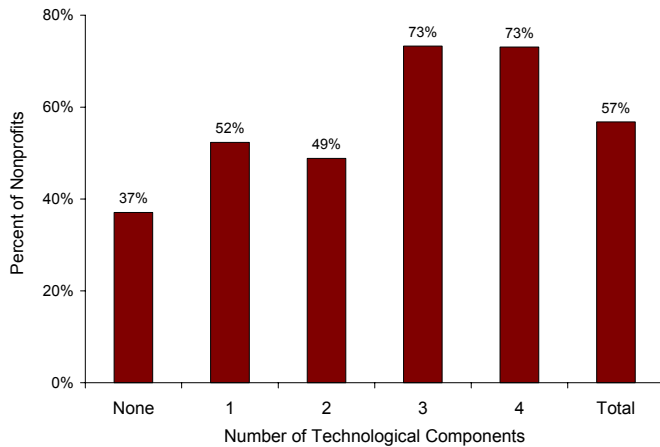
**Figure 14: Percent of nonprofits involved in informal networks or formal collaborations by number of FTEs (n=1,957)**



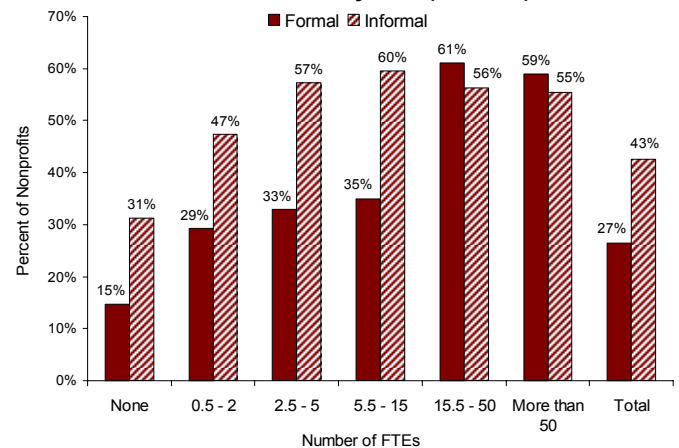
- **Information technology:** The second major factor that relates to whether nonprofits participate in collaborations or networks is their access to information technology. For each additional technological component that nonprofits possess, such as computer access, Internet, e-mail, or a web-site, the odds that they collaborate formally or informally with other organizations increase by approximately 25 percent.<sup>14</sup>
- Figure 15 illustrates the general pattern of this relationship. Only one-third (37 percent) of the nonprofits that do not have access to any of the technological components participate in relationships with other organizations, compared to nearly three-quarters (73 percent) of those with 3 of these tools or more.
- **Informal networks:** The extent to which nonprofits participate in *informal* networks – e.g., coalitions, cooperation, coordination, or other ways of working together – varies by field, age, and access to information technology.
  - **Nonprofit field:** Health nonprofits are considerably more likely than nonprofits in the other fields to participate in informal networks. See Figure 16.

<sup>14</sup> We do not have enough data to determine, however, whether having these components leads to higher rates of collaboration, or whether nonprofits acquire these tools in order to participate more fully in relationships with other organizations. Most likely, both factors are at work.

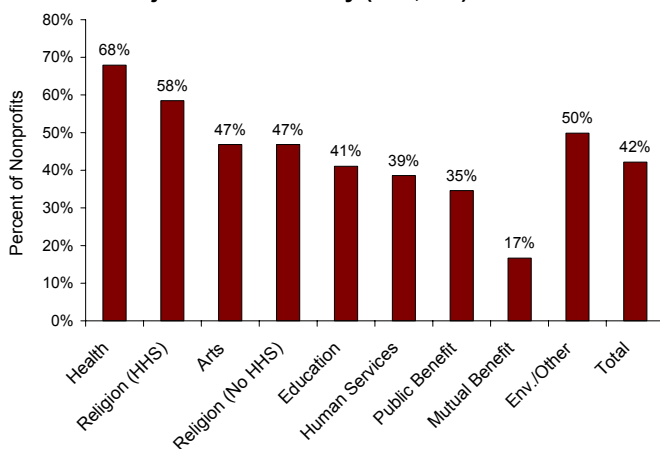
**Figure 15: Percent of nonprofits involved in informal networks or formal collaborations by technology (n=1,974)**



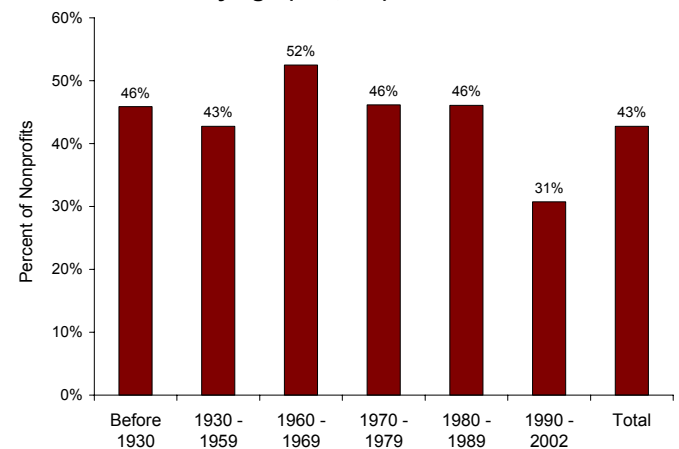
**Figure 17: Percent participating in formal collaborations or informal networks by size (n=1,917)**



**Figure 16: Percent participating in informal networks by major field of activity (n=2,025)**



**Figure 18: Percent of nonprofits involved in informal networks by age (n=1,883)**

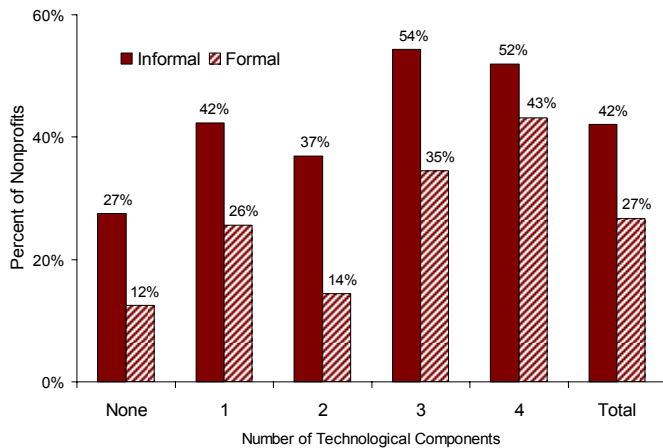


- **Size:** Very small nonprofits (whether defined as having no annual revenues or no employees) are less likely than larger ones to participate in these types of informal relationships. See Figure 17.
- **Age:** Likewise, the odds that nonprofits will participate in informal relationships significantly decrease for very young nonprofits – those established since 1990 – compared to older ones.
  - Only 31 percent of the youngest nonprofits indicate they participate in such relationships, compared to 43 percent or more of nonprofits organizations established before 1990. See Figure 18.

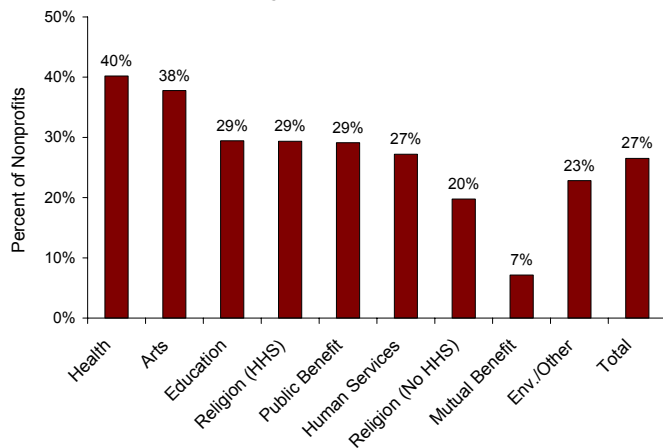
- **Information technology:** Each additional technological tool that nonprofits possess increases the odds that they will participate in informal networks. This is especially apparent in the multivariate analysis, but Figure 19 also illustrates the relationship.
- **Formal collaborations:** The extent to which nonprofits participate in *formal* collaborations – e.g., legal, fiscal, administrative, or programmatic exchanges – varies by field, size, primary source of funding, and access to information technology.
  - **Nonprofit field:** Holding other organizational characteristics constant, the odds of participating in formal collaborations increase significantly for nonprofits in the arts, culture and humanities

field in comparison to nonprofits in the remaining fields. See Figure 20.

**Figure 19: Percent of nonprofits involved in informal networks or formal collaborations by number of technological components (n=1,935)**



**Figure 20: Percent of nonprofits involved in formal collaborations by field<sup>15</sup> (n=2,025)**



- **Size:** The relationship between size and participation in formal collaborations is more pronounced than for participation in informal networks. Whereas for informal relationships small nonprofits stand out significantly in comparison to both mid-sized and large organizations, for formal relationships the odds of participation decrease for small nonprofits in comparison to mid-sized ones, and then increase substantially for larger compared to mid-sized ones (see Figure 17). The fact that health nonprofits are disproportionately large may account for why they

appear (in Figure 20) to participate more frequently in formal collaborations.

- **Primary source of funding:** After controlling for other factors, the odds that Indiana nonprofits participate in a formal collaboration increase for those that rely on a mix of funding sources compared to those that rely on one particular source for the majority of their income. The odds decrease for nonprofits that rely on special events or sales of goods or services, compared to those that depend on a mix of sources.
- **Information technology:** Nonprofits with access to technology are more likely than those with limited access to participate in formal collaborations. See Figure 19 (above).

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

- **The majority of Indiana nonprofits participate in collaborative or network relationships with other organizations:** More than one-half (55 percent) of Indiana nonprofits are involved in some form of collaboration or network relationship with other organizations. Informal network relationships are more common (42 percent) than formal collaborations (27 percent); but many participate in both.
- **Size and technology matter:** Overall, large nonprofits are significantly more likely than small ones to be involved in collaborations or networks. The same is true for those that have access to information technology components, such as computers, Internet, e-mail, and a web-site.
- **Involvement in informal networks:** Nonprofits established between 1990 and 2002 are significantly less likely than those founded in previous years to engage in informal networks. Health nonprofits more likely to participate in such networks than nonprofits in other fields.
- **Participation in formal collaborations:** Holding all else constant, arts and humanities nonprofits are more likely than nonprofits in other fields to be involved in formal collaborations with other organizations.

<sup>15</sup> This relationship is significant at  $p=0.0531$ .

### III. INDIANA NONPROFITS' MOST IMPORTANT NETWORKING OR COLLABORATIVE RELATIONSHIPS

For Indiana nonprofits that participate in formal collaborations or informal networks, the median number of organizations in their most important network or collaboration is five. Nonprofits in the health field tend to be involved in larger structures, while small nonprofits and those that lack information technology participate in smaller interorganizational structures. Most Indiana nonprofits participate in fairly homogeneous structures, although a minority say that a variety of types of organizations are involved, including those from the for-profit and government sectors. The extent to which nonprofits are involved with a broad variety of organizational types in their most important collaborations or networks relates most significantly to how many organizations are involved overall in the relationship.

#### Indiana nonprofits' most important relationships:

The previous chapter examined the extent of involvement in informal networks or in formal collaborations among all Indiana nonprofits. In this chapter, we look only at nonprofits that participate in either of these types of relationships. Moreover, we focus on only the most important relationship from the perspective of our respondents.

- **Purpose of most important relationship:** We asked nonprofits that participate in formal collaborations or informal networks to briefly describe the purpose of the one that is most important to them. We grouped their responses into three general categories: program related goals, management related goals, and relational goals. Because the networks or collaboration could have multiple purposes, these percentages do not add to 100 percent.
  - **Program related goals:** Nearly half of nonprofits involved in interorganizational networks or collaborations say that the purpose of their most important relationship is programmatic in nature. Thus 17 percent say that the purpose is to coordinate services or service delivery, 7 percent say that the purpose is to meet community (7 percent) or member (5 percent) needs. The rest cite a variety of other program related goals. See Table 1.

**Table 1: Purpose of Most Important Relationship**

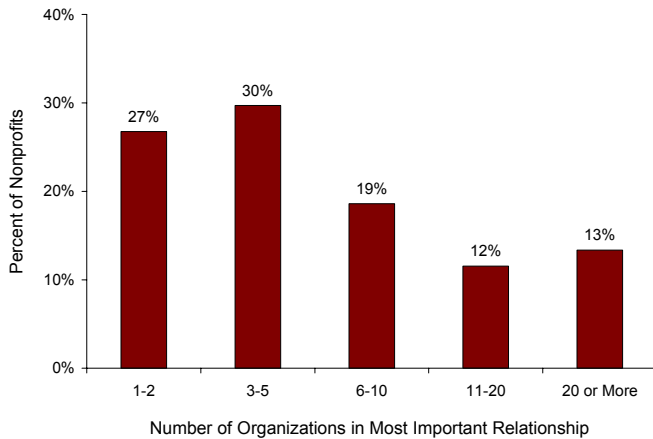
Purpose of Most Important Relationship	Percent of Nonprofits Involved in Relationships
<b>Program Related</b>	<b>50.0</b>
Coordinating Services/ Service Delivery	16.7
Meeting Community Needs	7.1
Meeting Member Needs/Fellowship Opportunities	4.9
Similar Mission	4.2
Promoting Awareness	3.0
Lobbying Efforts	2.4
Other	9.6
<b>Management Related</b>	<b>31.0</b>
Sharing Resources/Facilities/Personnel	10.2
Fundraising/Grant Related	8.3
Sharing Ideas/Information	5.7
Training Volunteers/Employees/Leaders	2.1
Sharing Costs	2.1
Other	0.6
<b>Relational</b>	<b>25.6</b>
Denominational/Religious Affiliation	9.3
National Organization	5.0
United Way/Local Umbrella Organization	2.1
Other	7.0

- **Management related goals.** Overall, three in ten (31 percent) indicate that the purpose of their most important network or collaboration is management related. This includes 10 percent who identify sharing resources, facilities, and personnel as the purpose of this relationship, 8 percent that say the purpose has to do with fundraising, and 6 percent who indicate that its purpose is to train volunteers, employees and leaders.
- **Relationship related goals.** One in four (26 percent) reports that the purpose of their most important relationship has to do with building organizational relationships, such as those that exist with religious denominations (9 percent) or national (5 percent) or local (2 percent) umbrella organizations.
- **Size of most important network or collaboration:** Nonprofits throughout the state participate in networks and collaborations that range in size from very few participating organizations to extensive coalitions that include hundreds of members. Even so, the majority of respondents indicate that their

most important network or collaboration includes less than ten other organizations.

- **Overall:** More than one-half (57 percent) of the nonprofits involved in relationships with other organizations say that their most important network or collaboration involves 5 or fewer organizations. Three-quarters (75 percent) say it includes 10 or fewer, with the rest split about evenly between those that have 11 to 20 participating organizations (12 percent), or more than 20 organizations (13 percent). See Figure 21.

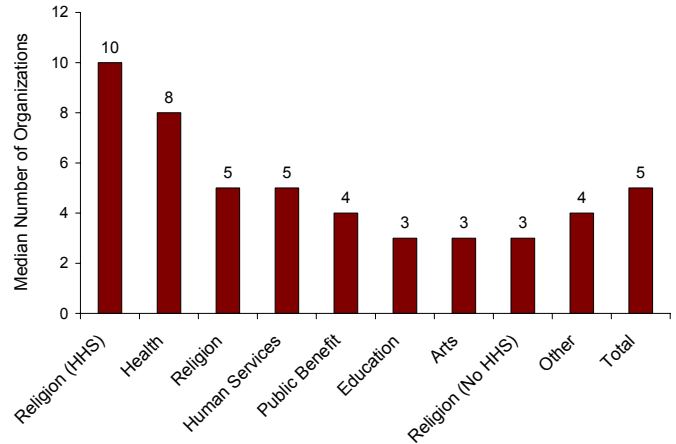
**Figure 21: Number of organizations in Indiana nonprofits' most important network or collaboration (n=899)**



- The number of organizations involved in the most important network or collaboration varies by nonprofit field, size, and number of information technology tools.
- **Nonprofit field:** For those involved in at least one network or collaboration, half are involved with no more than 5 other organizations for the most important of these relationships. Figure 22 shows that this median value varies across the different fields.<sup>16</sup>
  - Two fields—health and education—stand out in how the size of their most important network or collaboration compares to other nonprofits, once we control for factors such

as size, age, and funding dependencies. The size of the most important network or collaboration increases by approximately 70 percent (in comparison to the other fields) for nonprofits in the health field, while it decreases by 30 percent for nonprofits in the education field.

**Figure 22: Median number of organizations in Indiana nonprofits' most important network or collaboration by nonprofit field (n=26-294)**



- **Size:** There are notable differences in the size of the most important networks and collaborations for nonprofits that vary in size.
  - Very small nonprofits (those without any FTEs) are more likely to indicate that the size of their most important relationship is small compared to larger nonprofits. See Figure 23.
  - Medium-sized nonprofits (those with 5.5 to 15 FTEs) tend to report a higher number of participants in their most important network or collaboration than both smaller and larger nonprofits. This is especially evident in the multivariate analyses (not shown here). We do not know why very large nonprofits participate in relatively small networks or collaborations. Perhaps large nonprofits have sufficient internal capacities to meet their own needs so that the value of participating in collaborations is less substantial.

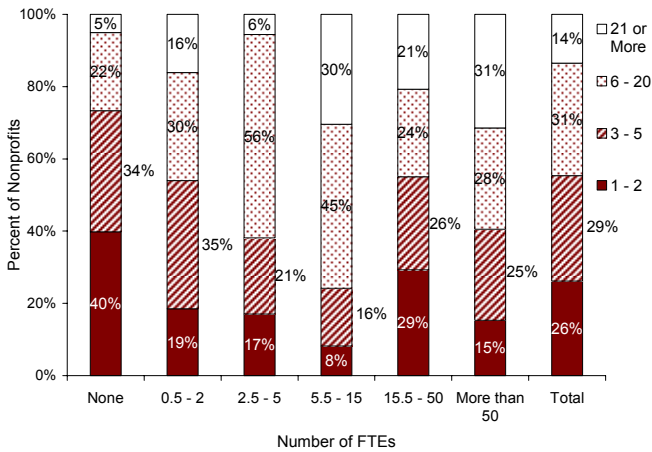
- **Technology:** In Chapter II of this report we showed that access to technology significantly

<sup>16</sup> Because only a small number (n=22) of mutual benefit nonprofits participate in interorganizational relationships, we are hesitant to present them as a separate category in this section and the next. Instead, we grouped them in the 'other' category.



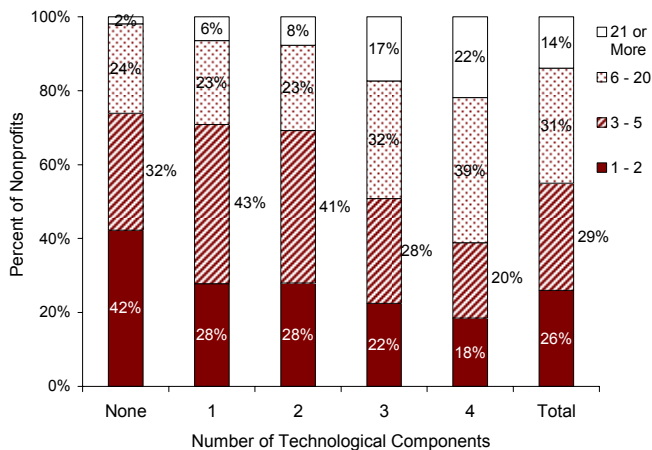
relates to whether nonprofits are involved in formal or informal relationships. Access to technology is also related to the size of these networks or collaborations.

