



Nonprofit Survey Series  
Community Report #9

**CASS**  
**NONPROFITS:**  
**SCOPE AND**  
**DIMENSIONS**

A JOINT PRODUCT OF

THE CENTER ON PHILANTHROPY  
AT INDIANA UNIVERSITY

AND

THE SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS  
AT INDIANA UNIVERSITY

NOVEMBER 2006

KIRSTEN A. GRØNBJERG,  
ANDREA LEWIS, AND  
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Copies of this report are available on the Indiana Nonprofit Sector website ([www.indiana.edu/~nonprof](http://www.indiana.edu/~nonprof)).

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**AND**

**THE JOHNS HOPKINS  
NONPROFIT EMPLOYMENT  
DATA PROJECT**

**KIRSTEN A. GRØNBJERG  
ANDREA LEWIS  
AND  
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## INTRODUCTION:

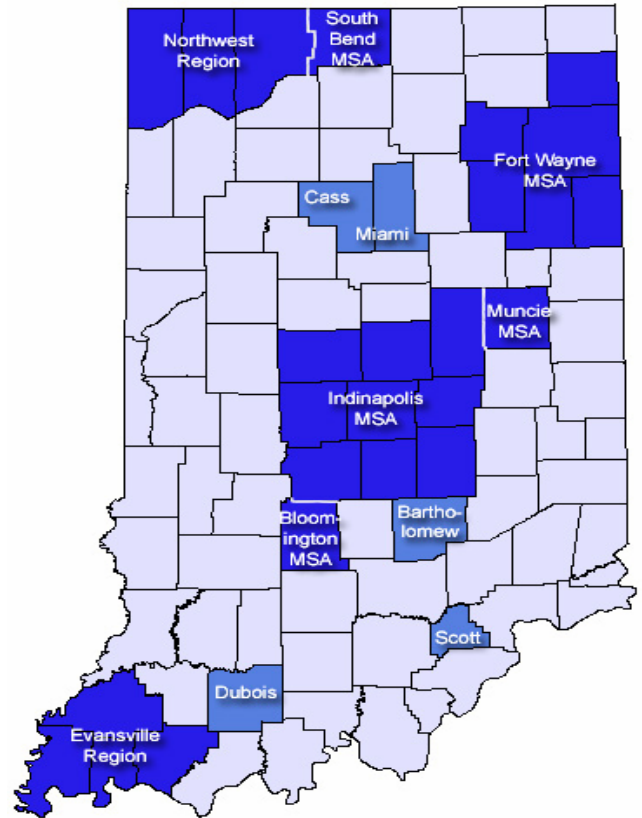
As part of the *Indiana Nonprofits: Scope and Community Dimensions* project, we and a team of colleagues have undertaken a comprehensive study of the nonprofit sector in Indiana. Through a series of reports, we have looked broadly at the distribution of different types of nonprofits across the state, but have also focused more in-depth on the internal structure and operations of individual nonprofit organizations. Drawing on a large survey of 2,206 nonprofits of all types,<sup>1</sup> we have profiled Indiana nonprofits by assessing their basic organizational features and characteristics: revenues, funding sources, employees, volunteers, age, service capacity, and so on. We have also analyzed how they relate to the communities in which they operate and the types of relationships that they have developed with other organizations. In addition, we have presented in-depth analyses of their financial conditions, management challenges and capacities.

In this report, we take a different approach by focusing on a specific geographic region – Cass County – to see how these nonprofits differ from or resemble others in the state. We are able to do so because the statewide survey of Indiana nonprofits, on which our analysis is based, included expanded samples of nonprofits in twelve communities across the state, including 106 in Cass County, shown in Figure 1. Though our overall state survey draws from a very large sample, we must note that these expanded community samples may not be fully representative of the nonprofit sectors in these communities.

In this report, we compare Cass nonprofits to all other nonprofits in the state (labeled in the figures that follow as “Not Cass”). We also compare Cass nonprofits to nonprofits in four other non-metropolitan areas in Indiana: Bartholomew, Dubois, Miami, and Scott Counties. (We refer to these as “Other Rural” nonprofits – light colored regions in Figure 1).<sup>2</sup> Thus for every figure presented here we have conducted two analyses. One compares Cass nonprofits to all other nonprofits in the state (i.e. Cass vs. Not Cass); the other compares Cass non-

profits to other non-metro area nonprofits (i.e. Cass vs. Other Rural). To conserve space, we present these in the same figure.

**Figure 1: The Indiana Nonprofit Sector Project, selected communities**



For each analysis, we have also conducted statistical tests to determine whether differences in responses to survey questions are sufficiently different that we can rule out random chance as the reason for any apparent differences. Interestingly, Cass nonprofits are different from other nonprofits in the state along many of the dimensions we examined, but they are also nearly identical to other nonprofits in other dimensions (particularly related to challenges and tools). It is unclear whether these differences exist because non-metro areas by nature differ markedly from each other, because the five non-metro areas for which the extended survey was completed have outstanding characteristics that make them differ markedly from other non-metro areas in the state, or because Cass County alone exhibits outstanding characteristics that make nonprofits there differ markedly from their non-metropolitan counterparts in other counties. When there are statistically significant differences, we flag this by including a note at the bottom of the figure.

<sup>1</sup> For information on the survey and related results, please see [www.indiana.edu/~nonprof](http://www.indiana.edu/~nonprof)

<sup>2</sup> We refer to these other non-metropolitan areas as “Other Rural” in the graphs in order to conserve space and increase legibility. Also, please note that the “Not Cass” and “Other Rural” categories are not mutually exclusive since all Other Rural nonprofits are included in the Not Cass category.

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In this report, we examine several broad themes: the characteristics of nonprofits in Indiana and Cass, the impact of community and policy changes on them, their relationships with other organizations, and their management of financial and human resources. For each topic we begin with a brief overview of all Indiana nonprofits, regardless of their geographic location in the state. This is followed by an analysis of Cass nonprofits, including how they compare to nonprofits in the rest of the state and those in other non-metropolitan areas.

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## KEY FINDINGS:

Our report shows that Cass nonprofits are quite different from other nonprofits throughout the state of Indiana and in other non-metropolitan areas in many of the dimension examined, while they are also strikingly similar in many respects. Here we will summarize the ways that Cass nonprofits deviate from those located elsewhere in the state (keeping in mind that there are still many dimensions along which they are more similar than dissimilar).