**Figure 23: Number of organizations in most important network or collaboration by number of FTEs (n=852)**



- Holding all else constant, each additional technological tool is associated with a 15 percent increase in the size of nonprofits' most important network or collaboration. See Figure 24.

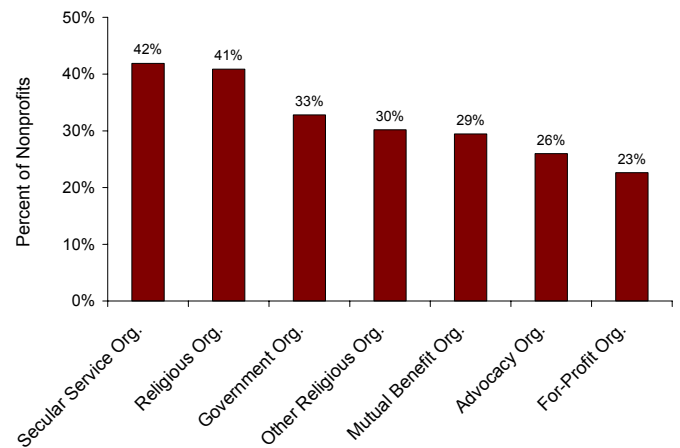
**Figure 24: Number of organizations in most important network or collaboration, by number of technology tools (n=876)**



- There is no relationship between primary source of funding and the number of participants in the most important collaboration or network. Neither is the number of participants significantly related to the age of responding nonprofits.

- **Homogeneity (scope) of most important relationship (bivariate analysis):** As part of this investigation of Indiana nonprofits' most important relationships, we provided a list of 7 different types of organizations and asked the nonprofits that said they participate in relationships to identify which types are active in their most important network or collaboration. Their options were: religious bodies; other religious or faith-based organizations; secular service organizations; nonprofit advocacy organizations; nonprofit mutual benefit (membership) organizations; business or other for-profit organizations; and government agencies or authorities. Figure 25 shows how they responded.

**Figure 25: Types of organizations identified in Indiana nonprofits' most important relationship (n=1,095-1,119)**

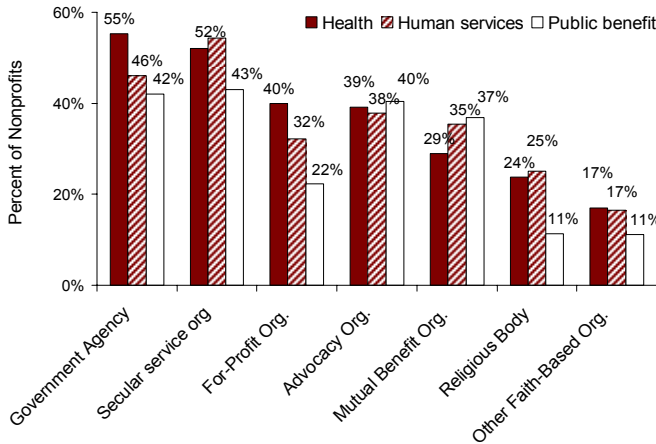


- When Indiana nonprofits participate in formal or informal relationships with other organizations, they are most likely to say that secular service nonprofits are part of their most important network or collaboration, followed closely by religious organizations. These are also the two most prevalent types of nonprofits overall. Approximately one-third are involved with government agencies, other faith-based nonprofits, or mutual benefit (membership) organizations in their most important relationship, and roughly one-quarter identify advocacy nonprofits or for-profit organizations. See Figure 25.

- *Health nonprofits* are more likely than nonprofits in any other field to collaborate or network with every type of organization except for mutual benefit nonprofits and those

that are religiously oriented. See solid bars in Figure 26.

**Figure 26: Type of organizations health (n=84-88), human services (n=150-155), and public benefit (n=342-349) nonprofits identify in their most important relationship**

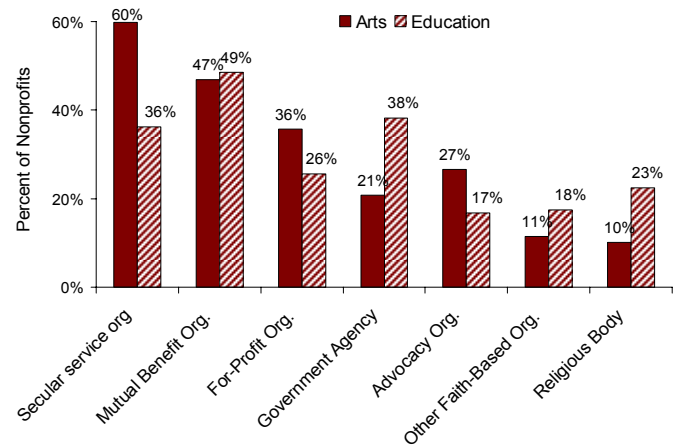


- Human services nonprofits* are more likely to collaborate with secular service nonprofits in their most important relationship (52 percent) than Indiana nonprofits overall (42 percent, see Figure 25 and hatched bars in Figure 26). Just over one-half (52 percent) of the human services nonprofits that say they participate in formal or informal relationships with other organizations indicate that the most important of these includes secular service organizations. The next most likely to be included are government agencies (46 percent), followed by advocacy organizations (38 percent), mutual benefit (membership) (35 percent), and for-profit organizations (32 percent). One-quarter name religious bodies (25 percent) and 17 percent name other faith-based organizations.
- Public and societal benefit nonprofits* are most likely to name secular service nonprofits as part of their most important collaboration or network (43 percent do so), followed closely by government agencies (42 percent), advocacy organizations (40 percent), and mutual benefit (membership) nonprofits (37 percent). About one-fifth (22 percent) say that for-profit organizations are part of

their most important relationship, and approximately half that percentage name religious bodies or other faith-based organizations. See white bars in Figure 26.

- Arts, culture and humanities nonprofits* are likely to include secular services organizations in their most important relationship. Three-fifths (60 percent) do so. Almost one-half (47 percent) identify mutual benefit (membership) nonprofits and one-third (36 percent) name for-profit organizations. At least one-fifth say that government agencies (21 percent) or advocacy nonprofits (27 percent) are part of their most important relationship, while relatively few include religious bodies (10 percent) or other faith-based organizations (11 percent). See solid bars in Figure 27.

**Figure 27: Type of organizations arts (n=69-72) and education (68-72) nonprofits identify in their most important relationship**

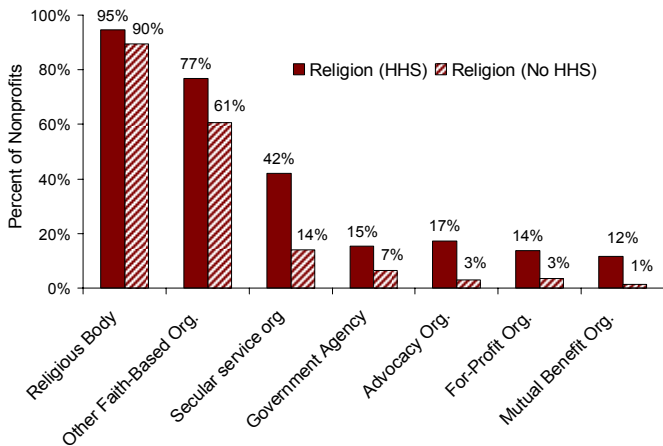


- Education nonprofits* are most likely to name mutual benefit (membership) organizations as part of their most important collaboration or network (49 percent), more than nonprofits from any other field. Two-fifths (38 percent) say that government agencies are part of their most important relationship, followed by secular service organizations (36 percent). One-quarter (26 percent) identify for-profit organizations, and a few name religious bodies (23 percent), other faith-based organizations (18 percent), or nonprofit advocacy organiza-

tions (17 percent). See hatched bars in Figure 27.

- **Religion nonprofits** that are involved in formal or informal collaborations nearly always identify other religious bodies as part of their most important relationship, regardless of whether they provide health or human services or not. Religion nonprofits that provide human services are more likely than those that do not to name other faith-based (77 percent compared to 61 percent) and secular service (42 percent compared to 14 percent) organizations as part of their most important relationship. They are also more likely to collaborate with government agencies, advocacy organizations, for-profit organizations and mutual benefit/membership organizations. Religion nonprofits that do not provide health or human services are quite unlikely to include these latter organizations in their most important relationship. See Figure 28.

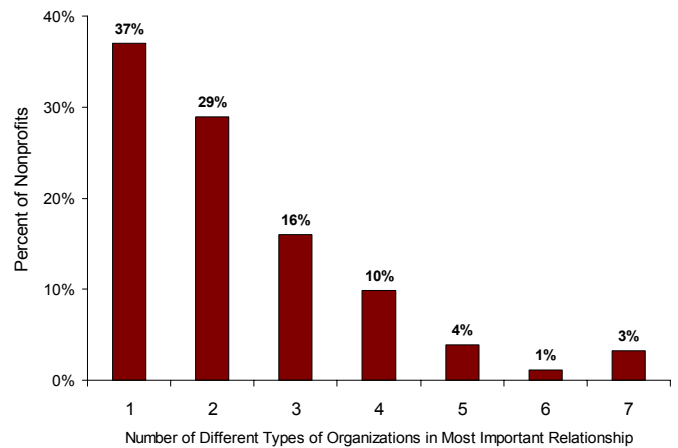
**Figure 28: Types of organizations religion nonprofits identify in their most important relationship (n=321-325)**



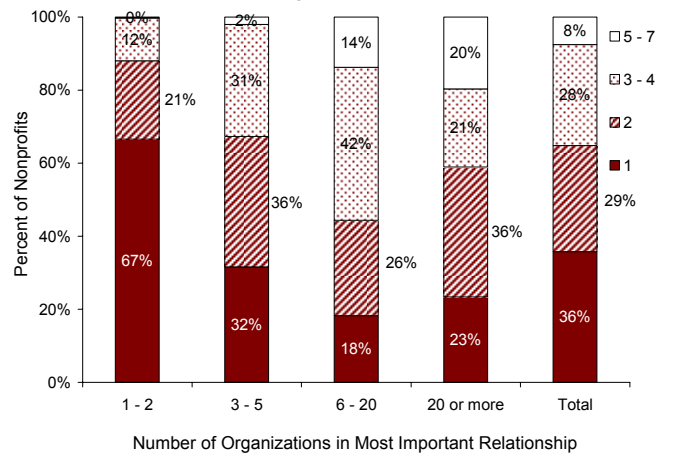
- **Homogeneity (scope) of most important relationship (multivariate analysis):** We assigned one point for each *different type* of organization that a nonprofit identifies as part of its most important relationship. An organization that named only one type of organization scored 1, while one that included all seven types of organizations about which we asked scored a 7.

- **Overall:** Most networks or collaborations are quite homogeneous, involving similar types of organizations. More than a third (37 percent) of nonprofits that form relationships with other organizations say that their most important network or collaboration involves only 1 type of organization and two-thirds (66 percent) say it involves 2 or fewer types of organizations. More than nine out of ten (92 percent) indicate they collaborate with 4 or fewer different types of organizations. See Figure 29 and the last column in Figure 30.

**Figure 29: Number of types of organizations in Indiana nonprofits' most important network or collaboration (n=1,026)**



**Figure 30: Number of different types of organizations in Indiana nonprofits' most important network or collaboration by size of this relationship (n=815)**

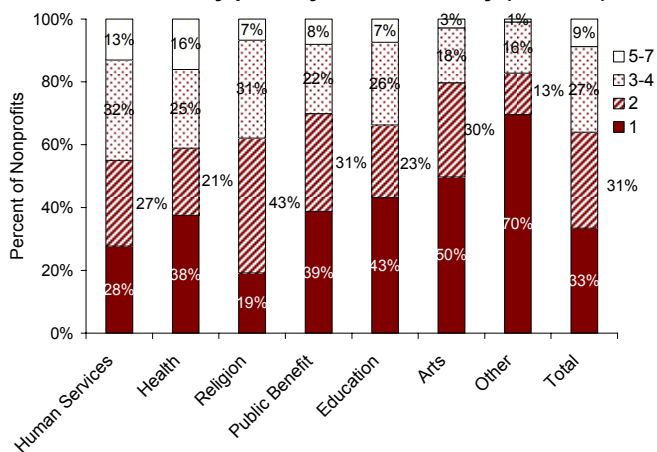


- **Size of most important network or collaboration:** The most important predictor of the scope of nonprofits' relationships is also the most obvi-

ous. Being in a relatively large network or collaboration increases the expected number of different types of organizations in this relationship by 30 percent or more. This is especially apparent in the multivariate statistical models we used to examine the relationship, but it is also evident in simpler analyses, as seen in see Figure 30.

- Simply put, nonprofits that indicate their most important relationship includes six or more other organizations also indicate that these relationships include many different types of organizations, most likely because large collaborations, by their nature, make room for multiple types of organizations, and indeed, this is often their purpose.
- **Nonprofit field:** There are significant variations by nonprofit field in the organizational homogeneity of networks or collaborations. See Figure 31.

**Figure 31: Number of types of organizations in Indiana nonprofits' most important network or collaboration, by primary field of activity (n=1,026)**

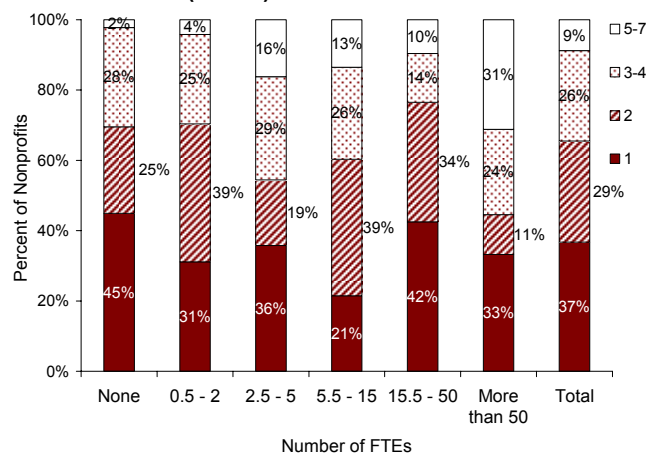


- Religion nonprofits that provide human services, as well as other human services nonprofits and health nonprofits appear to be involved in the most heterogeneous networks or collaborations, but mainly when we do not take into account size, funding source, and access to technology (see Figure 31). Once we control for these factors, however, the pattern shifts--human services and, less significantly, public and societal benefit and religion nonprofits that provide human services (but not health nonprofits) stand out

from the other fields. The expected number of different types of organizations in the most important network or collaboration for nonprofits in these fields increases by about 20 percent in comparison to organizations in the other fields.

- At the other extreme, religion nonprofits that do not provide any health or human services appear to be involved in networks or collaborations that are significantly smaller in scope (more homogeneous), once we control for size, age, funding source, and technology. The 'other' category—including mutual benefit and environmental nonprofits—also stands out significantly from the rest as being involved in fairly homogeneous interorganizational structures.
- **Size:** The relationship between the size of Indiana nonprofits and the number of different types of organizations included in their most important network or collaboration shows no consistent pattern (see Figure 32), but is confirmed by multivariate analyses.

**Figure 32: Number of types of relationships by number of FTEs (n=973)**



- There is no a clear relationship between the scope of Indiana nonprofits' most important relationship and either primary source of funding or age. Neither does access to information technology significantly help us predict the scope of these relationships.

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

- ***Relatively small and homogenous relationships:*** For the most part, the networks and collaborations in which Indiana nonprofits participate are relatively small. Considering only nonprofits that are involved in some type of formal or informal relationship, the median size of their most important network or collaboration is five organizations. Similarly, the majority of these relationships only include one or two different types of organizations.
- ***Health and human services nonprofits stand out:*** Holding all else constant, nonprofits in the health field tend to report that their most important network or collaboration includes more organizations than nonprofits in the other fields. Human services nonprofits, on the other hand, generally include a greater variety of *different types* of organizations in their most important relationship.
- ***Differences between religion nonprofits that provide human services and those that do not:*** Religion nonprofits that provide health human services distinguish themselves from religion nonprofits that do not provide such services in both the size and scope of their most important relationships: The former are more likely to report being involved in larger and more heterogeneous networks or collaborations.
- ***Size and information technology matter:*** Small nonprofits that participate in these relationships are particularly likely to indicate that their most important network or collaboration is rather small in size. The same is true for those that lack information technological resources, such as computers, Internet, and e-mail: nonprofits without these components are disproportionately likely to indicate that their networks and collaborations are relatively small.

## IV. EFFECTS OF COLLABORATIONS AND NETWORKS

*In many cases, nonprofits throughout Indiana indicate that their participation in collaborations and networks makes it easier for them to maintain key organizational capacities, such as meeting client or member needs, obtaining funding, or enhancing their visibility and reputation. Only a very small minority of respondents say that their interorganizational relationships make maintaining these capacities more difficult, although a considerable proportion say that their involvement in relationships does not have any impact on various organizational tasks. Generally, nonprofits in the arts field are the most likely to report that collaborations and networks benefit them. Other organizational characteristics, such as their age and the scope of their networks, also relate to whether the nonprofits feel that their relationships make it easier for them to successfully accomplish necessary tasks. To a lesser degree, the size of nonprofits, their access to information technology, and the formality of their most important relationship relate to whether collaborations and networks benefit them.*

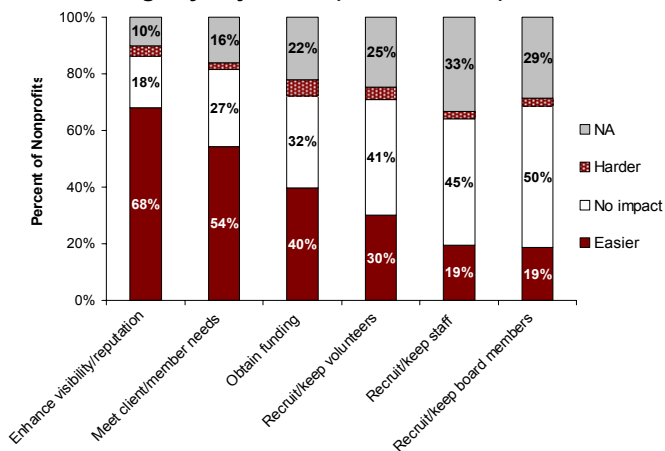
**Impacts of collaborations and networks:** We asked Indiana nonprofits whether their formal and informal relationships with other organizations make it easier or harder for them to maintain key organizational capacities. Specifically, we asked how collaborations and networks impact their capacity to meet client or member needs; obtain funding; enhance their visibility or reputation; and recruit or keep staff, board members, and volunteers.

- Indiana nonprofits that form collaborations or networks with other organizations indicate that doing so makes many of their important tasks easier; very few say that these relationships makes the tasks harder.
  - ***Overall:*** The majority of Indiana nonprofits that are involved in collaborations or networks say that these relationships generally make it easier for them to enhance their visibility and reputation (68 percent) and to meet their client or member needs (54 percent). See Figure 33.
  - About two-fifths (40 percent) of nonprofits that network or collaborate with other organizations say the relationships make it easier for them to obtain funding. Three in ten (30 percent) say



these relationships make it easier to recruit or keep volunteers, and one in five indicates the same about recruiting or keeping staff (19 percent) or board members (19 percent).

**Figure 33: Effect of collaborations and networks on securing key objectives (n=1,027-1,040)**



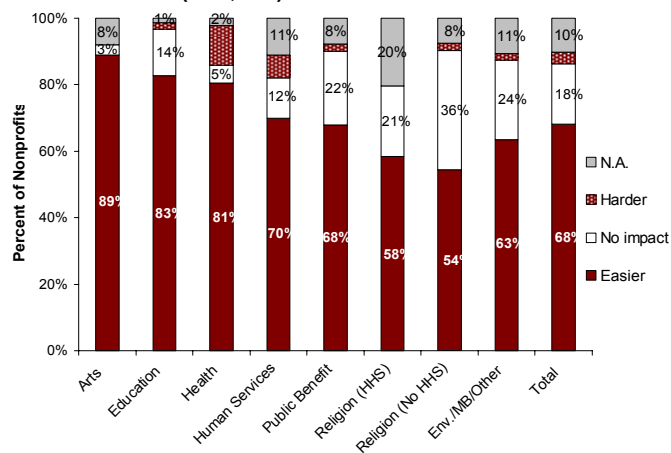
- Only a very small minority (6 percent or less) of nonprofits conclude that participating in collaborations or networks with other organizations makes maintaining any of these capacities harder.
- A substantial minority say that involvement in networks or collaborations has no impact on the various tasks. That is especially the case with regard to recruiting volunteers, staff, and board members, where 40-50 percent say their involvement in these types of relationships has no impact.

- We examined advanced statistical models that included such variables as field of activity, age, size, formality of the nonprofit’s relationships, size of the organization’s most important relationship, number of different types of organizations with which the nonprofit is involved in its most important collaboration or network, and whether the nonprofits receives federated funds or government grants. Taking all of these factors into account allows us to estimate which of these most significantly relate to whether a nonprofit reports that its participation in networks and collaborations makes maintaining various organizational capacities easier. Below we highlight the factors that stand out from the various models for each of the key organizational activities involved.

- **Enhancing visibility or reputation.** Involvement in networks or collaborations appears to be particularly useful for enhancing visibility or reputation – two-thirds (68 percent) of Indiana nonprofits that are involved in such relationships say this makes it easier for them to enhance the visibility or reputation of their organization; 18 percent say it has no impact, only 4 percent say it makes it harder, and 10 percent say this doesn’t apply to their organization.

- **Nonprofit field:** Regardless of field of activity, the majority of nonprofits report that participating in networks or collaborations with other organizations makes it easier to enhance their visibility or reputation. This is especially the case for arts nonprofits (89 percent, see Figure 34). Once we control for other factors, health nonprofits follow a similar pattern, while public and societal benefit nonprofits are less likely to say that their interorganizational relationships make it easier for them to enhance their visibility or reputation.

**Figure 34: Effect of participation in networks or collaborations on enhancing visibility or reputation by field (n=1,038)**

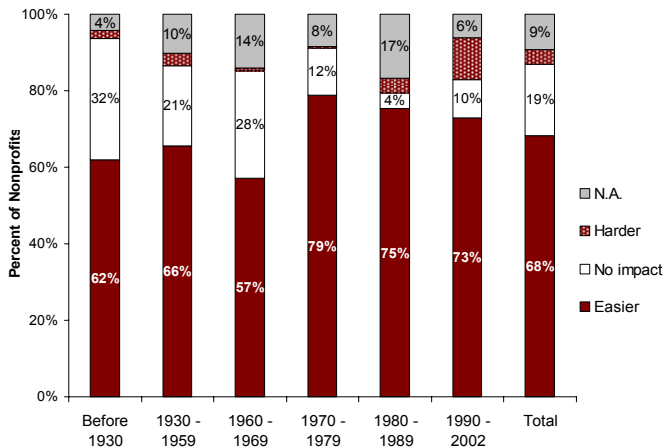


- **Age:** Figure 35 shows that, in general, relatively young nonprofits are more likely than older ones to say that enhancing their visibility or reputation is made easier by participating in collaborations and networks. More advanced statistical analyses clarify this relationship. As is the case with obtaining funding and meeting client needs, for every ten years of age that nonprofits acquire, the odds that they find it easier to enhance their visibility or reputation as a result of their



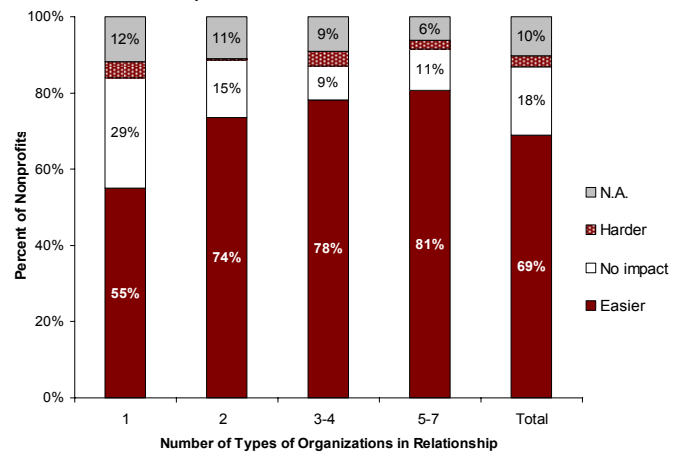
participation in relationships with other organizations decrease by about 10 percent. This suggests that newer organizations depend more on collaborations and networks for visibility, while older organizations may already have public prominence in their own right.

**Figure 35: Effect of participation in networks or collaborations on enhancing visibility or reputation by age (n=990)**



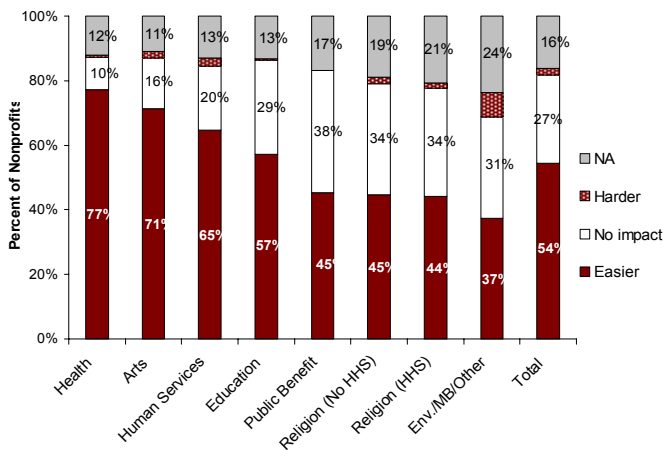
- **Scope/heterogeneity of relationship:** Although the size of the networks or collaborations of the most important relationship does not relate to whether Indiana nonprofits say that these relationships with other organizations make it easier to improve their visibility or reputation, this is not the case for the number of different types of organizations in their most important relationship. Nonprofits that include many different types of organizations (such as advocacy nonprofits, for-profit business, or faith-based organizations) are significantly more likely than those with fairly homogeneous networks to report that their interorganizational relationships make it easier to enhance their visibility or reputation. See Figure 36.
- **Information technology:** Likewise, the odds that collaborations and networks make it easier to augment their visibility or reputation increase significantly for nonprofits with access to technology. Each additional component increases the odds by approximately 30 percent or more.

**Figure 36: Effect of participation in networks or collaborations on enhancing visibility or reputation by scope (diversity of participating organizations, n=931)**



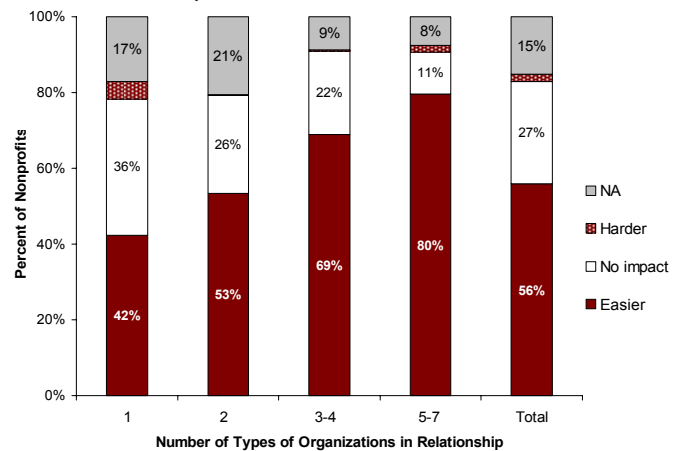
- **Meeting client/member needs:** Collaborations or networks also appear to be particularly useful in helping nonprofits meet client or member needs. Over half (54 percent) of Indiana nonprofits involved in collaborations or networks say that these relationships make it easier for them to meet client or member needs, one quarter (27 percent) say it has no impact and only 2 percent say that it is harder. The rest say this does not apply to them.
  - **Nonprofit field:** The percent of Indiana nonprofits which say that participating in formal or informal relationships with other organizations makes it easier for them to meet their client or member needs varies significantly by primary field of activity. See Figure 37.
  - Once we control for the size of the organization, its age, and other factors, three fields stand out from the rest: arts, culture and humanities; religion; and public benefit. First, the odds that a nonprofit says its networks and collaborations make it easier to meet client and member needs increase by a factor of 2 or more for nonprofits in the arts, culture and humanities field compared to other fields, suggesting that these nonprofits stand to gain significantly from their interorganizational relationships. The odds decrease significantly for public and societal benefit nonprofits and religion nonprofits (especially those that provide health or human services).

**Figure 37: Effect of participation in networks or collaborations on meeting client or member needs by field (n=1,034)**



- **Age:** Holding all other factors constant, young nonprofits are significantly more likely than older ones to report that collaborations or networks make it easier for them to meet client or member needs. For every ten years of age that nonprofits acquire, the odds that these relationships makes meeting client needs easier decrease by approximately 10 percent.
- **Scope/heterogeneity of the relationship:** The odds that collaborations and networks make meeting client or member needs easier increase significantly for nonprofits that identify religious bodies and for-profit organizations as part of their most important relationship.
- More generally, for each additional type of organization with which Indiana nonprofits collaborate, the odds that their relationships make meeting client or member needs easier increase by approximately 50 percent. This conclusion is illustrated in Figure 38.
- **Information technology:** Indiana nonprofits with basic information technology, such as computers, Internet and e-mail access, and a web-site are much more likely than those without these tools to indicate that their interorganizational relationships make meeting client needs easier. Once we control for other factors, the odds of this being the case increase by at least 20 percent for each additional technology component.

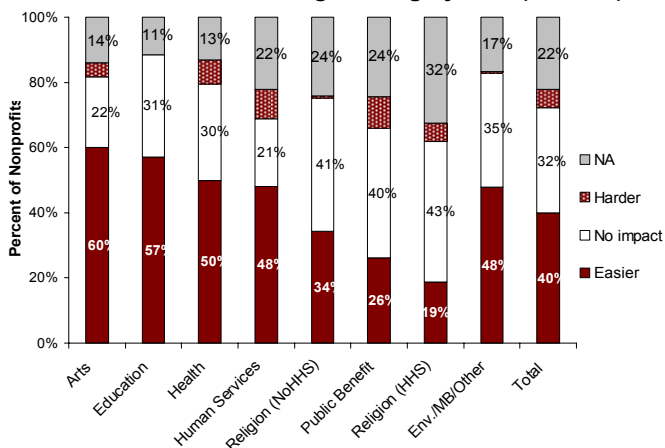
**Figure 38: Effect of participation in networks or collaborations on meeting client or member needs by scope (diversity of participating organizations, n=927)**



- **Funding profile:** Controlling for all other factors, Indiana nonprofits that receive government funding (grants, contracts, or fees for service payments) have significantly lower odds of saying that their networks and collaborations make meeting client or member needs easier. We have no easy explanation for this pattern, except to note that government funding is limited in the types of services it may subsidize and requires that clients who receive the services meet strict eligibility requirements.
- **Obtaining funding:** Involvement in collaborations or networks also makes it easier to obtain funding for many Indiana nonprofits, perhaps because some funders strongly encourage such activities or even make it a requirement for obtaining support. Two-fifths (40 percent) say that their most important network or collaboration makes it easier for them to obtain funding, more than the one third (32 percent) that say it has no impact. Only 6 percent say it makes it harder. The rest say this doesn't apply.
- **Nonprofit field:** Controlling for other factors, education nonprofits are more likely than nonprofits in the remaining fields to indicate that participating in networks and collaborations makes obtaining funding easier. (Arts, culture and humanities nonprofits show a similar, but not as pronounced, pattern once we control for the other variables.) At the other extreme, public and societal benefit and religion nonprofits that provide human services are significantly less

likely than nonprofits overall to say that their formal or informal relationships with other organizations makes it easier for them to obtain funding. See Figure 39.

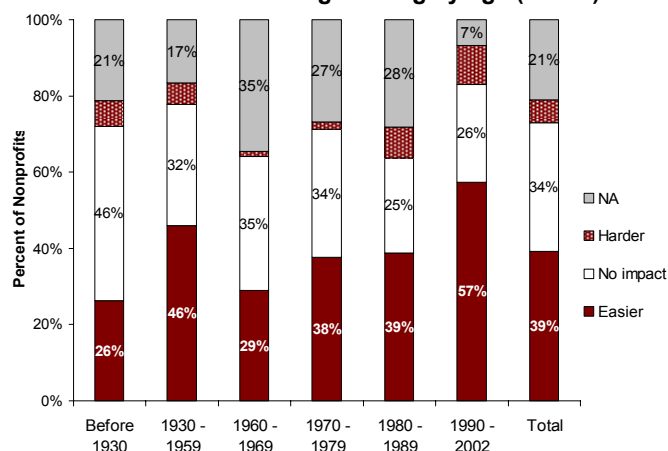
**Figure 39: Effect of participation in networks or collaborations on obtaining funding by field (n=1,040)**



- **Size:** Holding all else constant, the odds that interorganizational relationships make obtaining funding easier increase significantly for medium-sized nonprofits (i.e. those with between 0.5 and 15 FTEs) in comparison to both small and relatively large organizations.
- **Age:** Similar to meeting client or member needs, younger organizations are significantly more likely than older ones to say it is easier to obtain funding because of their collaborations and networks with other organizations. This is most apparent in the multivariate analysis, although Figure 40 illustrates the basic relationship.
- **Scope/heterogeneity of the relationship:** There is a positive relationship between the number of different types of organizations in the most important networks or collaborations and whether nonprofits say that these relationships make it easier for them to obtain funding. For every additional type of organization included in the relationship, the odds of saying that obtaining funding is easier increase by 20 percent.
- **Information technology:** Nonprofits with access to information technology are somewhat more likely than those without it to indicate that their relationships with other organizations make it

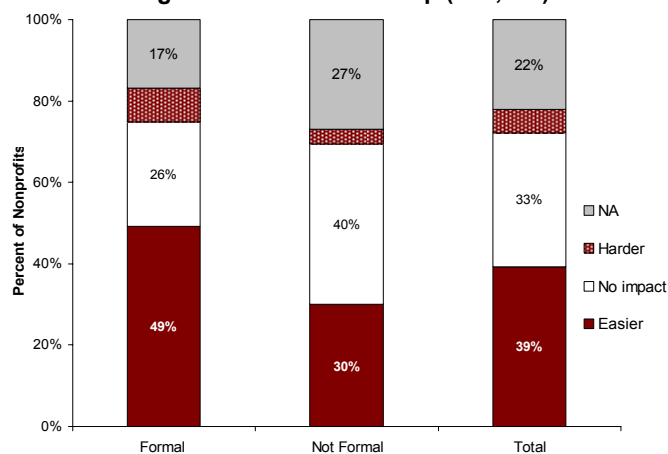
easier to obtain funding. Less than 30 percent of Indiana nonprofits with none of the four types of technology say that their interorganizational relationships make it easier for them to obtain funding, in comparison to more than 40 percent of nonprofits with more than two components.

**Figure 40: Effect of participation in networks or collaborations on obtaining funding by age (n=991)**



- **Formality of interorganizational relationship:** Nonprofits that participate in formal collaborations with other organizations are more likely (49 percent) than those that do not (30 percent) to say that these relationships make it easier for them to obtain funding. See Figure 41.

**Figure 41: Effect of participation in networks or collaborations on obtaining funding by formality of interorganizational relationship (n=1,005)**

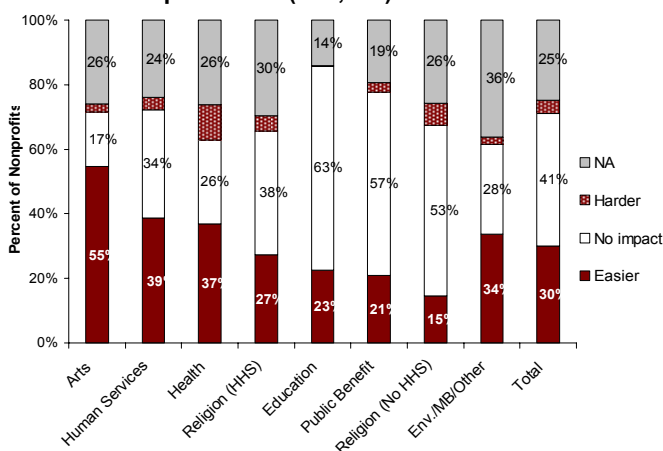


- **Recruit/keep volunteers:** For the remaining tasks: recruiting or keeping volunteers, staff, or board

members, involvement in networks or collaborations has no impact for a plurality of nonprofits involved in these types of relationships. Thus 42 percent say these relationships have no impact on their ability to recruit or keep volunteers, although 30 percent say it makes it easier. Only 4 percent say it is harder. The rest (25 percent) say it doesn't apply to them.

- **Nonprofit field:** Nonprofits in the arts, culture and humanities field are significantly more likely than nonprofits in every other field to indicate that participating in relationships with other organizations makes it easier for them to recruit or keep volunteers. Public and societal benefit and religion nonprofits (especially those that do not provide health or human services), on the other hand, are significantly less likely to report in the same way. See Figure 42.

**Figure 42: Effect of participation in networks or collaborations on recruiting or keeping volunteers by nonprofit field (n=1,037)**



- **Size:** After controlling for other organizational characteristics, the odds that nonprofits will say that networks or collaborations make it easier for them to recruit and keep volunteers decrease significantly for relatively large nonprofits (i.e. those with more than 15 FTEs).
- **Information technology:** Although not as pronounced as in other analyses, the odds that Indiana nonprofits find it easier to recruit and keep volunteers increase with their access to information technology – by 20 percent or more for each additional IT component the nonprofit possesses, holding other factors constant.

- **Recruit/keep staff:** Only 20 percent of Indiana nonprofits say that involvement in networks or collaborations make it easier for them to recruit or keep staff, while 45 percent say it has no impact and 3 percent say it makes it harder. The rest (33 percent) say it doesn't apply to them.

- **Nonprofit field:** Arts, culture and humanities nonprofits are significantly more likely to report that participating in networks or collaborations make it easier for them to recruit or keep staff – by a factor of at least 5 compared to nonprofits in other fields. Nonprofit field is the only factor that helps explain the role of networks or collaborations in facilitating efforts to recruit or keep staff.

- **Recruit/keep board members:** Finally, one-fifth (19 percent) say that networks or collaborations make it easier for them to recruit or keep board members, but half says it has no impact, 3 percent say that it makes it harder, and the rest (29 percent) say this doesn't apply to them.