- **Fewer mutual benefit nonprofits:** Cass has a smaller proportion of mutual benefit nonprofits (3 percent) than found in other non-metro areas of the state (12 percent).
- **Cass nonprofits are older:** The mean age of Cass nonprofits is 57, compared to 45 for nonprofits in other non-metropolitan areas. The fact that Cass nonprofits are generally older is also shown in that 57 percent of Cass nonprofits were established before 1960, compared to 43 percent of statewide and 37 percent of other non-metro area nonprofits.
- **Fewer midsized nonprofits:** While Cass has a similar proportion of small (fewer than 5 FTE) and large (more than 50 FTE) nonprofits, there are fewer “midsized” (between 5 and 50 FTE) nonprofits in this county (5 percent vs. 15 percent statewide and 12 percent in other non-metro areas).
- **Less likely to target by age:** Though these two dimensions are still the most popular targets for nonprofit programs, Cass nonprofits are less likely than other nonprofits to target by age (50 percent vs. 62 percent in other non-metro areas).
- **More likely to rely on government funds:** Seventeen percent of Cass nonprofits rely on government sources for more than half of their revenues, which is much higher than the proportion that rely on this source in other areas (7 percent statewide and 10 percent in other non-metropolitan areas).
- **Less likely to rely on “other” sources:** Only two percent of Cass nonprofits rely on “other” sources for more than half their revenues, compared to 12 percent of other non-metro nonprofits, and fewer Cass nonprofits saw an increase in these other sources (13 percent vs. 27 percent in other non-metro areas).
- **More human resource challenges:** Cass nonprofits are more likely to report that recruiting and retaining volunteers (30 percent vs. 21 percent in other non-metro areas) and recruiting and retaining staff (20 percent vs. 13 percent statewide) are major challenges.
- **More client challenges:** Cass nonprofits are more likely than their other non-metro area counterparts to report challenges with attracting clients and members (48 percent vs. 37 percent) and with meeting client needs (34 percent vs. 25 percent).
- **More formal affiliations:** Nearly three-quarters (71 percent) of Cass nonprofits are formally affiliated with another organization, compared to 56 percent of nonprofits statewide and 55 percent of nonprofits in other non-metropolitan areas.
- **More competition in human resources:** While Cass nonprofits are more likely to indicate that their collaborative relationships make recruiting volunteers easier (45 percent vs. 30 percent statewide), a greater proportion of nonprofits in this county report experiencing competition with other organizations in recruiting staff or volunteers (31 percent vs. 21 percent statewide) and in recruiting board members (23 percent vs. 16 percent statewide).
- **Increased racial diversity and tension between community groups:** Cass nonprofits are dramatically more likely than their counterparts to report increases in racial diversity (64 percent vs. 34 percent statewide and 41 percent in other non-metro areas) and in tension between community groups (31 percent vs. 8 percent statewide and 13 percent in other non-metro areas). In addition, a greater proportion of Cass nonprofits report impacts from these same community conditions, with 36 percent of Cass nonprofits reporting impacts from racial diversity, compared to 18 percent statewide and 20 percent in non-metro areas, and 24 percent reporting impacts from community tensions, compared to 10 percent elsewhere.
- **Decrease in employment opportunities and household income:** Cass nonprofits are more likely than

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their counterparts statewide to report that employment opportunities in the community have decreased (45 percent vs. 33 percent). Also, a smaller proportion of Cass nonprofits report an increase in household income (7 percent vs. 17 percent statewide and 19 percent in other non-metro areas), with most Cass nonprofits indicating that household income has decreased.

- ***Stricter health and safety regulations:*** More than one-third (37 percent) of Cass nonprofits report that health and safety regulations have become stricter, compared to 22 percent of nonprofits throughout Indiana.
- ***More participation in advocacy:*** Cass nonprofits are significantly more likely to participate in activities related to advocacy (36 percent vs. 27 percent elsewhere).



## I. PROFILE

**Missions, Size, Age, Targeting, and Demands:** In order to understand Cass’s nonprofit sector, we first assess some basic characteristics of nonprofit organizations, such as field of activity<sup>3</sup>, size, age, targeting patterns, and how demands for goods and services have changed over time.<sup>4</sup> We present an overview of state patterns before discussing how Cass nonprofits compare to nonprofits in other non-metro areas as well as all other nonprofits in the state.<sup>5</sup> We find that Cass nonprofits, while similar to other nonprofits throughout Indiana in several dimensions, tend to be older and smaller than their counterparts.

- **Indiana Nonprofits:**

- **Fields of Activity:** Indiana nonprofits pursue a broad array of missions, but half focus on just two fields: human services and religious-spiritual development.
- **Employees:** Only 52 percent of Indiana nonprofits have paid staff, and of these 41 percent have two or fewer full-time equivalent (FTE) staff. On average, staff compensation absorbs half of all expenses.
- Health and education nonprofits tend to have a larger number of paid staff members, with 32 percent and 24 percent, respectively, reporting more than 50 FTE staff, while mutual benefit (64 percent), public benefit (56 percent), and arts, culture, and humanities (35 percent) nonprofits tend to have a small number of paid staff members (0.5 to 2 FTEs).
- **Year of Establishment:** Almost one-half (48 percent) of nonprofits were established since 1970,

<sup>3</sup> For our definitions of nonprofit fields, see Appendix A.

<sup>4</sup> For a more detailed description see Kirsten A. Grønberg & Linda Allen: *The Indiana Nonprofit Sector: a Profile*. Report #2, January 2004. Cass and other regions were described briefly in the appendices of this report. Available online:

[www.indiana.edu/~nonprof/results/npsurvey/insprofile.html](http://www.indiana.edu/~nonprof/results/npsurvey/insprofile.html).

<sup>5</sup> Please note that “Indiana Nonprofits” refers to *all* nonprofit organizations captured in the survey; while “Not Cass” (portrayed in the figures) refers to all nonprofits *aside from* Cass nonprofits. Consequently, the data presented for all Indiana nonprofits will not necessarily match the data for any of the regional segments presented under the “Not Cass” heading.