- **Nonprofit field:** In most fields, the majority of nonprofits report that their collaborations do not have any impact on their ability to recruit or keep board members, although there is some variation.

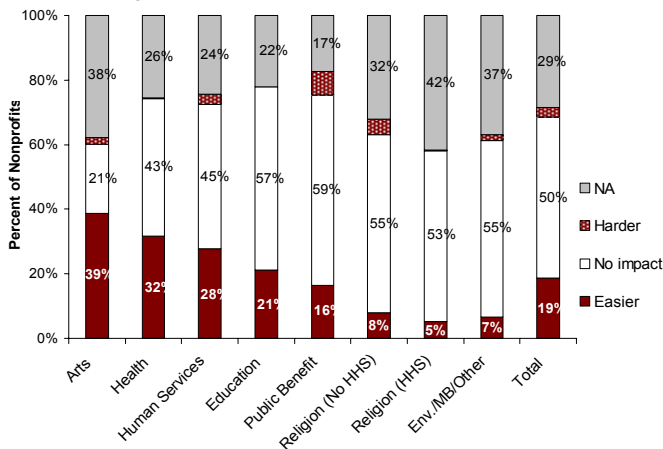
- Similar to our findings above, nonprofits in the arts, culture and humanities field are significantly more likely than those in other fields to benefit from interorganizational relationships. Most religion nonprofits, especially those that provide health or human services, say that their collaborations have no impact on recruiting or keeping board members. See Figure 43.

- **Size:** Holding all else constant, the odds that interorganizational relationships make recruiting or keeping board members easier increase significantly for medium-sized nonprofits (i.e. those with between 0.5 and 15 FTEs) in comparison to both small and relatively large organizations. This is similar to the effect collaborations have on meeting client or member needs.

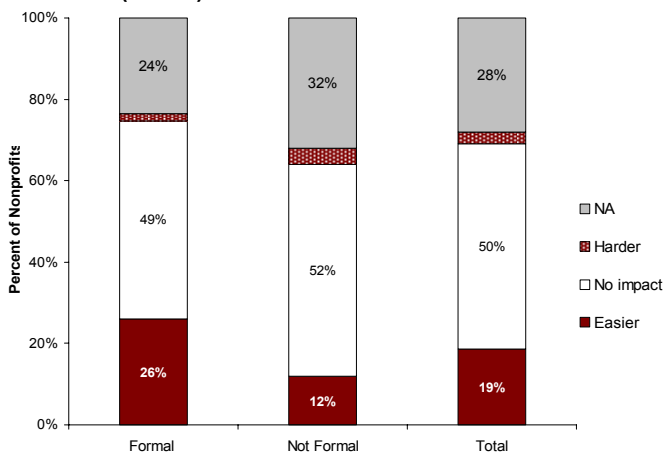
- **Formality of interorganizational relationship:** Indiana nonprofits that participate in formal col-

laborations are more than twice as likely as those that are only involved in informal networks to indicate that participating in networks and collaborations makes it easier to recruit and keep board members. See Figure 44.

**Figure 43: Effect of participation in networks or collaborations on recruiting or keeping board members by field (n=1,031)**



**Figure 44: Effect of participation in networks or collaborations on recruiting or keeping board members by formality of interorganizational relationship (n=996)**



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

- **Networks and collaborations benefit many nonprofits:** More than half of Indiana nonprofits say that their networks and collaborations make it easier for them to enhance their visibility or reputation, meet client or member needs, and – to a lesser extent - obtain funding. They are notably less likely to say that

such relationships make it easier for them to recruit and keep staff, volunteers, and board members. In fact, for these latter three capacities, they are more likely to say that networks and collaborations had no impact on these activities.

- **Arts, culture and humanities nonprofits benefit from collaborations:** Holding all else constant, nonprofits in the arts, culture and humanities field are consistently more likely than nonprofits in other fields to indicate that networks or collaborations make it easier to maintain each of the six organizational capacities about which we asked.
- **Public and societal benefit and religion nonprofits are less likely to indicate benefits from collaborations:** Holding all else constant, public and societal benefit nonprofits and, to a lesser degree, religion nonprofits appear less inclined to say that their networks and collaborations make it easier for them to maintain key organizational capacities.
- **Age, broad scope/heterogeneity of relationships, and access to information technology is related to benefiting from relationships to reach programmatic, funding, and external visibility goals:** Three organizational characteristics (besides field of activity) is related to whether networks or collaborations make it easier to meet client needs, obtain funding, and enhance visibility and reputation. Relatively young nonprofits, those with the most diverse networks or collaborations, and those with access to information technology stand out as particularly likely to say that networks or collaborations make it easier to maintain these capacities.
- **Many nonprofits do not benefit from collaborations:** A majority of nonprofits for whom the question was applicable indicate that involvement in networks and collaborations have no impact on their ability to recruit or retain staff, volunteers, and board members. Indeed, 18 percent of all the nonprofits that are involved in relationships with other organizations say that their participation has no effect, a negative effect, or is not applicable to helping them achieve the fundamental organizational capacities about which we asked.



## V. COMPETITION AMONG INDIANA NON-PROFITS

Indiana nonprofits compete with other nonprofit organizations, governments, and for-profit organizations. They do so in a variety of competitive arenas, such as to obtain funding or to secure staff, volunteers, and board members. This is especially the case for large nonprofits, those that are involved in formal collaborations or informal networks, and nonprofits that have access to basic information technology.

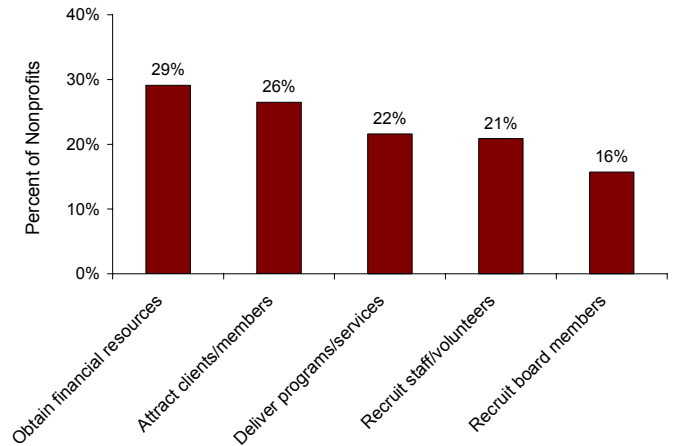
**Patterns of competition for Indiana nonprofits:** Not only do Indiana nonprofits collaborate with other organizations, but they also compete with them for access to a variety of resources. We asked survey respondents whether they compete with other organizations to obtain financial resources; deliver programs or services; attract clients or members; or recruit staff, volunteers, or board members. We also asked them to specify the types of organizations with which they compete in each of these arenas—secular nonprofits, religious nonprofits, governments, or businesses.

- **Extent of competition:** To determine the degree to which nonprofits compete, we first look at competition broadly. Overall, more than two-fifths (42 percent) of Indiana nonprofits indicate that they compete with other organizations (both in an outside of the nonprofit sector) in at least one of the arenas specified in Figure 45 (i.e. to obtain financial resources; attract clients or members; deliver programs or services; or recruit staff, volunteers, or board members). Many compete in multiple arenas.

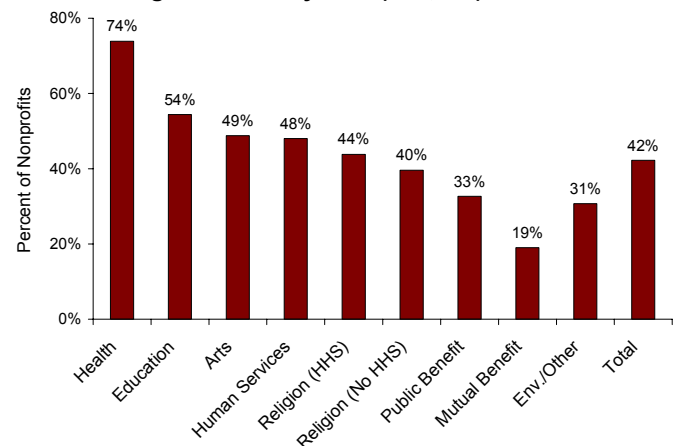
- **Nonprofit field:** The extent to which nonprofits compete with other organizations varies significantly according to the field of activity in which they operate.
- Although nonprofits in the health field are the most likely to say that they compete with other organizations (see Figure 46), this may have more to do with their typically large size (or other organizational characteristics). Once we control for these factors, health nonprofits do not stand out significantly from nonprofits in the other fields. Instead, human services and, to a lesser extent, education nonprofits show high

high odds of competing with other organizations.

**Figure 45: Arenas in which Indiana nonprofits compete (n=2,206)**



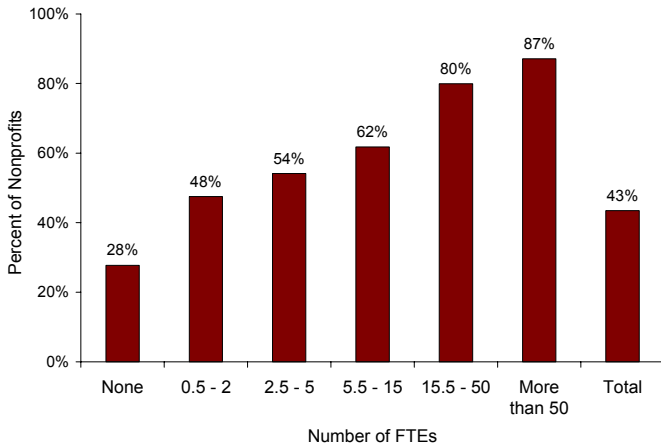
**Figure 46: Percent of nonprofits that compete with other organizations by field (n=2,206)**



- The odds are significantly low, however, for religion, public and societal benefit, and mutual benefit nonprofits. Figure 46 illustrates this relationship.
- **Size:** Size may be a more important predictor of interorganizational competition than major field of activity for Indiana nonprofits. Larger nonprofits are considerably more likely than smaller ones to indicate that they compete with other organizations. Indeed, nearly 9 in 10 of Indiana nonprofits with more than 50 employees say they compete, compared to less than one-half of small nonprofits. See Figure 47. Multivariate analyses confirm this pattern.

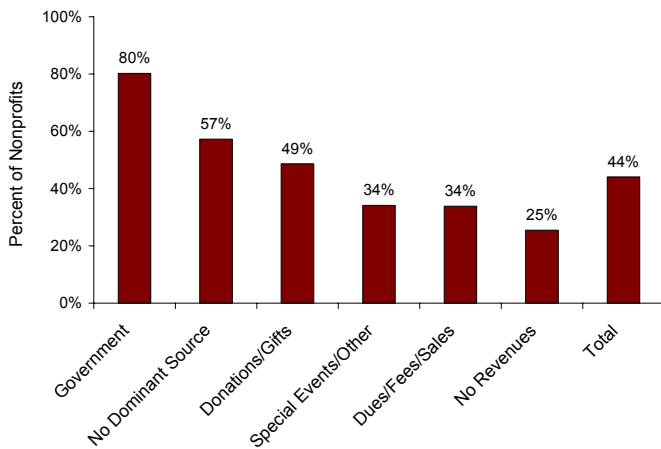


**Figure 47: Percent of nonprofits that compete with other organizations by size (n=2,042)**



- **Funding profile:** Nonprofits that rely on the government for more than half of their funding are considerably more likely than nonprofits that depend on revenues from other sources to indicate that they compete in the various arenas (80 percent vs. 44 percent overall). This is the only funding reliance category that significantly relates to competition and may reflect the fact that nonprofits must often compete for government grants. See Figure 48.

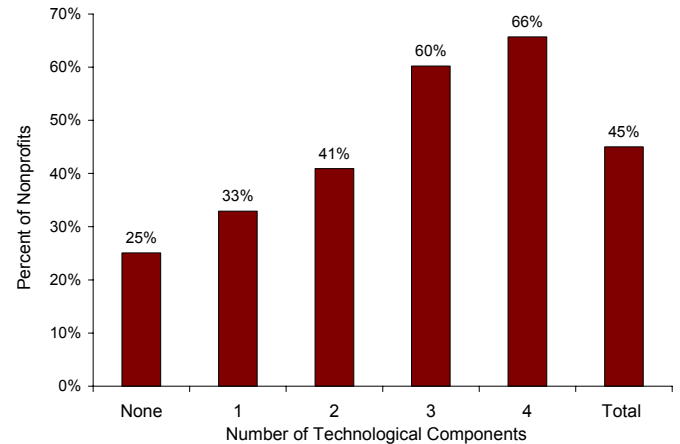
**Figure 48: Percent of nonprofits that compete with other organizations by primary source of funding (n=2,000)**



- **Information technology:** Nonprofits that have access to information technology are significantly more likely to say that they compete with other organizations, as illustrated in Figure 49. While only one-quarter (25 percent) of Indiana nonprofits without any of the IT components say

that they compete with other organizations, two-thirds (66 percent) of those with all four of the components do so.

**Figure 49: Percent of nonprofits that compete with other organizations by technology (n=2,049)**

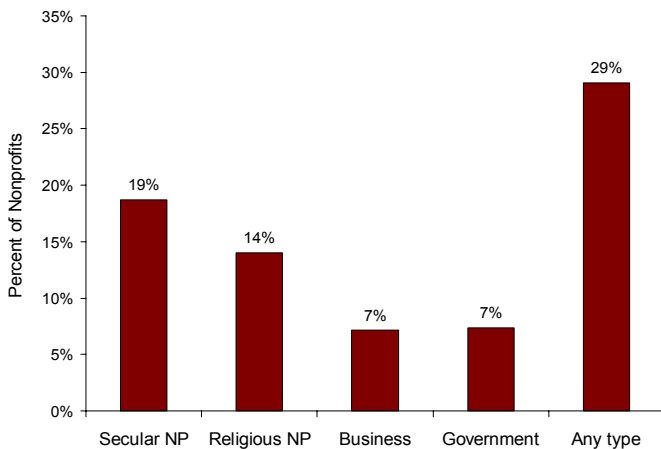


- We don't know whether this result reflects the fact that access to technology *allows* nonprofits to compete with other organizations. For example, having a computer, Internet access, and e-mail, may present opportunities for nonprofits to compete for financial resources (such as grants or contracts), while nonprofits without such resources would lack access to particular funding sources. It may also indicate that nonprofits acquire technology in order to more effectively deal with the competition they face from other organizations. Alternatively, better access to communication may simply make nonprofits more aware of what other organizations do.
- **Networks and collaborations:** The odds that nonprofits say they compete with other organizations increase by approximately 70 percent for nonprofits that participate in formal or informal interorganizational relationships.
- This interesting result may also have more than one explanation. First, participating in these relationships may increase the competition that nonprofits face, or at least make them more aware of the competition. Alternatively, nonprofits may enter into formal collaborations and informal networks because they are confronting substantial competition. We do not have suffi-

cient data to determine which explanation is more valid.

- **Competitive arenas:** We now look in more detail at the various arenas of competition to investigate the characteristics of nonprofits that face each type of competition.
- **Competing for financial resources.** Obtaining financial resources appears to be the competitive arena that affects most nonprofits. Overall, about 3 in 10 (29 percent) Indiana nonprofits compete with other organizations for financial resources. One in five (19 percent) compete with secular nonprofits, 14 percent compete with religious nonprofits, and less than one in ten compete with businesses (7 percent) or government agencies (7 percent). See Figure 50.

**Figure 50: Types of organizations with which Indiana nonprofits compete for financial resources (n=2,206)**

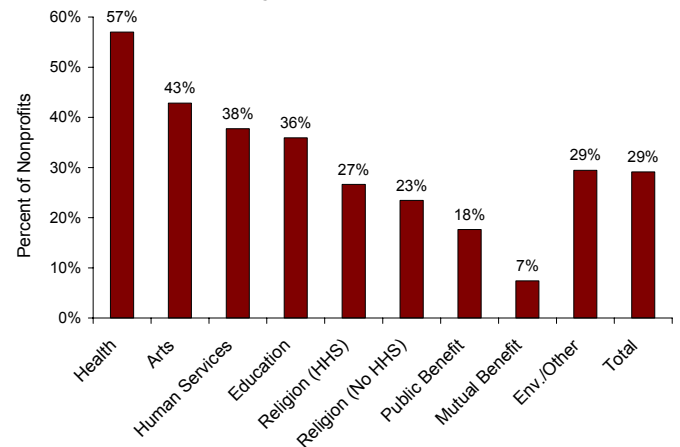


– We developed a statistical model to identify the organizational characteristics that most significantly relate to whether Indiana nonprofits compete with other organizations for financial resources (without regard for the specific type of organization against which it competed). All but age appears to be important.

– **Nonprofit field:** The extent to which nonprofits compete for financial resources varies somewhat according to field of activity, although Figure 51 exaggerates the magnitude of the differences. Once we control for size, age, and other factors, nonprofits in the fields of religion, mutual benefit, and less clearly, public and societal benefit

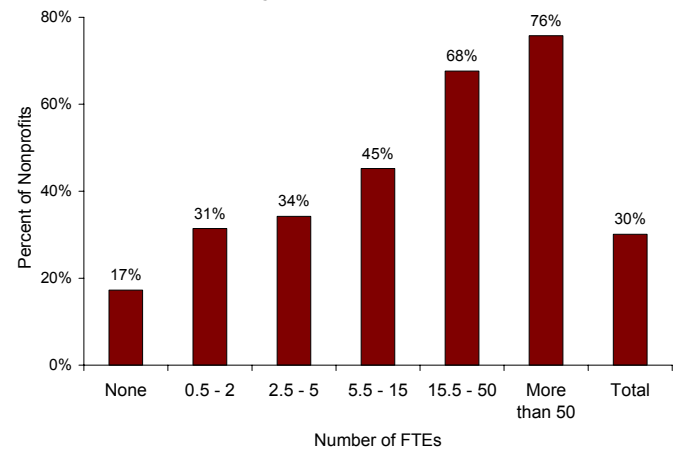
appear to be less likely to compete for financial resources than those in other fields. No other fields stand out.

**Figure 51: Percent of nonprofits that compete for financial resources by field (n=2,206)**



– **Size:** As noted above, size is consistently related to competition. Relatively large nonprofits are particularly likely to say they competed for financial resources – by a factor of two or three times that of small nonprofits. See Figure 52.