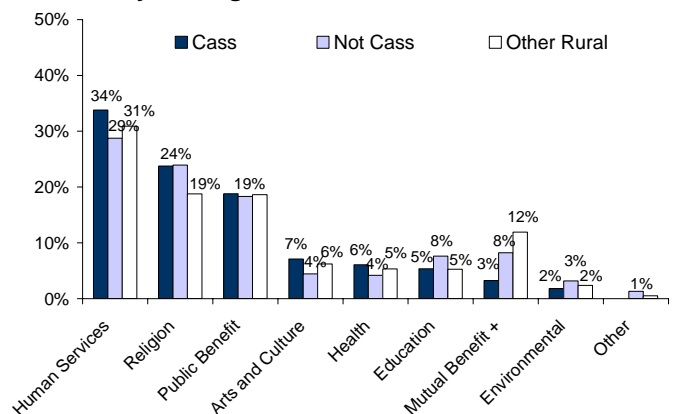
including one-fifth (21 percent) since 1990. However, one-quarter of all nonprofits are very old and were established before 1930.

- **Targeting:** Many target their services to particular groups, especially based on age and geographic regions.
- **Change in Demand:** Many face increasing demands for services.

- **Cass Nonprofits:**

- **Fields of Activity:** Generally, the distribution of Cass nonprofits across the different fields of activity is similar to the distribution of nonprofits at the state level. The most prevalent field is human services, with more than one-third (34 percent) of Cass nonprofits operating in this field. Approximately one-fifth each operate in the fields of religion (24 percent) and public benefit (19 percent), which follows the same pattern as nonprofits elsewhere in the state. However, Cass has a significantly smaller percentage of mutual benefit nonprofits than do other non-metro areas (3 percent vs. 12 percent). See Figure 2.<sup>6</sup>

**Figure 2: Distribution of nonprofits by major field of activity and region**



(+ Significant difference between Cass and Other Rural)

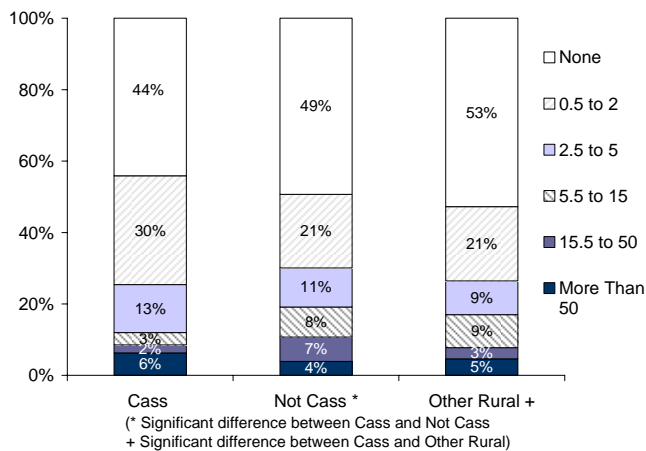
Note: Cass n=106; Not Cass n=2,100; Other Rural n=458

- **Employees:** Like nonprofits elsewhere in the state, the majority (74 percent) of Cass nonprofit-

<sup>6</sup> We refer to these other non-metropolitan areas as “Other Rural” in the graphs in order to conserve space and increase legibility.

its have two or fewer full-time equivalent (FTE) employees, which includes 44 percent that do not have any employees at all. Only six percent have more than 50 employees, which is also on par with statewide patterns, but there are relatively few nonprofits in the middle size ranges (5 to 50 FTEs) compared to nonprofits throughout the state and in other non-metro areas (5 percent vs. 15 percent and 12 percent). See Figure 3.

**Figure 3: Number of nonprofit FTE staff, by region**

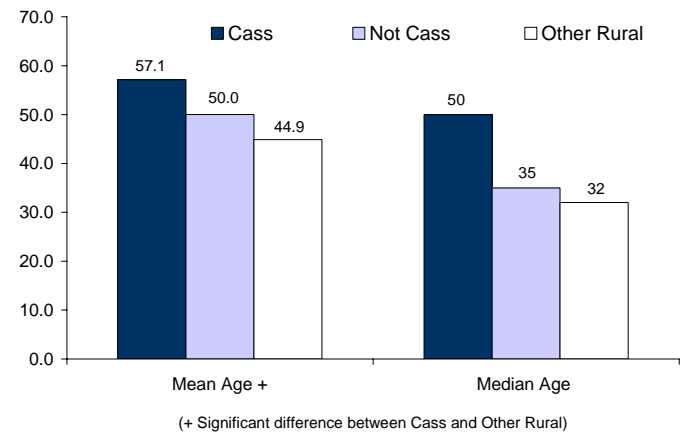


Note: Cass n=102; Not Cass n=1,939; Other Rural n=426

- **Year of Establishment:** Nonprofits in Cass County are quite a bit older on average than nonprofits in other areas. The mean age of Cass nonprofits is 57 years, which is significantly older than other non-metro area nonprofits, which have an average age of 45 years. The median age of Cass nonprofits is 50 years, which is still quite a bit higher than the median ages for nonprofits statewide (35 years) and in other non-metropolitan areas (32 years). See Figure 4.<sup>7</sup>
- While Cass nonprofits are on par with nonprofits elsewhere in the proportion that were established between 1990 and 2000, a significantly greater proportion of Cass nonprofits were established before 1960 (57 percent vs. 43 percent statewide and 37 percent in other non-metro areas), which again shows that Cass nonprofits are generally older than their counterparts in other areas of the state. See Figure 5.

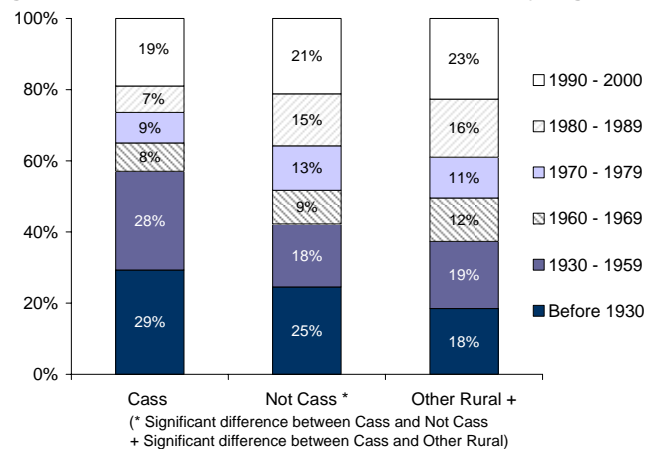
<sup>7</sup> There is no statistical test for the difference between medians, so any apparent differences between median ages cannot be tested for statistical significance.