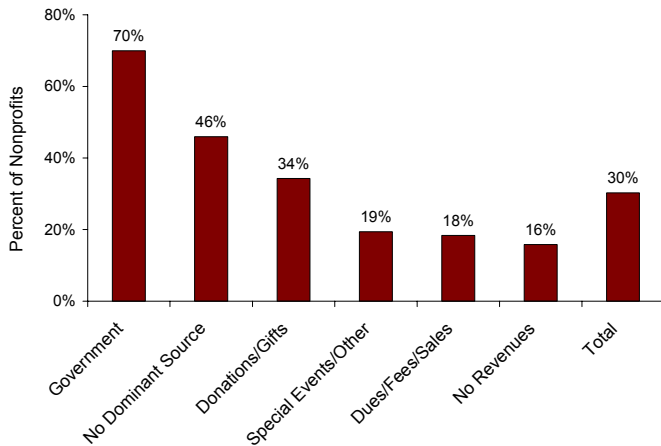
**Figure 52: Percent of nonprofits that compete for financial resources by size (n=2,042)**



– **Funding profile:** Nonprofits that rely on government for at least half of their funding are considerably more likely (by a factor of two or three) than those that rely on other funding sources to say that they compete for financial resources. See Figure 53. Likewise, the odds nearly double for nonprofits that receive support

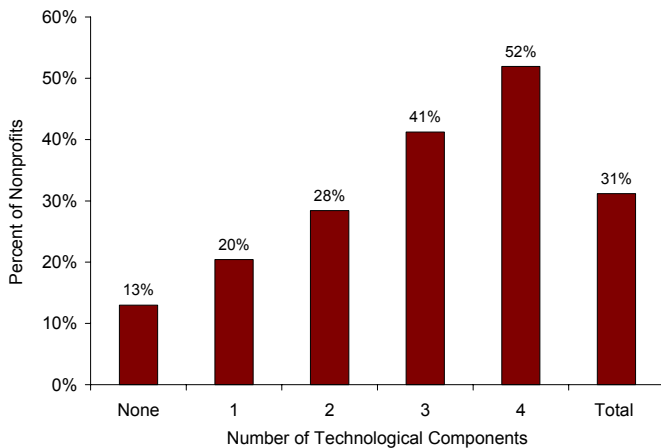
from federated funders, such as the United Way or Catholic Charities (not shown in Figure 53).

**Figure 53: Percent of nonprofits that compete for financial resources by primary source of funding (n=2,000)**



- **Information technology:** Having access to information technology is closely related to competing for financial resources. Nonprofits with each of the technological tools are four times as likely as those without any to say they compete with other organizations for financial resources. See Figure 54.

**Figure 54: Percent of nonprofits that compete for financial resources by technology (n=2,049)**

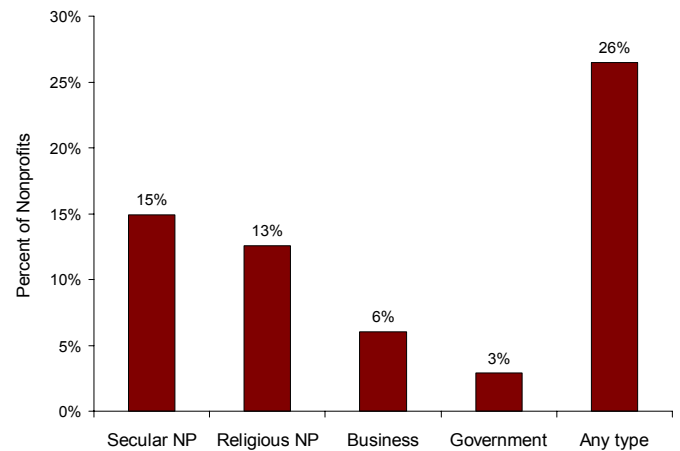


- **Networks and collaborations:** Participating in a network or collaboration is also significantly related to competing for financial resources. Nonprofits involved in formal or informal relation-

ships are twice as likely as nonprofits not so involved to say this is so.

- **Competing to attract clients or members.** Competing for clients or members is the second most pervasive arena of competition for Indiana nonprofits. Overall, one-quarter (26 percent) of Indiana nonprofits competes with other organizations to attract clients or members. Such competition takes place primarily with other nonprofit organizations, although 6 percent compete with businesses and 3 percent do so with government agencies. See Figure 55.

**Figure 55: Types of organizations with which Indiana nonprofits compete for clients or members (n=2,206)**

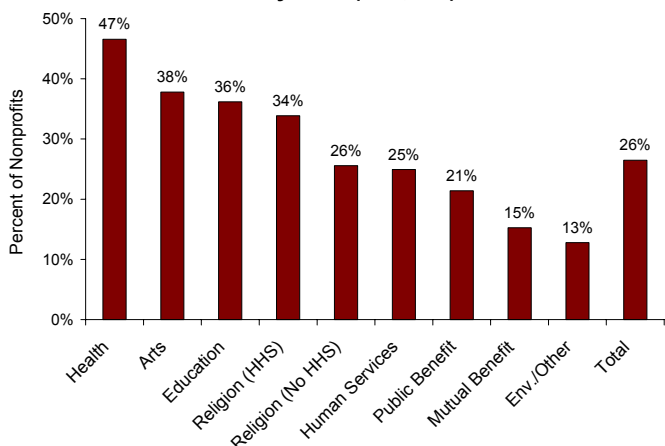


- **Nonprofit field:** Nonprofits in the health and arts, culture and humanities fields are the most likely to indicate that they compete with other organizations for clients or members. See Figure 56. These patterns hold when we control for various other factors.
- **Age:** Older nonprofits are slightly more likely than younger ones to say that they compete for clients or members. For every 10 years of age, the odds that nonprofits say they compete in this arena increase by 4 percent.
- **Information technology:** Nonprofits that possess basic information technology, such as a computer, access to the Internet, e-mail, and a website, are substantially more likely than those without these technology components to compete for clients and members. Forty-four percent of nonprofits that possess all four technological

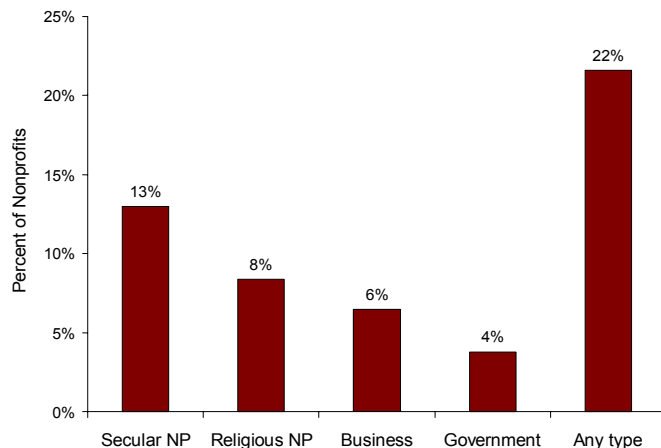
components indicated that they compete for clients compared to 14 percent of those without technology and 28 percent of nonprofits overall. See Figure 57.

field of activity, but by size, funding profile, information technology and involvement in collaborations or networks.

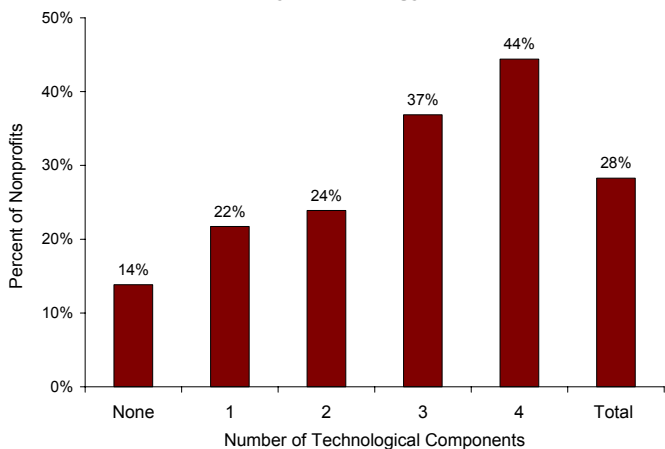
**Figure 56: Percent of nonprofits that compete for clients or members by field (n=2,206)**



**Figure 58: Types of organizations with which Indiana nonprofits compete to deliver programs and services (n=2,206)**



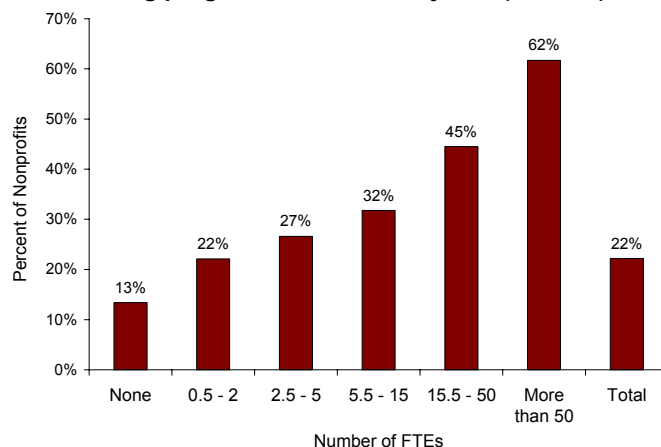
**Figure 57: Percent of nonprofits that compete for clients or members by technology (n=2,049)**



- **Competing to deliver programs or services.** Somewhat fewer nonprofits say they compete to deliver programs or services. Overall, one in five (22 percent) Indiana nonprofits competes to deliver programs or services. Slightly more than one in ten (13 percent) compete with secular nonprofits, while 8 percent compete with religious nonprofits. About one in twenty compete with businesses (6 percent) or government agencies (4 percent). See Figure 58.

- **Size:** As in case of other arenas of competition, competing to deliver programs or services is significantly related to size. (See Figure 59.) This is particularly the case for nonprofits with more than 15 FTEs, and indeed, the multivariate analyses confirms this pattern: the odds of competing with other organizations for delivering programs or services increase by approximately 80 percent for these large nonprofits in comparison to medium-sized or small ones.

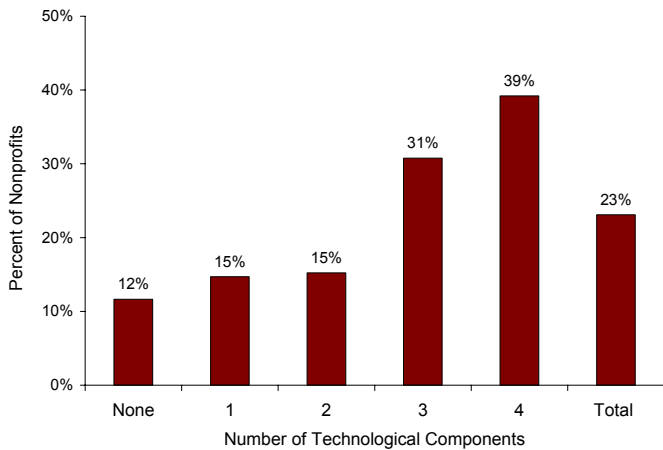
**Figure 59: Percent of nonprofits that compete for delivering programs or services by size (n=2,042)**



- The extent to which nonprofits compete to deliver their programs does not vary according to

- **Funding profile:** For the most part, the type of funding nonprofits rely on is not related to competing for the delivery of programs or services, although the odds of competing in this arena are considerably lower for nonprofits that rely on dues or fees for most of their income. This seems counterintuitive and may reflect the fact that these nonprofits are generally smaller than other nonprofits.
- **Information technology:** Having access to information technology is the most statistically significant predictor of whether Indiana nonprofits compete for delivering programs or services. Nonprofits that are well-equipped with basic technology components are considerably more likely than those without (39 vs. 12 percent) to say they compete in service or program delivery. See Figure 60.

**Figure 60: Percent of nonprofits that compete for delivering programs or services, by technology (n=2,049)**

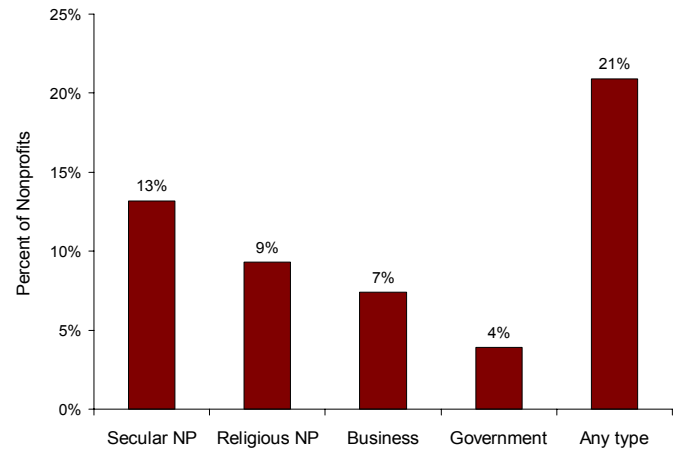


- **Networks and collaborations:** Although not as statistically robust as in some of the analyses described above, involvement in interorganizational networks or collaborations increases the odds that nonprofits find themselves competing with other organizations to deliver programs or services.

- **Competing for staff or volunteers.** A minority of Indiana nonprofits competes for staff or volunteers - one in five (21 percent). Most of the competition is with other nonprofits (9-13 percent) rather than with

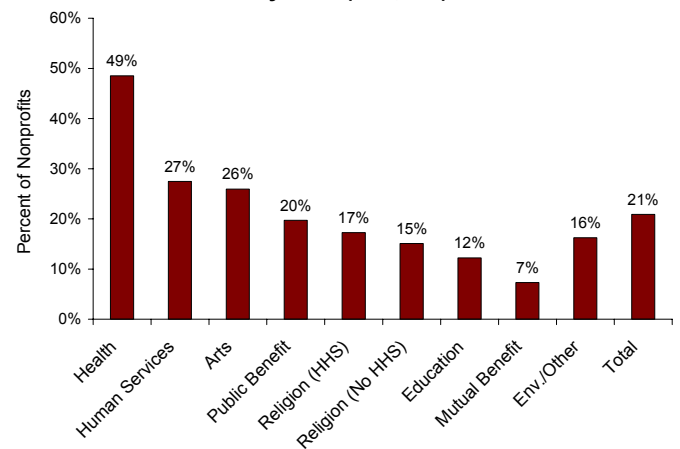
businesses or the government (4-7 percent). See Figure 61.

**Figure 61: Types of organizations with which Indiana nonprofits compete for staff or volunteers (n=2,206)**



- **Nonprofit field:** Competition for staff or volunteers appears to be relatively high for health nonprofits (49 percent, see Figure 62). However, once we control for size, age, and other factors, health nonprofits no longer appear to face higher than average competition for staff or volunteers. Religion nonprofits that provide health or human services and, less significantly, education nonprofits are less likely than their counterparts to compete for staff or volunteers once we control for other organizational characteristics.

**Figure 62: Percent of nonprofits that compete for staff or volunteers by field (n=2,206)**

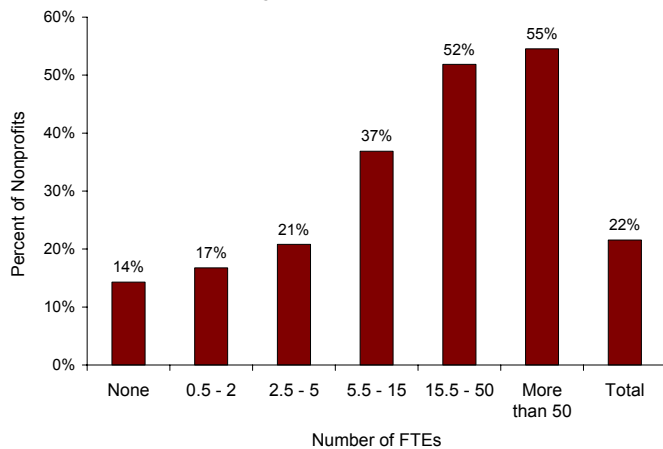


- **Size:** Competition for staff or volunteers is clearly related to size. Large nonprofits are more



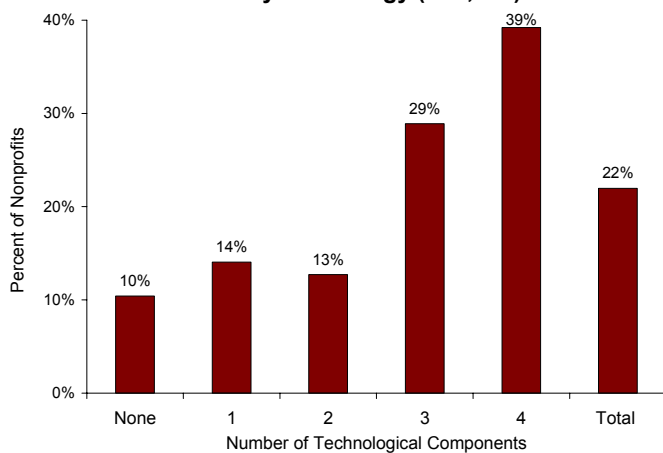
likely than small ones to say that they compete with other organizations for human resources. Over half (55 percent) of nonprofits with 15 or more FTEs say that they compete for staff or volunteers compared to 14 percent of those with no FTEs and 22 percent overall. See Figure 63.

**Figure 63: Percent of nonprofits that compete for staff or volunteers by size (n=2,042)**



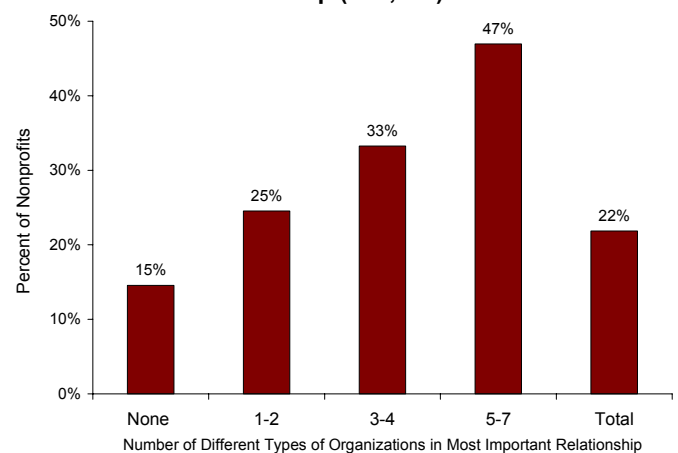
– *Information technology:* As is the case with almost every other competitive arena, nonprofits with basic information technological resources are significantly more likely than those without such resources to compete for staff and volunteers. Two fifths (39 percent) of nonprofits with all four components say they compete for staff and volunteers compared to one tenth of nonprofits with none of the technological components. See Figure 64.

**Figure 64: Percent of nonprofits that compete for staff or volunteers by technology (n=2,049)**



– *Diversity of networks and collaborations:* Nonprofits that report their most important interorganizational relationship includes many different types of organizations are more likely to say they compete for staff or volunteers than those involved in more homogeneous relationships. See Figure 65. We don't know whether their competitors include those they also collaborate with and cannot explain the reasons for this somewhat counterintuitive finding.

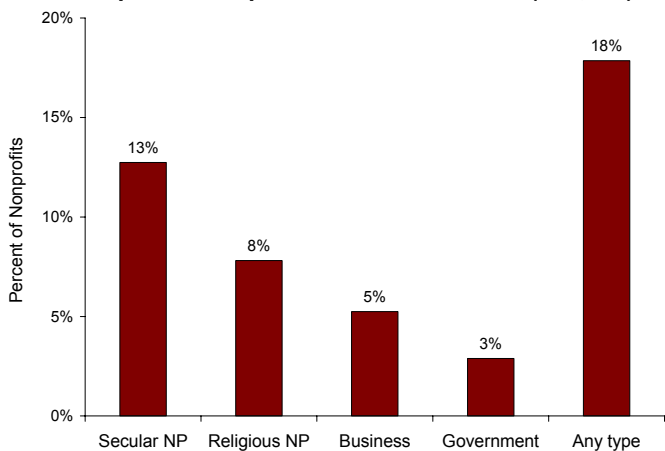
**Figure 65: Percent of nonprofits that compete for staff or volunteers, by number of different types of organizations in most important interorganizational relationship (n=1,937)**



• *Competing for board members.* Nonprofits are least likely to compete for board members. This is surprising, since previous analysis from this survey has shown that recruiting and retaining qualified board members is one of the most pervasive challenges that Indiana nonprofits face – two thirds (66 percent) say that it is at least a minor challenge.<sup>17</sup> However, among the 85 percent of Indiana nonprofits that have their own board of directors, less than one in five (18 percent) competes with other organizations for new board members. A little over one in ten (13 percent) say they compete with secular nonprofits for board members. Slightly less than one in ten compete with religious nonprofits (8 percent), and even fewer compete with businesses (5 percent) or government agencies (3 percent). See Figure 66.

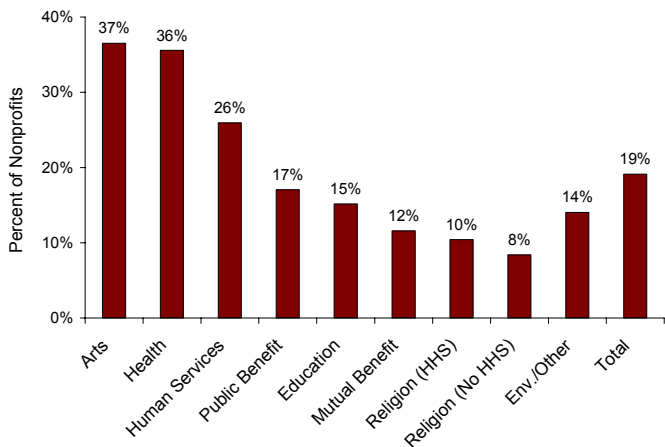
<sup>17</sup> See Chapter IV in *The Indiana Nonprofit Sector: A Profile* by Kirsten A. Grønberg and Linda J. Allen (Bloomington, IN: School of Public and Environmental Affairs, January 2004). Available online at [www.indiana.edu/~nonprof](http://www.indiana.edu/~nonprof).

**Figure 66: Types of organizations with which Indiana nonprofits compete for board members (n=1,857)**



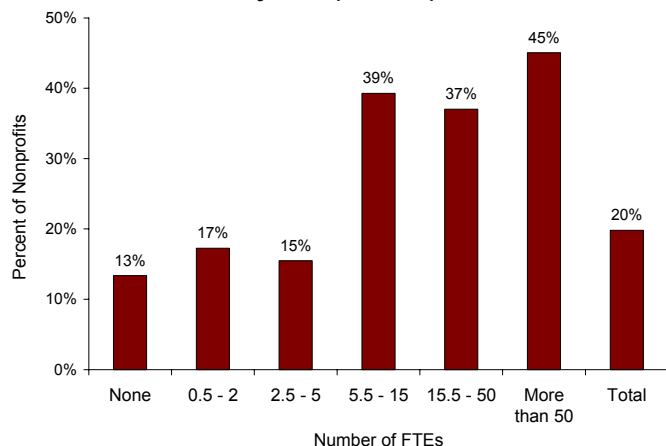
- **Nonprofit field:** Once we control for other characteristics, multivariate analyses reveal that human services and arts, culture and humanities nonprofits are the most likely to say they compete with other organizations for board members (health nonprofits do not stand out in this analysis). Religion and, to some extent, public and societal benefit nonprofits show the opposite pattern: they are significantly less likely to compete for board members. See Figure 67.

**Figure 67: Percent of nonprofits that compete for board members by field (n=1,715)**



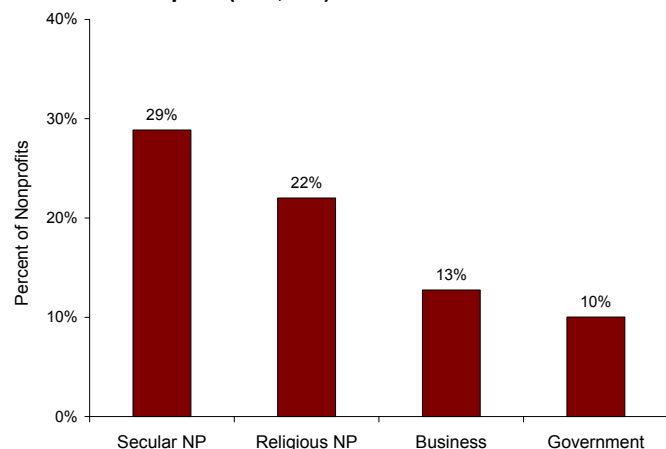
- **Size:** Competing for board members is clearly related to organizational size. More than two-fifths (45 percent) of the very large nonprofits compete for board members, in comparison to less than 20 percent of nonprofits with have five or fewer employees. See Figure 68.

**Figure 68: Percent of nonprofits that compete for board members, by field (n=1,650)**



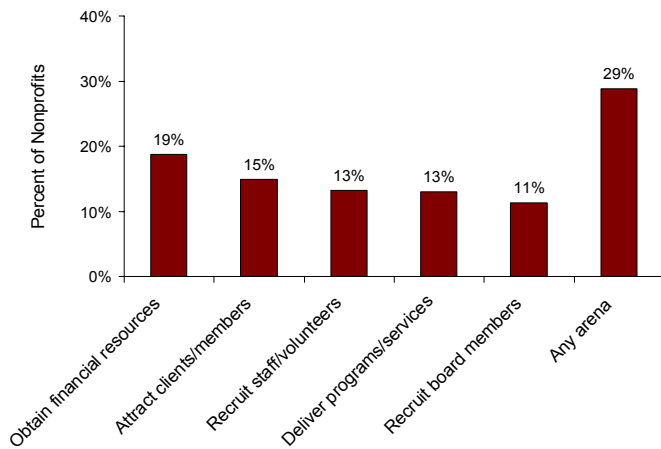
- **Types of competitors:** We now shift our attention to the types of organizations with which Indiana nonprofits compete. Although they compete primarily with other nonprofits, Indiana nonprofits state also compete with businesses (13 percent) or governments (10 percent). See Figure 69.

**Figure 69: Types of organizations with which nonprofits compete (n=2,206)**



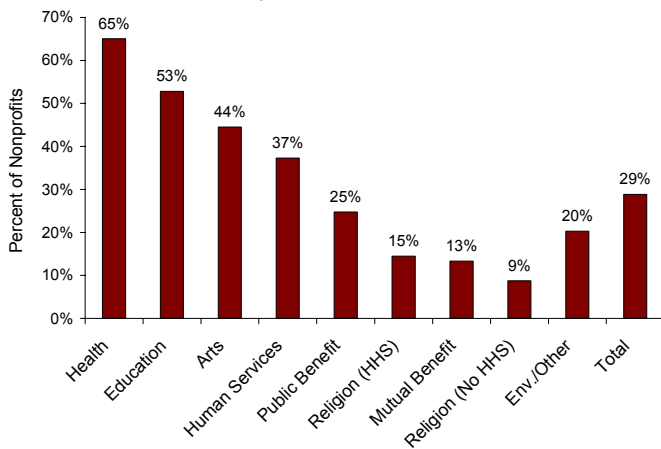
- **Competition with secular nonprofits.** Nonprofits are most likely to find themselves in competition with secular nonprofits. Overall, three out of ten (29 percent) nonprofits in Indiana compete with secular nonprofits. They are most likely to do so in order to obtain financial resources (19 percent), but many also compete for clients or members (15 percent), to deliver programs and services (13 percent), or for staff, and volunteers (13 percent), or board members (11 percent). See Figure 70. In many cases they compete in several arenas.

**Figure 70: Arenas where Indiana nonprofits compete with secular nonprofits (n=2,206)**



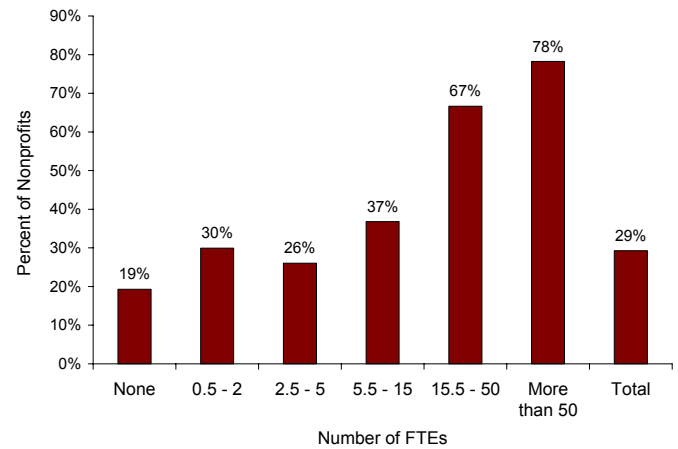
- **Nonprofit field:** The odds that nonprofits compete with secular nonprofits are notably high for nonprofits in the health, human services, education and, less significantly, arts, culture and humanities fields, once we control for other characteristics. Religion and mutual benefit nonprofits, on the other hand, are significantly less likely to compete with secular service nonprofits. This relationship is apparent in Figure 71.

**Figure 71 Percent of nonprofits that compete with secular nonprofits by field (n=2,206)**



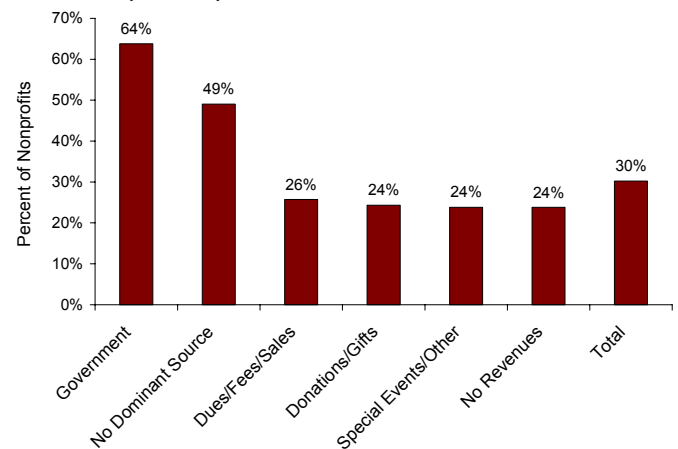
- **Size:** Nonprofits with more than 15 FTEs are significantly more likely than smaller nonprofits to compete with secular nonprofits. The great majority of nonprofits with more than 15 FTEs (67 to 78 percent) report competition with secular nonprofits compared to 29 percent of nonprofits overall. See Figure 72. The odds of competing with secular nonprofits increase two-fold for larger nonprofits.

**Figure 72: Percent of nonprofits that compete with secular nonprofits by size of FTEs (n=2,042)**



- **Funding profile:** Nonprofits that rely on government for most of their funding are significantly more likely than those with other primary funding sources to compete with secular nonprofits. See Figure 73. However, once we control for size and field (recall that nonprofits that rely on the government for funding are disproportionately large), nonprofits without a dominant source of funding stand out as significantly more likely than the others to compete with secular nonprofits.

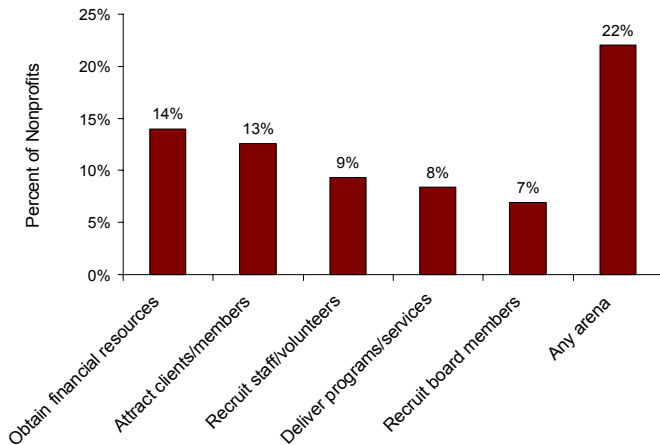
**Figure 73: Percent of nonprofits that compete with secular nonprofits by primary source of funding (n=2000)**



- **Networks and collaborations:** Being in a network or collaboration significantly increases the odds that nonprofits compete with secular nonprofits.

- **Competition with religious nonprofits.** Overall, slightly more than one in five (22 percent) Indiana nonprofits competes with a religious nonprofit. The majority do so in order to obtain financial resources or to attract clients and, more likely, members. See Figure 74.

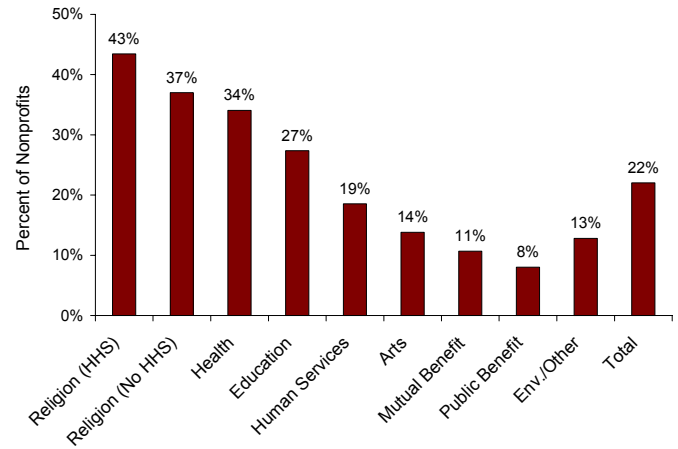
**Figure 74: Reasons Indiana nonprofits compete with religious nonprofits (n=2,206)**



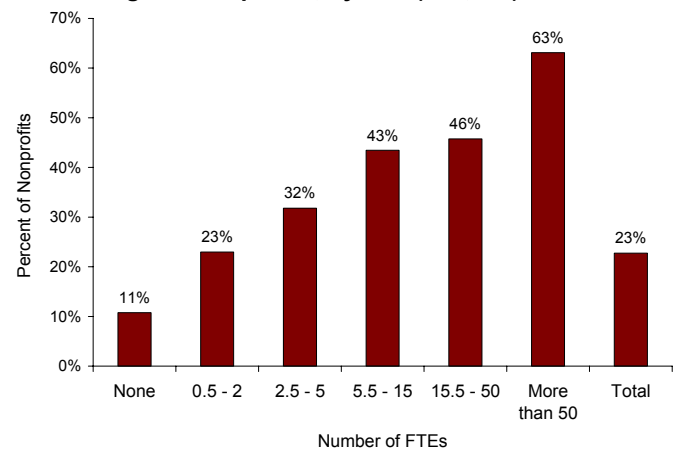
- **Nonprofit field:** Nonprofits in the religion field are the most likely to compete with religious nonprofits. Although the bivariate analysis (shown in Figure 75) suggests that religion nonprofits that provide human services are more likely than those that do not to compete with other religious nonprofits, after we control for size, age, funding source, and other characteristics, the odds of competing are particularly high for religion nonprofits that do not provide health or human services.
- The odds of competing with religious nonprofits are also considerably high for nonprofits in the education field (health nonprofits do not stand out, once we control for other factors).
- **Size:** As shown in Figure 76, nearly two-thirds of the very large nonprofits in our sample say that they compete with religious nonprofits. Interestingly, the majority of these large nonprofits are in the health, human services, and education fields—not religion.
- **Funding profile:** After controlling for nonprofit field, size, age, and access to technology, there is only minor variation in the extent to which

nonprofits with different funding dependencies compete with religious nonprofits. Only nonprofits that rely on dues for more than one-half of their funding are significantly less likely to compete with religious nonprofits.

**Figure 75: Percent of nonprofits that compete with religious nonprofits by field (n=2,206)**

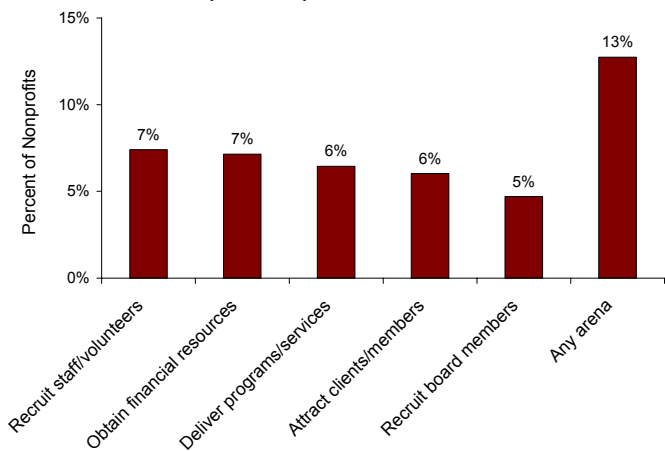


**Figure 76: Percent of nonprofits that compete with religious nonprofits, by size (n=2,042)**



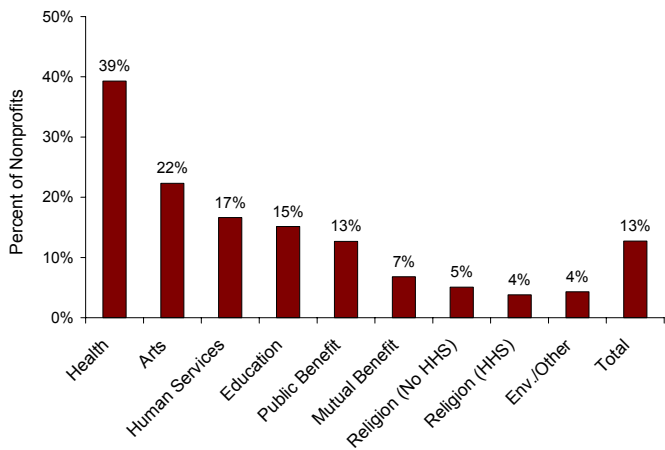
- **Networks and collaborations:** Multivariate analyses reveal that the odds of competing with religious nonprofits increase by nearly 80 percent or more for nonprofits involved in interorganizational relationships.
- **Competition with businesses.** Overall, Figure 77 shows that nonprofits compete with businesses to only a minor degree across all arenas. Only 13 percent of nonprofits report any competition with businesses.

**Figure 77: Reasons Indiana nonprofits compete with businesses (n=2,206)**



- **Nonprofit field:** Nonprofits in the health field are clearly the most likely to compete with businesses (39 percent), although this appears to have much to do with their relatively large size and access to technology. Religion nonprofits, on the other hand, rarely do so (4 to 5 percent). See Figure 78.

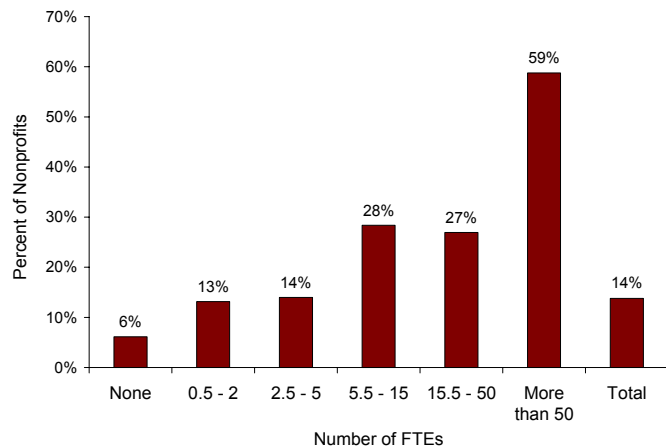
**Figure 78: Percent of nonprofits that compete with businesses, by field (n=2,206)**



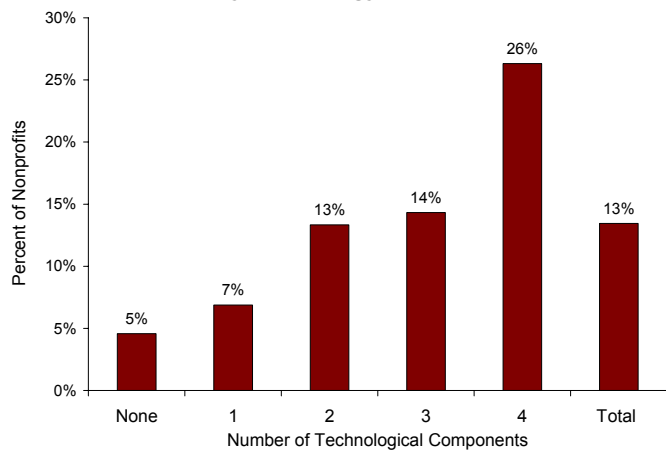
- **Size:** Very large nonprofits are much more likely to compete with business than smaller ones. The majority of nonprofits with more than 50 FTEs report competition with businesses as opposed to 6 percent of nonprofits without FTEs. See Figure 79. This is true even after controlling for the field of activity, age, and other factors.
- **Information technology:** Based on our statistical analyses, we estimate that the odds of nonprofits

competing with businesses increase significantly by approximately 30 percent for each additional technological component acquired. Although simplified, Figure 80 illustrates this relationship.