**Figure 4: Nonprofit age, by region**



Note: Cass n=97; Not Cass n=1,938; Other Rural n=416

**Figure 5: Year of establishment of nonprofits, by region**

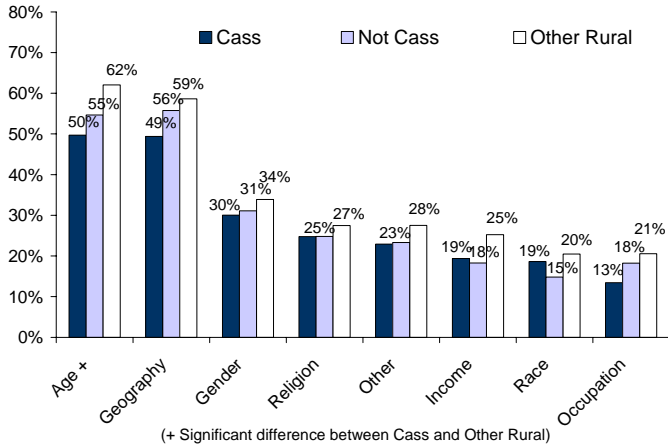


Note: Cass n=97; Not Cass n=1,938; Other Rural n=416

- **Program Targeting:** Cass nonprofits are most likely to target programs by age and geographic location, which is also the case for nonprofits elsewhere in the state, but they are actually less likely than their counterparts elsewhere to do so. Cass nonprofits are significantly less likely than nonprofits in other non-metro areas to target by age (50 percent vs. 62 percent), and they are also less likely to target by geographic location (49 percent vs. 59 percent), though this difference is only marginally significant. See Figure 6.
- One-third (30 percent) of Cass nonprofits target programs by gender, one-quarter (25 percent) target by religion, and one-fifth (19 percent) target by either income or race. Only 13 percent of Cass nonprofits target programs by occupation. The likelihood of targeting programs by these

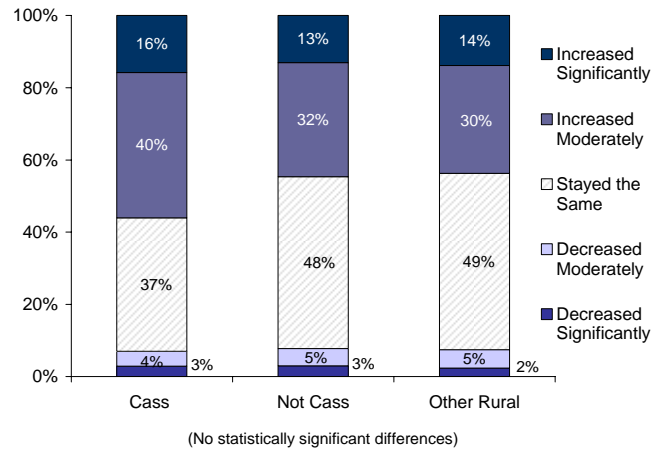
dimensions is on par with the likelihood reported by nonprofits in other areas.<sup>8</sup>

**Figure 6: Percent of nonprofits targeting some or all programs to specific groups, by region**



Note: Cass n=79-86; Not Cass n=1,504-1,665; Other Rural n=333-366

**Figure 7: Changes in demand for programs and services over the last three years, by region**



Note: Cass n=103; Not Cass n=1,985; Other Rural n=435

- **Change in Demand:** More than half (56 percent) of Cass nonprofits report that demand for programs and services has increased to some degree in the past three years, which includes 16 percent that indicate that demand increased significantly, and only 7 percent report decreases in demand. These patterns do not differ markedly from those seen in other areas throughout the state. See Figure 7.<sup>9</sup>

<sup>8</sup> The difference between Cass and Other Rural in the proportion that target programs by occupation, suggested by Figure 6, is only marginally significant.

<sup>9</sup> Apparent differences between Cass and Not Cass / Other Rural, suggested by Figure 7, are not statistically significant.

## II. MANAGING HUMAN AND FINANCIAL RESOURCES

**Financial Conditions:** We asked Indiana nonprofits to provide information about their revenues, expenses, assets and liabilities, as well as about how these have changed over the past three years.<sup>10</sup> Overall, the financial condition of Cass nonprofits is very similar to that of other nonprofits throughout the state, though Cass nonprofits are surprisingly more likely to rely primarily on government sources of funding.

- **Indiana Nonprofits:**

- **Amount of Revenues:** Most Indiana nonprofits have low revenues (half have less than \$40,000 in annual revenues), but education and health nonprofits are quite large—respectively 15 and 14 percent have revenues of \$10 million or more, compared to 3 percent overall. More health nonprofits (37 percent) have assets in excess of \$1 million than those in other nonprofit fields (20 percent overall).
- **Change in Revenues and Expenses:** Aside from nonprofits in the health field, a greater proportion of nonprofits reports at least a moderate increase in expenses (65 percent) than reports a moderate increase in their revenues (57 percent), indicating that a large number of Indiana nonprofits face a challenge in developing a cushion of financial reserves to meet unforeseen organizational and community needs.
- **Funding Sources:** One-third (32 percent) receive half or more of their funding from donations and gifts, and 28 percent receive at least half of their funding from dues, fees, or private sales of goods and services. Another 14 percent of nonprofits receive at least half of their funding from special events or other sources, while government funding is the dominant source of funding for only 7 percent of nonprofits. The remaining nonprofits rely on a mix of funding sources (12 percent) or they have no revenues (6 percent).

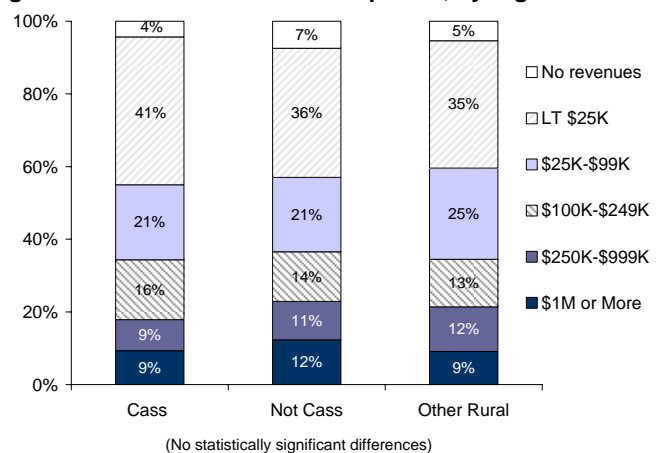
<sup>10</sup> For a more detailed description see Kirsten A. Grønbjerg & Richard M. Clerkin, *Indiana Nonprofits: Managing Financial and Human Resources*, Report #4. August 2004. Available online: [www.indiana.edu/~nonprof/results/npsurvey/insman.html](http://www.indiana.edu/~nonprof/results/npsurvey/insman.html).

- **Change in Funding Sources:** Larger nonprofits are more likely than smaller ones to report changes in the level of revenues they receive from government sources. Smaller nonprofits are more likely than larger ones to report changes in the level of revenues they receive from donations, dues/fees/sales, special events, and other sources of income.
- Nonprofits that depend upon a single type of revenue are the most likely to report a change in that revenue stream. Nonprofits that rely on a mix of funding are the second most likely group to report changes in each source of revenues, potentially allowing them to off-set decreases in one type of revenue with increases in a different type of revenue.

- **Cass Nonprofits:**

- **Amount of Revenues:** Median annual revenues for Cass nonprofits are approximately \$38,000. Two-fifths (41 percent) of Cass nonprofits have revenues under \$25,000, with an additional 4 percent having no revenues at all, while only 9 percent have revenues over \$1 million. On average, Cass nonprofits appear to be about the same size as nonprofits statewide and in other non-metropolitan areas. See Figure 8.

**Figure 8: Annual revenues of nonprofits, by region**

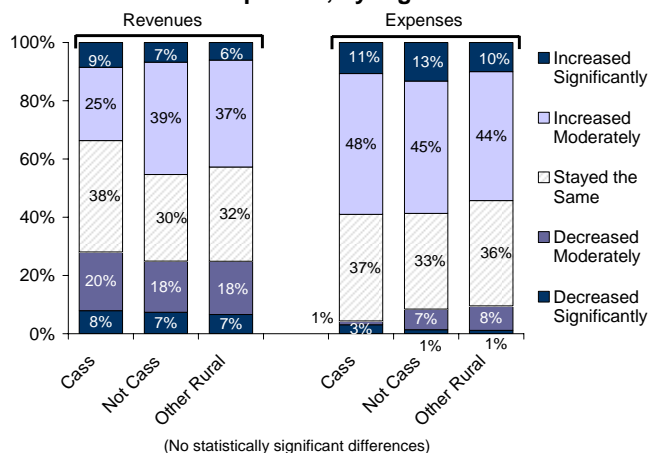


Note: Cass n=80; Not Cass n=1,644; Other Rural n=377

- **Change in Revenues and Expenses:** Reflecting the statewide pattern, the majority of Cass nonprofits indicate that their revenues have stayed

the same (38 percent) or increased to some degree (34 percent), though more than one-quarter of nonprofits in Cass County report that revenues have decreased, which is a substantial minority on par with nonprofits elsewhere in the state. See Figure 9.

**Figure 9: Percent of nonprofits reporting changes in revenues and expenses, by region**

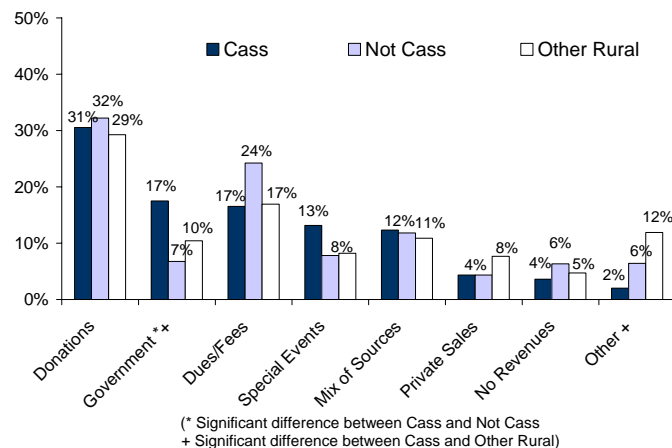


Note: Cass n=88; Not Cass n=1,691-1,693; Other Rural n=366-368

- Only four percent of Cass nonprofits report any kind of decrease in their expenses, with the vast majority indicating that expenses stayed the same (37 percent) or increased (59 percent). Cass nonprofits follow the statewide pattern of more pervasive increases in expenditures than in revenues.
- Funding Sources:** The funding profiles of Cass nonprofits are quite a bit different from those of their counterparts in the rest of the state and in other non-metro areas. Similar to nonprofits elsewhere, Cass nonprofits are most likely to rely primarily on donations, with 31 percent reporting that they receive more than half of their revenues from this funding source. Government sources and dues/fees are the primary source of revenues for 17 percent each of Cass nonprofits; this is very different from the pattern seen elsewhere in the state, where we generally find that dues/fees are the second most likely primary funding source, after donations. The proportion of nonprofits that rely extensively on government sources is significantly higher in Cass than in other areas (17 percent vs. 7 percent statewide and 10 percent in non-metro areas), while the

proportion that rely on dues/fees is about the same as the proportion reported in other non-metro areas.<sup>11</sup> See Figure 10.