**Figure 79: Percent of nonprofits that compete with businesses by size (n=2,042)**



**Figure 80: Percent of nonprofits that compete with businesses, by technology (n=2,049)**

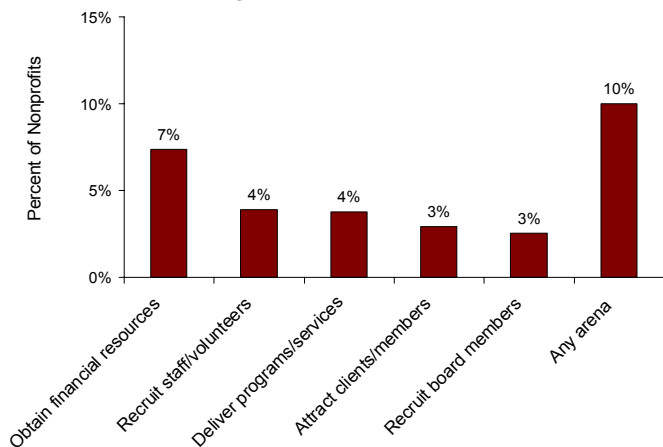


- **Competition with government.** Overall, 10 percent of Indiana nonprofits report that they compete with government agencies. Of those that compete with government, most (7 percent) do so in order to obtain financial resources, while less substantial percentages compete with governments for staff and volunteers, to deliver services, and to attract clients and members. See Figure 81.
- **Nonprofit field:** When controlling for all other factors, we find that religion nonprofits are significantly less likely to say they compete with

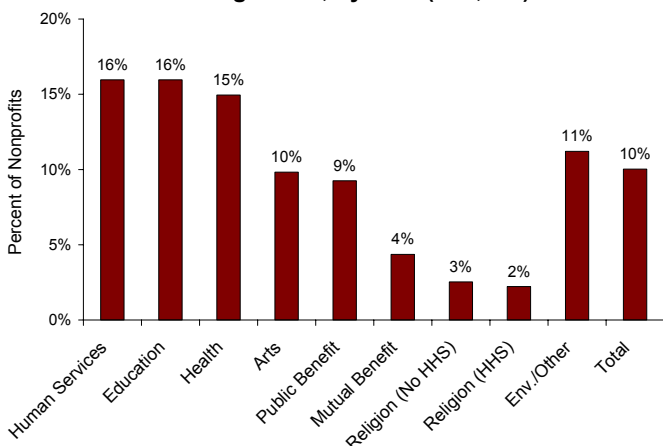


government (no other field stands out). See Figure 82. Given the separation of church and state in the U.S. this is not surprising.

**Figure 81: Reasons Indiana nonprofits compete with government agencies (n=2,206)**



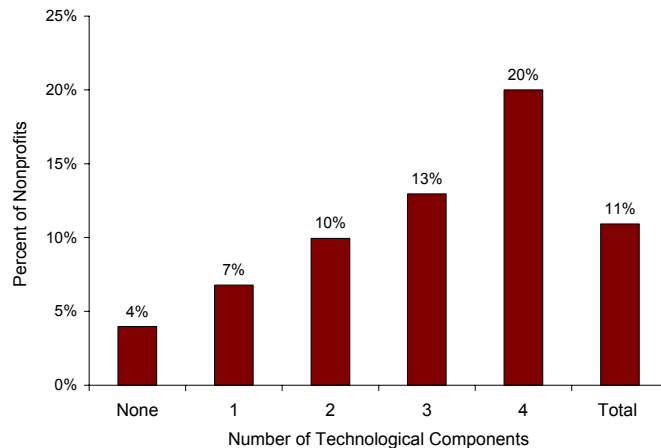
**Figure 82: Percent of nonprofits that compete with government agencies, by field (n=2,206)**



- **Information technology:** As before, we find that having access to information technology is significantly related to competition, in this case with government agencies. One in five nonprofits that have a computer, Internet access, e-mail, and a web-site compete with government agencies, compared to notably lower percentages for those without such technology. See Figure 83.
- **Networks and collaborations:** Likewise, nonprofits participating in formal or informal inter-organizational relationships are significantly more likely than nonprofits not involved in such to compete with the government. The odds of

doing so double for nonprofits participating in collaborations or networks.

**Figure 83: Percent of nonprofits that compete with government agencies, by technology (n=2,049)**



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

- **Nonprofits compete:** More than two-fifths of Indiana nonprofits compete with other organizations in a variety of arenas. Although most compete with other nonprofit organizations, some also compete with businesses and governments.
- **Size, access to information technology, and involvement in collaborations or networks are all related to competition:** Although some unique factors are related to competing with different types of organizations for various purposes, three organizational characteristics stand out in almost every case. Thus large organizations are significantly more likely than small ones to indicate that they compete with other organizations, as are nonprofits with access to technology and those that participate in formal collaborations or informal networks.
- **Religion and public benefit nonprofits are less likely to compete:** Besides competing with other religion organizations, nonprofits in the religion field rarely engage in competitive relationships. Analyses suggest public and societal benefit nonprofits follow a similar pattern.

# APPENDIX A

## NATIONAL TAXONOMY OF EXEMPT ENTITIES: MAJOR CATEGORIES AND MAJOR 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 servcs & organizations of students	
	B50 Graduate, professional schools	B90 Educational services & schools—other	
III Environment/Animals	Environment (C)		
	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 Envirnm't'l beautification & open spaces	D50 Zoo, zoological society	
	C60 Environmental educ. & outdoor survival	D60 Other services—specialty animals	
	Animal-Related (D)		
IV Health	Health Care (E)		
	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)		
	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.	
	Mental Health & Crisis Intervention (F)		
	Medical Research (H)		
	V Human Services	Crime & Legal Related (I)	
		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			
Employment (J)			
Food, Agriculture & Nutrition (K)			
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	
Housing & Shelter (L)			

NTEE Major Fields	NTEE Major Groups and Decile Categories	
V. Human Services (continued)	Public Safety, Disaster Preparedness, Relief (M)	Recreation & Sports (N)
	M20 Disaster preparedness & relief services M40 Safety education	N20 Recreational & sporting camps N30 Physical fitness, recreational facilities N40 Sports training facilities, agencies N50 Recreational, pleasure, or social club N60 Amateur sports clubs, leagues N70 Amateur sports competitions N80 Professional athletic leagues
VI International	Youth Development (O)	Human Services (P)
	O20 Youth centers & clubs O30 Adult, child matching programs O40 Scouting organizations O50 Youth development programs, other	P20 Human service organizations P30 Children's & youth services P40 Family services P50 Personal social services P60 Emergency assist. (food, clothing, cash) P70 Residential, custodial care (group home) P80 Services to promote independence of groups
VII Public and Societal Benefit	International, Foreign Affairs & National Security (Q)	Community Improvement, Capacity Building (S)
	Q20 Promotion of international understanding Q30 International development, relief services Q40 International peace & security	Q50 Foreign policy research & analysis Q70 International human rights
	Civil Rights, Social Action & Advocacy (R)	Philanthropy, Voluntarism, Foundations (T)
	R20 Civil rights, advocacy for specific groups R30 Intergroup, Race Relations R40 Voter Education, Registration R60 Civil Liberties Advocacy	T20 Private grantmaking foundations T30 Public foundations T40 Voluntarism promotion T50 Philan., charity, voluntarism promotion T60 Non-grantmaking, non-operat. foundations T70 Fund-raising organizations var. categories T90 Named trusts, n.e.c.
	Science & Technology (U)	Social Science (V)
	U20 Science, general U30 Physical, earth sciences research & prom. U40 Engineering & technology research, serv. U50 Biological, life science research	V20 Social science research institutes, services V30 Interdisciplinary research V40 Mystic, paranormal studies: incl. astrology.
VIII Religious and Spiritual Development	Public & Societal Benefit (W)	Religion-Related (X)
	W20 Government & public administration W30 Military, veterans' organizations W40 Public transportation systems, services W50 Telephone, telegraph, telecommunication W60 Financial institutions, services W70 Leadership development W80 Public utilities W90 Consumer protection & safety	X20 Christian X30 Jewish X40 Islamic X50 Buddhist X60 Confucian X70 Hindu X80 Religious media, communications orgs X90 Interfaith Issues
IX Mutual Benefit	Mutual & Membership Benefit (Y)	Unknown (Z)
	Y20 Insurance Providers, Services Y30 Pension and Retirement Funds	Y40 Fraternal Beneficiary Societies Y50 Cemeteries & Burial Services
X Unknown		

## APPENDIX B

### ACTUAL SURVEY QUESTIONS

**Q6** Is your organization affiliated with, or a subsidiary of, any other organization? *(Circle best response)*

- 1 Yes, you are a headquarter organization with local affiliates or subsidiaries *(Please answer Q6.A)*
- 2 Yes, you are a local affiliate or a subsidiary of another organization *(Please answer Q6.A)*
- 3 Yes, you are affiliated with another organization in other ways *(Please describe):* \_\_\_\_\_  
 \_\_\_\_\_ *(Please answer Q6.A)*
- 4 No, you are not formally affiliated with any other organization *(Please skip to Q7)*
- 5 Don't know *(Please skip to Q7)*

**Q6A** If you are affiliated in any way, is your affiliation(s) with any of the following types of entities?

<u>Type of entity you are affiliated with</u>	<u>Check yes or no</u>	
	<u>Yes</u>	<u>No</u>
Religious body (congregation, denomination, or similar entity)	<input type="checkbox"/>	<input type="checkbox"/>
Other religious or faith-based organization	<input type="checkbox"/>	<input type="checkbox"/>
Secular nonprofit service organization	<input type="checkbox"/>	<input type="checkbox"/>
Nonprofit advocacy organization	<input type="checkbox"/>	<input type="checkbox"/>
Nonprofit mutual benefit (membership) organization	<input type="checkbox"/>	<input type="checkbox"/>
Business or other for-profit organization	<input type="checkbox"/>	<input type="checkbox"/>
Government agency, authority or similar organization	<input type="checkbox"/>	<input type="checkbox"/>

**RELATIONSHIPS WITH OTHER ORGANIZATIONS** – to understand better how Indian nonprofits collaborate or interact with one another and with other types of organizations.

**Q18** Is your organization currently involved in formal collaborations *(legal, fiscal, administrative, or program exchanges)* or in informal networks *(cooperating, coordinating, or working together in other ways)*? *(Circle best response)*

- 1 Yes, involved in one or more formal collaborations (legal, fiscal, administrative, or programmatic exchanges) with other organizations *(Please answer Q18.A)*
- 2 Yes, involved in one or more informal networks (cooperation, coordination, working together) with other organizations *(Please answer Q18.A)*
- 3 Yes, involved in both formal collaborations and informal networks *(Please answer Q18.A)*
- 4 No, you are not involved in any collaborations or informal networks *(Please skip to Q19)*

**Q18A** If currently involved in collaborations or networks, please describe briefly the purpose of the one that is most important to your organization

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**Q18B** If involved in collaborations or networks, are any of the following types of organizations involved in your most important network or collaboration?

*Check yes or no  
for each type*

<u>Type of organization involved in relationship</u>	<u>Yes</u>	<u>No</u>
Religious body (congregation, denomination, or similar entity)	<input type="checkbox"/>	<input type="checkbox"/>
Other religious or faith-based organizations	<input type="checkbox"/>	<input type="checkbox"/>
Secular nonprofit service organizations	<input type="checkbox"/>	<input type="checkbox"/>
Nonprofit advocacy organizations	<input type="checkbox"/>	<input type="checkbox"/>
Nonprofit mutual-benefit (membership) organizations	<input type="checkbox"/>	<input type="checkbox"/>
Business or other for-profit organizations	<input type="checkbox"/>	<input type="checkbox"/>
Government agencies or authorities	<input type="checkbox"/>	<input type="checkbox"/>

**Q18C** If involved in collaborations or networks, how many different organizations are members of your most important network or collaborations?

Number of different organizations (including your own organization) \_\_\_\_\_#

**Q18D** If involved in collaborations or networks, in general do these relationships make it easier or harder to maintain key organizational capacities?

*Circle best response for each type of resource*

<u>Impacts your capacity to</u>	<u>Harder</u>	<u>No impact</u>	<u>Easier</u>	<u>Not applicable</u>
Obtain funding	1	2	3	9
Recruit/keep staff	1	2	3	9
Recruit/keep board members	1	2	3	9
Recruit/keep volunteers	1	2	3	9
Meet client/member needs	1	2	3	9
Enhance your visibility/reputation	1	2	3	9

**Q19** Does your organization currently compete with other nonprofits, for-profits or government agencies for any of the following reasons?

*Check all that apply for each type of competitor*

<u>You currently compete for purposes of</u>	<u>Religious nonprofits</u>	<u>Secular nonprofits</u>	<u>Businesses</u>	<u>Government</u>
Obtaining financial resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruiting staff/volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruiting board members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attracting clients/members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Delivering programs/services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



# APPENDIX C COMMUNITY PROFILES

Dimension	Percent of Nonprofits In Region														Rest of State	Entire State of Indiana
	Selected Indiana Metropolitan Statistical Areas & Multiple-county Regions							Selected Indiana Non-metropolitan Counties								
	Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evansville Region**	South Bend MSA	Bloomington MSA	Muncie MSA	Bartholomew	Dubois	Scott	Miami	Cass				
<i>Affiliated with, or a subsidiary of, any other organization</i>																
Yes	52.8	62.8	55.6	53.7	55.7	52.6	56.9	62.4	48.7	50.2	50.2	70.9	58.3	56.6		
No	47.2	37.3	44.4	46.3	44.3	47.4	43.1	37.6	51.3	49.8	49.8	29.1	41.7	43.4		
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0		
<i>Number of cases</i>																
<i>If affiliated in any way, affiliated with a religious body (e.g. congregation or denomination)</i>																
Yes	30.0	40.0	36.6	46.3	40.1	33.6	34.7	24.4	37.0	32.0	45.3	31.1	43.9	38.3		
No	70.0	60.0	63.4	53.7	59.9	66.4	65.3	75.6	63.0	68.1	54.7	68.9	56.1	61.7		
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0		
<i>Number of cases</i>																
<i>If affiliated in any way, affiliated with another religious or faith-based organization</i>																
Yes	7.6	7.4	13.3	11.4	18.4	12.3	7.0	5.8	5.8	16.8	9.6	10.2	13.7	11.0		
No	92.4	92.6	86.7	88.6	81.6	87.7	93.0	94.2	94.2	83.3	90.4	89.8	86.4	89.0		
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0		
<i>Number of cases</i>																
<i>If affiliated in any way, affiliated with a secular nonprofit service organization</i>																
Yes	15.8	12.0	17.1	17.4	22.2	13.4	19.8	14.3	11.1	18.0	15.9	23.9	20.5	17.6		
No	84.2	88.0	82.9	82.6	77.9	86.6	80.2	85.7	88.9	82.1	84.1	76.1	79.5	82.5		
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0		
<i>Number of cases</i>																
<i>If affiliated in any way, affiliated with a nonprofit advocacy organization</i>																
Yes	8.8	7.0	11.2	13.1	8.5	16.0	8.5	15.2	10.7	16.3	0.0	12.4	11.0	10.1		
No	91.2	93.0	88.8	86.9	91.5	84.0	91.5	84.8	89.3	83.7	100.0	87.6	89.0	89.9		
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0		
<i>Number of cases</i>																

Dimension		Percent of Nonprofits In Region														
		Selected Indiana Metropolitan Statistical Areas & Multiple-county Regions						Selected Indiana Non-metropolitan Counties								
		Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Region**	South Bend MSA	Bloomington MSA	Muncie MSA	Bartholomew	Dubois	Scott	Miami	Cass	Rest of State	Entire State of Indiana	
<i>If affiliated in any way, affiliated with a nonprofit mutual benefit (membership) organization</i>		Yes	35.1	25.2	31.6	28.7	27.7	24.3	34.0	24.2	28.7	22.6	9.7	31.5	27.1	29.4
		No	64.9	74.8	68.4	71.3	72.3	75.7	66.0	75.8	71.3	77.4	90.3	68.5	72.9	70.6
		Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
		Number of cases	142	107	113	108	106	68	70	96	58	30	40	66	155	1,159
<i>If affiliated in any way, affiliated with a government agency</i>		Yes	10.1	5.8	8.4	7.3	10.1	8.0	0.0	4.4	15.8	10.0	13.2	7.0	9.4	8.7
		No	89.9	94.2	91.6	92.8	89.9	92.0	100.0	95.7	84.2	90.0	86.8	93.0	90.6	91.3
		Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
		Number of cases	143	108	113	108	106	69	70	97	58	30	40	66	155	1,163
<i>If affiliated in any way, affiliated with a business or other for-profit organization***</i>		Yes	6.1	4.3	12.5	10.1	0.6	2.9	5.4	26.9	5.2	0.0	5.4	1.7	2.0	5.1
		No	93.9	95.7	87.5	90.0	99.4	97.1	94.6	73.1	94.8	100.0	94.6	98.3	98.0	94.9
		Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
		Number of cases	143	108	113	108	106	69	70	97	58	30	39	66	155	1,162
<i>During most recent fiscal year, received grant(s) or support from the United Way</i>		Yes	8.8	7.6	11.5	8.5	5.6	13.7	11.3	10.3	1.6	20.9	6.2	5.3	5.3	7.6
		No	91.2	92.4	88.5	91.5	94.4	86.3	88.7	89.7	98.4	79.1	93.9	94.7	94.7	92.4
		Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
		Number of cases	224	144	193	185	166	120	119	150	119	57	84	98	262	1,921
<i>During most recent fiscal year, received grant(s) or support from religious federated funders</i>		Yes	5.5	7.7	11.0	5.0	7.5	7.7	8.1	4.8	4.3	1.9	2.6	4.9	3.6	5.6
		No	94.6	92.3	89.0	95.0	92.5	92.3	91.9	95.2	95.7	98.1	97.4	95.1	96.4	94.4
		Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
		Number of cases	225	143	193	184	165	119	119	149	118	57	84	99	262	1,917
<i>During most recent fiscal year, received grant(s) or support from other federated funders***</i>		Yes	9.0	5.6	4.1	2.3	3.3	4.8	1.7	3.5	2.5	3.7	3.6	4.3	1.8	4.5
		No	91.0	94.4	95.9	97.7	96.7	95.2	98.3	96.6	97.6	96.3	96.4	95.7	98.2	95.5
		Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
		Number of cases	223	143	192	183	166	120	119	149	119	57	85	99	260	1,915