**Figure 10: Percent of nonprofits that receive more than one-half of their annual revenues from selected source, by region**



Note: Cass n=94; Not Cass n=1,904; Other Rural n=428

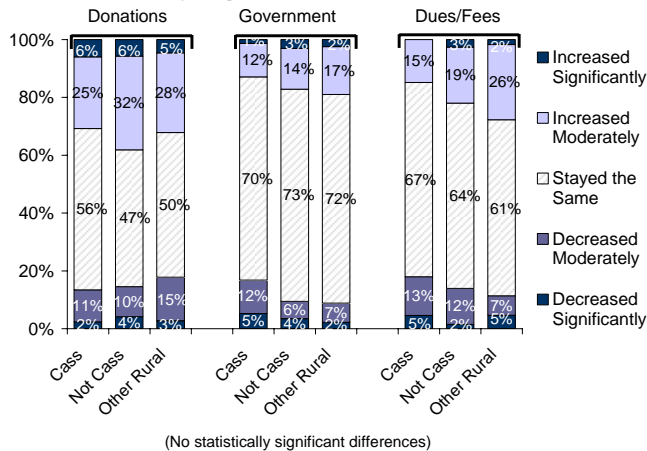
- Thirteen percent of Cass nonprofits report that they rely extensively on special event revenues, and 12 percent rely on a mix of sources. Only 4 percent report that they have no revenues at all. In addition, Cass nonprofits are significantly less likely than their non-metro counterparts to rely on other sources for more than half of their revenues (2 percent vs. 12 percent).<sup>12</sup>
- Change in Funding Sources:** Cass nonprofits generally report similar changes in the amount of revenues they receive from different sources as do nonprofits at the state level and in other non-metro areas. Revenues from donations stayed the same for 56 percent and increased for 31 percent of Cass nonprofits. Additionally, revenues from government sources and from dues/fees stayed the same for the majority of Miami nonprofits, in patterns very similar to those reported elsewhere. See Figure 11.<sup>13</sup>

<sup>11</sup> The difference between Cass and Not Cass in the proportion that relies primarily on dues/fees, suggested by Figure 10, is only marginally significant.

<sup>12</sup> The difference between Cass and Not Cass in the proportion that relies primarily on other sources, and the differences between Cass and Not Cass / Other Rural in the proportion that relies on special events, both suggested by Figure 10, are only marginally significant.

<sup>13</sup> The difference between Cass and Other Rural in the changes in revenues received from dues/fees, suggested by Figure 11, is only marginally significant.

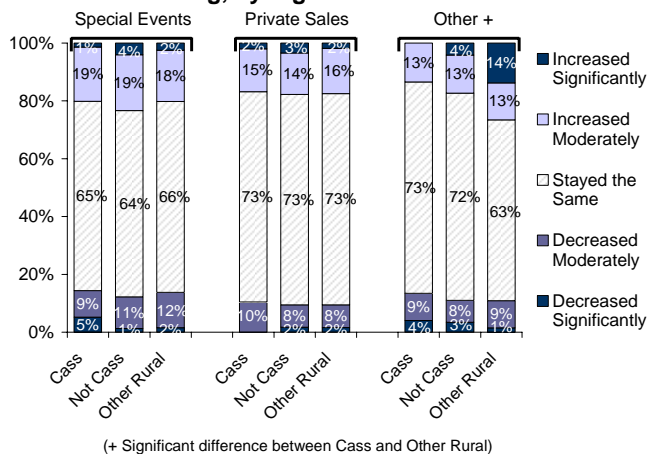
**Figure 11: Percent reporting changes in revenues from donations, government funding, and dues or fees, by region**



Note: Cass n=59-80; Not Cass n=925-1,395; Other Rural n=221-315

- Just as they are less likely to rely primarily on other sources for more than half of their revenues (as indicated by Figure 10), Cass nonprofits are also less likely than nonprofits in other non-metropolitan areas to report increases in revenues from those other sources (13 percent vs. 27 percent). Changes in revenues from special events and private sales are on par with changes reported elsewhere in the state. See Figure 12.<sup>14</sup>

**Figure 12: Percent reporting changes in revenues from special events, private sales, or other sources of funding, by region**



Note: Cass n=56-74; Not Cass n=895-1,110; Other Rural n=208-256

<sup>14</sup> The difference between Cass and Not Cass in the changes in revenues received from special events, suggested by Figure 12, is only marginally significant.

**Financial Challenges and Tools:** We asked Indiana nonprofits to report on the level of challenges they face in managing finances and the management tools they have to address these challenges. We find that Cass nonprofits face similar challenges as other Indiana nonprofits and utilize tools for addressing these challenges at very similar rates as their statewide counterparts.

• **Indiana Nonprofits:**

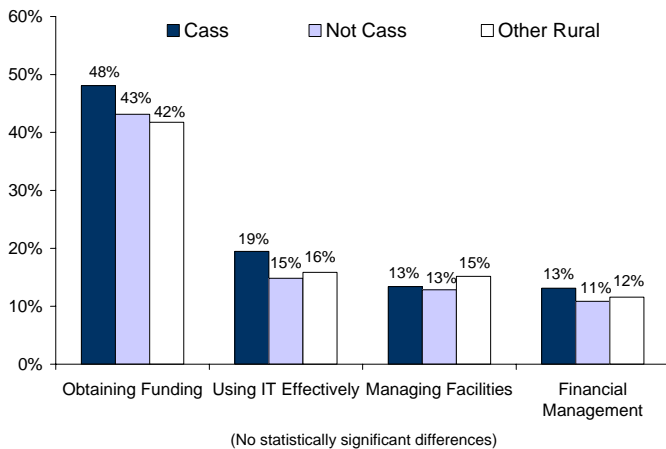
- Challenges in Financial Management:** Many Indiana nonprofits face major challenges in obtaining funding. Those in the health (78 percent) and the environment and animals (72 percent) fields are the most likely to say that obtaining funding is a major challenge.
- Financial Management Tools:** Larger nonprofits are more likely than smaller ones to report facing financial management challenges. However, they are also more likely to have organizational tools to address these challenges.
- Nonprofits that rely on government sources for more than half of their revenues are more likely to report financial management challenges than nonprofits with other resource dependencies (83 percent of government-dependent nonprofits say obtaining funding is a major challenge vs. 43 percent of nonprofits overall; 20 percent say managing finances is a major challenge vs. 10 percent overall). At the same time, those that rely on dues/fees/sales for more than half of their resources appear to face the lowest level of financial management challenges, but they are also the least likely to report having financial management tools.
- Older nonprofits are more likely to have reserves dedicated to maintenance or capital needs than younger nonprofits.

• **Cass Nonprofits:**

- Challenges in Financial Management:** Cass nonprofits are not immune to the financial challenges that nonprofits face in other non-metro areas and in the state more generally. Nearly half (48 percent) of Cass nonprofits indicate that obtaining funding is a major challenge. A smaller

percentage report that using information technology effectively (19 percent), managing facilities (13 percent), and financial management (13 percent) are challenges. All of these are on par with nonprofits elsewhere in the state. See Figure 13.

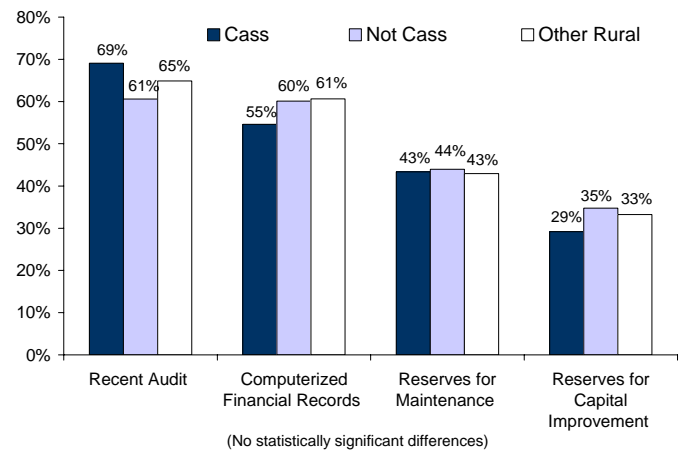
**Figure 13: Percent of nonprofits that indicate selected issues are a major challenge, by region**



Note: Cass n=93-95; Not Cass n=1,850-1,859; Other Rural n=403-408

- **Financial Management Tools:** Cass nonprofits also possess tools to face financial challenges at similar rates as do nonprofits elsewhere in the state. Sixty-nine percent of Cass nonprofits have a recent financial audit, and 55 percent have computerized financial records. A smaller proportion have reserves for maintenance (43 percent) or for capital improvement (29 percent), though again these patterns reflect those reported by nonprofits statewide and in other non-metropolitan areas. See Figure 14.<sup>15</sup>

**Figure 14: Percent of nonprofits that have selected organizational components, by region**



Note: Cass n=96-98; Not Cass n=1,902-1,927; Other Rural n=419-425

### Staff, Volunteer, and Board Resources, Challenges and Tools:

We asked Indiana nonprofits about how many volunteers and paid staff they have, as well as about the challenges they face in managing them and the tools they have to address these challenges. We find that Cass nonprofits are somewhat different from other Indiana nonprofits in the challenges they face, though they are equally likely to possess the appropriate tools.

- **Indiana Nonprofits:**

- **Paid and Volunteer Staff:** Just over half (52 percent) of Indiana nonprofits report that they have paid staff. However, volunteers are vital to Indiana nonprofits. Almost three-fourths report using volunteers (other than board members) over the past year. Of these, 74 percent report that volunteers are essential or very important to their organization. Volunteers tend to be more important to older nonprofits than to younger ones.
- **Challenges:** We find no statistically significant difference by nonprofit field in the challenges related to managing human resources and recruiting/retaining qualified staff.
- **Tools:** We also did not find statistically significant differences by nonprofit field in the challenges related to the tools associated with managing paid employees (written personnel policies or written job descriptions).

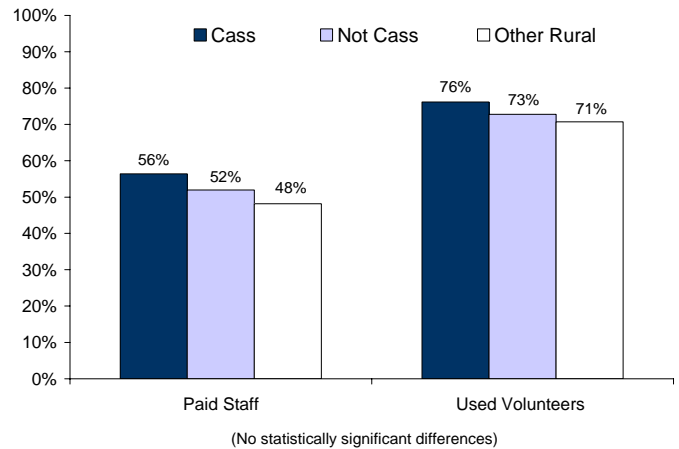
<sup>15</sup> The difference between Cass and Not Cass in the proportion of nonprofits with a recent audit, suggested by Figure 14, is only marginally significant.

- Nonprofits that rely on government sources for more than half of their revenues have more employees (25 percent have over 50 FTEs), are more likely to have basic organizational structures in place to manage employees, and are also more likely to face challenges in managing employees than those with other funding profiles.
- Larger nonprofits, most likely because they tend to have more employees, are more likely than smaller ones to face challenges in managing their staff, but are also more likely to have the tools they need to manage their staff effectively.
- Health nonprofits are more likely than any other group to report having a written conflict of interest policy (70 percent vs. 30 percent on average), most likely reflecting special pressures associated with funding, accreditation, or professional licensing requirements.
- Few nonprofits have volunteer recruitment (18 percent) or volunteer training (21 percent) programs.

• **Cass Nonprofits:**

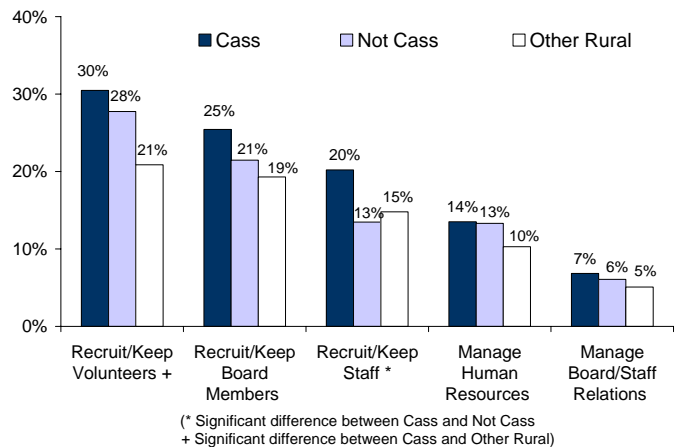
- **Paid and Volunteer Staff:** Over half (56 percent) of Cass nonprofits have paid staff, and more than three-quarters (76 percent) have used volunteers (other than board members) in the previous year. Cass nonprofits are very similar to nonprofits elsewhere in the state with regards to both of these dimensions. See Figure 15.<sup>16</sup>
- **Challenges:** Cass nonprofits are significantly more likely than other non-metro area nonprofits to report challenges in recruiting and retaining volunteers (30 percent vs. 21 percent), and they are also more likely than other nonprofits statewide to report that recruiting and retaining staff members is a challenge (20 percent vs. 13 percent). See Figure 16.