Dimension		Percent of Nonprofits in Region												
		Selected Indiana Metropolitan Statistical Areas & Multiple-county Regions						Selected Indiana Non-metropolitan Counties						
		Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Region**	South Bend MSA	Bloomington MSA	Muncie MSA	Bartholomew	Dubois	Scott	Miami	Cass	Rest of State
<i>During most recent fiscal year, received grant(s) or support from any federated funders</i>														
Yes	15.3	16.9	23.7	11.0	14.6	19.7	17.4	15.1	6.7	20.9	9.7	12.6	8.4	13.5
No	84.7	83.1	76.3	89.0	85.4	80.3	82.6	84.9	93.3	79.1	90.4	87.4	91.6	86.5
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>Number of cases</i>														
Yes	225	144	195	186	167	120	119	150	119	57	85	99	262	1,928
<i>Involved in formal collaborations or informal networks***</i>														
Yes	63.6	46.2	62.9	49.3	54.6	66.5	56.7	51.9	46.9	55.2	46.2	54.7	55.0	56.8
No	36.5	53.8	37.1	50.7	45.4	33.5	43.3	48.1	53.1	44.8	53.8	45.3	45.0	43.2
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>Number of cases</i>														
Yes	243	167	207	198	190	130	133	156	120	60	91	102	272	2,069
<i>Involved in informal networks</i>														
Yes	44.8	35.8	48.3	36.2	40.2	44.3	41.1	35.7	31.5	36.4	37.2	43.4	42.2	42.2
No	55.2	64.3	51.7	63.8	59.8	55.7	58.9	64.3	68.5	63.6	62.8	56.6	57.8	57.8
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>Number of cases</i>														
Yes	238	164	203	194	187	128	129	151	115	60	90	98	268	2,025
<i>Involved in formal collaborations†</i>														
Yes	32.9	22.7	28.5	21.8	27.0	41.2	22.7	28.1	20.2	36.8	21.7	25.3	22.5	26.5
No	67.1	77.3	71.5	78.2	73.0	58.8	77.3	71.9	79.8	63.2	78.3	74.7	77.5	73.5
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>Number of cases</i>														
Yes	238	164	203	194	187	128	129	151	115	60	90	98	268	2,025
<i>If involved in networks/collaborations, number of organizations in most important relationship</i>														
1-2	24.4	14.5	27.2	16.4	27.4	19.0	12.9	26.5	16.7	21.0	15.3	19.5	35.6	26.8
3-5	27.3	34.6	28.3	37.1	27.6	29.5	42.4	31.0	33.9	36.2	40.0	25.6	28.9	29.7
6-20	32.6	30.8	25.5	36.6	34.8	38.4	25.6	31.4	36.0	28.1	27.2	41.0	27.1	30.2
More than 20	15.7	20.1	19.1	9.9	10.2	13.2	19.2	11.2	13.4	14.7	17.6	13.9	8.4	13.4
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>Number of cases</i>														
Yes	130	63	102	81	81	69	54	63	37	26	31	42	120	899
<i>If involved in networks/collaborations, collaborates with a religious body</i>														
Yes	39.2	36.4	49.9	46.9	42.7	36.5	43.8	36.7	38.3	29.3	58.0	40.1	40.2	40.9
No	60.8	63.6	50.1	53.1	57.3	63.5	56.2	63.3	61.7	70.8	42.0	59.9	59.8	59.1
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>Number of cases</i>														
Yes	167	78	126	95	94	82	74	77	54	31	36	49	152	1,115

Dimension		Percent of Nonprofits In Region												
		Selected Indiana Metropolitan Statistical Areas & Multiple-county Regions						Selected Indiana Non-metropolitan Counties						
		Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Region**	South Bend MSA	Bloomington MSA	Muncie MSA	Bartholomew	Dubois	Scott	Miami	Cass	Rest of State
<i>If involved in networks/collaborations, collaborates with another religious or faith-based organization†</i>														
Yes	23.0	31.6	39.7	38.9	46.6	36.5	25.4	26.4	21.5	21.4	52.4	27.0	30.9	30.2
No	77.0	68.4	60.3	61.1	53.4	63.5	74.7	73.6	78.5	78.6	47.6	73.0	69.1	69.8
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases	167	78	125	96	94	81	72	78	54	31	37	49	153	1,115
<i>If involved in networks/collaborations, collaborates with a secular nonprofit service organization</i>														
Yes	38.6	36.5	44.9	42.9	46.9	49.2	54.4	48.6	41.5	63.7	44.9	45.4	42.7	41.9
No	61.4	63.5	55.1	57.2	53.1	50.8	45.6	51.4	58.5	36.3	55.1	54.6	57.3	58.1
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases	167	78	126	96	94	82	74	78	54	31	37	49	153	1,119
<i>If involved in networks/collaborations, collaborates with a nonprofit advocacy organization†</i>														
Yes	29.1	34.0	26.5	27.6	35.4	34.0	30.9	38.6	43.5	52.9	13.6	34.9	17.7	26.0
No	70.9	66.0	73.5	72.4	64.6	66.0	69.1	61.4	56.5	47.1	86.4	65.2	82.4	74.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases	164	78	122	96	93	82	73	75	53	31	37	49	151	1,104
<i>If involved in networks/collaborations, collaborates with a nonprofit mutual benefit organization</i>														
Yes	32.2	34.2	33.4	36.4	33.2	36.3	38.8	29.6	39.7	36.9	33.3	37.9	21.6	29.5
No	67.8	65.8	66.6	63.6	66.8	63.7	61.2	70.4	60.3	63.1	66.7	62.1	78.4	70.5
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases	163	77	122	95	94	81	72	74	54	30	37	48	148	1,095
<i>If involved in networks/collaborations, collaborates with a government agency</i>														
Yes	28.6	41.5	30.2	42.4	31.0	44.9	34.2	28.9	32.9	48.8	34.4	45.9	32.5	32.8
No	71.4	58.5	69.8	57.6	69.0	55.1	65.8	71.1	67.1	51.2	65.6	54.1	67.5	67.2
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases	162	78	124	96	90	83	71	77	53	32	36	49	151	1,102
<i>If involved in networks/collaborations, collaborates with a business or other for-profit organization***</i>														
Yes	23.3	12.8	25.8	44.5	22.2	37.9	19.9	35.4	25.4	33.4	29.5	33.1	18.9	22.6
No	76.7	87.3	74.2	55.5	77.8	62.1	80.1	64.6	74.6	66.6	70.5	67.0	81.1	77.4
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases	163	76	126	96	94	81	72	77	54	31	37	49	152	1,108

Dimension		Percent of Nonprofits In Region															
		Selected Indiana Metropolitan Statistical Areas & Multiple-county Regions						Selected Indiana Non-metropolitan Counties									
		Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Region**	South Bend MSA	Bloomington MSA	Muncie MSA	Bartholomew	Dubois	Scott	Miami	Cass	Rest of State	Entire State of Indiana		
<i>If involved in networks/collaborations, number of different types of organizations in most important relationship***</i>		1	36.9	30.2	33.5	26.7	30.8	27.1	29.1	29.1	40.3	39.2	13.0	12.2	32.7	43.5	37.0
		2	34.8	21.7	33.5	23.4	29.3	31.4	25.4	25.4	17.1	26.2	32.2	49.0	26.7	25.3	28.9
		3-4	21.6	45.5	16.7	29.3	28.9	19.3	28.3	28.3	25.0	19.2	35.7	29.9	26.6	26.6	25.8
		5-7	6.7	2.5	16.3	20.7	11.0	22.2	17.2	17.2	17.6	15.4	19.1	9.0	14.0	4.6	8.3
Total			100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of Cases			153	71	115	90	86	77	65	65	65	51	28	35	48	142	1,026
<i>If involved in networks/collaborations, the effect of these relationships on obtaining funding</i>		Easier	39.2	35.9	43.5	43.9	32.1	41.7	39.8	39.8	52.6	39.8	47.1	43.8	43.3	40.0	39.9
		No Impact	30.4	36.3	28.1	26.9	40.5	29.7	33.8	33.8	26.2	27.9	24.7	31.7	32.8	34.4	32.3
		Harder	5.6	3.3	11.5	8.6	4.3	2.6	6.0	6.0	1.0	11.0	23.6	0.0	9.2	4.9	5.8
		Not Applicable	24.8	24.4	16.9	20.7	23.1	26.0	20.5	20.5	20.2	21.4	4.7	24.5	14.7	20.7	22.1
Total			100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases			153	70	124	90	95	77	66	66	70	46	30	34	48	137	1,040
<i>If involved in networks/collaborations, the effect of these relationships on recruiting/keeping staff</i>		Easier	16.3	23.0	33.5	18.4	21.2	26.0	16.6	16.6	27.1	30.5	27.1	20.5	23.1	16.3	19.5
		No Impact	43.7	42.6	34.7	42.2	53.7	37.9	44.4	44.4	43.0	41.9	41.5	51.9	43.4	48.8	44.7
		Harder	2.5	1.7	5.9	5.6	0.8	0.5	2.0	2.0	1.7	6.4	16.2	3.1	4.7	1.6	2.6
		Not Applicable	37.5	32.6	25.9	33.9	24.3	35.6	37.1	37.1	28.2	21.3	15.2	24.5	28.8	33.2	33.3
Total			100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases			151	67	121	89	95	77	64	64	70	45	28	34	48	138	1,027
<i>If involved in networks/collaborations, the effect of these relationships on recruiting/keeping board members</i>		Easier	19.8	11.2	15.5	29.2	18.5	27.0	21.7	21.7	30.8	18.8	23.2	27.4	27.0	17.5	18.7
		No Impact	46.9	53.1	48.0	44.2	61.1	41.4	47.9	47.9	44.1	57.9	50.4	44.1	46.5	52.7	49.9
		Harder	0.4	0.0	6.1	3.9	0.0	1.6	1.1	1.1	0.0	4.5	11.9	3.2	6.3	5.2	2.8
		Not Applicable	32.9	35.7	30.4	22.6	20.5	30.0	29.4	29.4	25.0	18.9	14.5	25.3	20.2	24.6	28.6
Total			100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases			150	68	122	90	95	77	65	65	69	45	29	33	48	140	1,031



Dimension		Percent of Nonprofits In Region												
		Selected Indiana Metropolitan Statistical Areas & Multiple-county Regions						Selected Indiana Non-metropolitan Counties						
		Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Region**	South Bend MSA	Bloomington MSA	Muncie MSA	Bartholomew	Dubois	Scott	Miami	Cass	Rest of State
<i>If involved in networks/collaborations, the effect of these relationships on recruiting/keeping volunteers</i>														
Easier	28.7	31.4	30.5	35.2	27.3	43.5	29.8	37.8	22.6	33.5	38.0	44.8	29.2	30.1
No Impact	35.7	41.4	36.5	43.0	46.1	32.9	37.6	35.4	48.0	35.3	27.6	25.3	47.5	40.9
Harder	2.5	1.7	6.9	2.3	0.8	1.1	5.3	2.8	9.6	16.2	9.3	13.9	5.9	4.2
Not Applicable	33.2	25.5	26.1	19.5	25.8	22.5	27.4	24.1	19.8	14.9	25.1	16.0	17.4	24.8
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases	153	70	121	90	96	77	65	71	45	28	34	49	138	1,037
<i>If involved in networks/collaborations, the effect of these relationships on meeting client/member needs</i>														
Easier	60.3	58.1	48.2	65.3	60.7	71.2	62.6	62.5	56.9	52.3	69.9	54.8	45.4	54.4
No Impact	18.9	28.9	33.5	24.1	23.3	12.7	21.1	19.9	23.3	20.1	13.8	36.8	35.3	27.3
Harder	1.2	1.8	2.3	0.0	0.8	3.7	1.7	1.1	0.0	14.5	0.0	2.3	3.3	2.1
Not Applicable	19.5	11.2	16.0	10.6	15.2	12.4	14.7	16.5	19.8	13.1	16.4	6.1	16.0	16.2
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases	153	70	120	90	94	77	66	69	43	29	34	48	141	1,034
<i>If involved in networks/collaborations, the effect of these relationships on enhancing visibility or reputation</i>														
Easier	71.3	72.4	72.7	71.2	68.0	84.8	72.2	74.9	61.1	69.9	81.0	70.6	60.3	68.0
No Impact	10.4	17.5	17.8	18.0	21.1	8.0	12.7	16.3	17.9	11.2	9.0	16.3	27.0	18.3
Harder	6.4	0.0	4.1	1.9	0.8	4.2	2.8	0.0	7.0	18.9	0.0	2.3	2.4	3.6
Not Applicable	11.9	10.2	5.5	8.9	10.2	3.1	12.3	8.9	14.0	0.0	10.0	10.8	10.3	10.1
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases	156	70	123	89	95	76	65	72	45	28	33	48	138	1,038
<i>Competes with any other organization***</i>														
Yes	48.6	38.1	31.8	40.1	37.7	43.7	41.9	51.7	44.6	43.4	31.8	46.1	42.0	42.2
No	51.4	61.9	68.2	59.9	62.3	56.3	58.2	48.3	55.4	56.6	68.2	53.9	58.0	57.8
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases	254	180	226	208	207	136	138	167	127	63	101	106	293	2,206
<i>Competes for the purpose of obtaining financial resources</i>														
Yes	33.4	25.4	24.9	27.6	27.2	36.7	30.6	39.0	32.0	34.9	28.0	34.6	27.5	29.1
No	66.6	74.6	75.1	72.4	72.8	63.3	69.4	61.0	68.0	65.1	72.0	65.4	72.5	70.9
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases	254	180	226	208	207	136	138	167	127	63	101	106	293	2,206

Dimension		Percent of Nonprofits In Region												
		Selected Indiana Metropolitan Statistical Areas & Multiple-county Regions					Selected Indiana Non-metropolitan Counties							
		Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Region**	South Bend MSA	Bloomington MSA	Muncie MSA	Bartholomew	Dubois	Scott	Miami	Cass	Rest of State
<u>Competes for the purpose of recruiting staff/volunteers</u>														
Yes	25.6	15.1	16.3	20.3	23.7	26.8	21.9	32.1	22.1	23.2	17.6	30.6	19.2	20.9
No	74.5	84.9	83.7	79.8	76.3	73.2	78.1	68.0	77.9	76.8	82.4	69.4	80.8	79.1
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases	254	180	226	208	207	136	138	167	127	63	101	106	293	2,206
<u>Competes for the purpose of recruiting board members</u>														
Yes	16.5	15.5	14.9	14.5	14.9	23.1	16.2	27.3	18.0	22.0	15.7	23.5	14.5	15.7
No	83.5	84.5	85.1	85.5	85.2	76.9	83.9	72.7	82.0	78.0	84.3	76.5	85.5	84.3
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases	254	180	226	208	207	136	138	167	127	63	101	106	293	2,206
<u>Competes for the purpose of attracting clients/members</u>														
Yes	29.9	23.5	21.8	24.6	25.5	28.5	26.4	35.4	22.1	24.4	20.9	25.9	26.3	26.5
No	70.1	76.5	78.2	75.4	74.5	71.5	73.6	64.6	77.9	75.6	79.1	74.1	73.7	73.5
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases	254	180	226	208	207	136	138	167	127	63	101	106	293	2,206
<u>Competes for the purpose of delivering programs/services</u>														
Yes	23.5	22.7	18.2	18.3	21.4	22.5	21.9	30.1	18.8	23.0	11.2	19.0	21.1	21.6
No	76.5	77.3	81.8	81.7	78.6	77.5	78.1	69.9	81.2	77.0	88.8	81.1	78.9	78.4
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases	254	180	226	208	207	136	138	167	127	63	101	106	293	2,206
<u>Competes with religious nonprofits</u>														
Yes	24.6	16.4	16.5	22.9	19.4	18.4	20.1	21.3	20.4	20.5	20.6	25.6	23.9	22.0
No	75.4	83.7	83.5	77.1	80.6	81.6	79.9	78.7	79.6	79.6	79.4	74.4	76.1	78.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases	254	180	226	208	207	136	138	167	127	63	101	106	293	2,206
<u>Competes with secular nonprofits</u>														
Yes	33.6	27.3	22.9	26.4	27.0	37.1	26.3	30.3	29.8	29.1	21.2	34.5	27.7	28.9
No	66.4	72.7	77.1	73.6	73.0	62.9	73.7	69.7	70.2	70.9	78.8	65.5	72.4	71.2
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Number of cases	254	180	226	208	207	136	138	167	127	63	101	106	293	2,206

Dimension		Percent of Nonprofits In Region													
		Selected Indiana Metropolitan Statistical Areas & Multiple-county Regions						Selected Indiana Non-metropolitan Counties							
		Indiana-polis MSA	North-west Region*	Fort Wayne MSA	Evans-ville Region**	South Bend MSA	Bloomington MSA	Muncie MSA	Bartholomew	Dubois	Scott	Miami	Cass	Rest of State	Entire State of Indiana
<i>Competes with businesses***</i>		17.3	9.6	11.0	12.5	13.4	15.7	12.0	29.7	23.9	13.1	17.5	20.8	9.4	12.7
Yes		82.7	90.4	89.0	87.5	86.6	84.3	88.0	70.3	76.1	86.9	82.5	79.2	90.6	87.3
No		100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>Number of cases</i>		254	180	226	208	207	136	138	167	127	63	101	106	293	2,206
<i>Competes with governments†</i>		13.8	4.2	9.9	8.4	4.5	11.0	8.0	10.5	10.4	16.6	13.5	16.2	9.7	10.0
Yes		86.2	95.8	90.1	91.6	95.5	89.1	92.0	89.5	89.6	83.4	86.5	83.8	90.3	90.0
No		100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
<i>Number of cases</i>		254	180	226	208	207	136	138	167	127	63	101	106	293	2,206

\* 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 November 2004. Online reports, as well as summaries of all other items are available on the project web site: [www.indiana.edu/~nonprof](http://www.indiana.edu/~nonprof). To obtain a complete version of an unpublished paper please contact Kirsten Grønbjerg ([kgronbj@indiana.edu](mailto: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](http://www.donorsforum.org), December, 2003).

### Online Reports

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

### Journal Articles and Conference Presentations

- "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.
- "Examining the Landscape of Indiana's Nonprofit Sector: Does What You Know Depend on Where You Look?" by Richard Clerkin and Kirsten A. Grønbjerg. Paper presented at the Annual Meetings of the Academy of Management, New Orleans, LA, August, 2004.
- "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.
- "The Indiana Nonprofit Survey: Does What You Know Depend on How You Draw Your Sample?" by Kirsten Grønbjerg and Richard Clerkin. Paper presented at the Annual Meetings of ARNOVA, Denver, CO, November 20-22, 2003.
- "The Role of Congregations in Delivering Human Services" by Richard Clerkin and Kirsten Grønbjerg. Available Online. Paper presented at the Independent Sector Spring Research Forum, Washington, D.C., March 6-7, 2003.

### **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, 2001. Nonprofit Employment Report No. 1 by Kirsten Grønbjerg and Hun Myoung Park. July 2003 ([www.indiana.edu/~nonprof/results/innonprofemploy.htm](http://www.indiana.edu/~nonprof/results/innonprofemploy.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](http://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](http://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 & Laurie Paarlberg. Nonprofit and Voluntary Sector Quarterly 30 (No. 4, December, 2001) 684-706.



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