**Figure 15: Percent of nonprofits utilizing paid staff and volunteers, by region**



Note: Cass n=101-103; Not Cass n=1,962-1,986; Other Rural n=429-433

**Figure 16: Percent of nonprofits that indicate selected issues are a major challenge, by region**



Note: Cass n=91-106; Not Cass n=1,838-2,100; Other Rural n=398-458

- Cass nonprofits report other human resource challenges at similar rates as their counterparts elsewhere in the state. One-quarter (25 percent) indicate that recruiting and retaining board members is a major challenge, 14 percent are challenged by managing human resources in general, and 7 percent find that managing board/staff relations is a major challenge.<sup>17</sup>
- **Tools:** Cass nonprofits are as well-equipped to confront these staff, board, and volunteer chal-

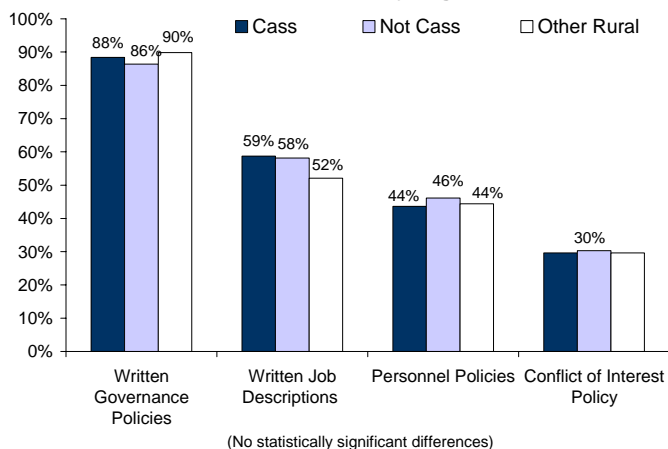
<sup>16</sup> The difference between Cass and Other Rural in the proportion that have paid staff, suggested by Figure 15, is only marginally significant.

<sup>17</sup> The apparent difference between Cass and Other Rural in the proportion that report that recruiting/keeping board members is a challenge, suggested by Figure 16, is not statistically significant.



lenges as are nonprofits elsewhere in Indiana. Nearly 9 in 10 Cass nonprofits (88 percent) have written governance policies, 59 percent have written job descriptions, 44 percent have personnel policies, and 30 percent have written conflict of interest policies. See Figure 17.

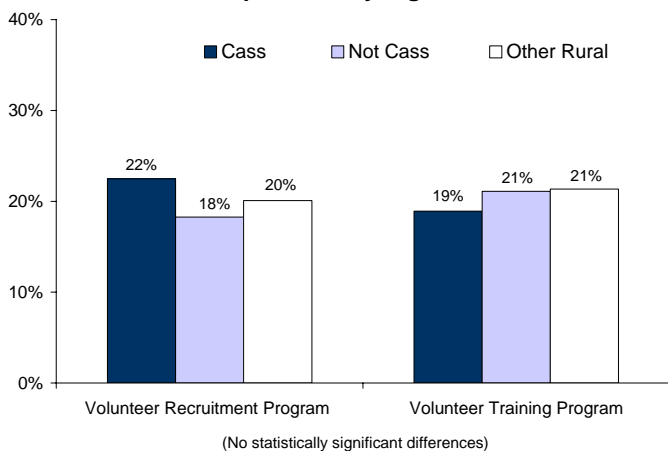
**Figure 17: Percent of nonprofits that have selected organizational components, by region**



Note: Cass n=95-97; Not Cass n=1,888-1,934; Other Rural n=415-428

- One-fifth of Cass nonprofits have a formal volunteer recruitment program (22 percent) and a formal volunteer training program (19 percent). This is on par with the proportion of volunteer programs offered by nonprofits statewide and in other non-metro areas. See Figure 18.

**Figure 18: Percent of nonprofits with selected organizational components, by region**



Note: Cass n=94; Not Cass n=1,905-1,917; Other Rural n=421

### Other Management Challenges and Capacities:

We asked Indiana nonprofits about other challenges they

face and the organizational tools they have to address various challenges. Cass nonprofits are very similar to other Indiana nonprofits in this respect, though they are more likely to report some management challenges.

- **Indiana Nonprofits:**

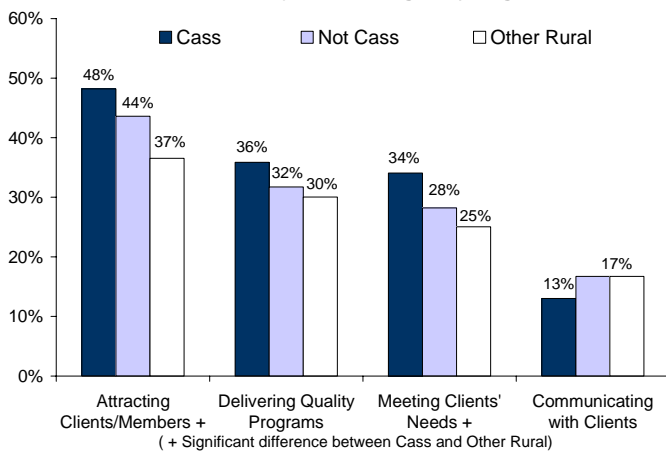
- **Challenges:** We asked Indiana nonprofits whether certain aspects of delivering and managing programs are a challenge. According to their responses, we find that attracting clients and members is perhaps most challenging. It is a major challenge for approximately one-half of Indiana nonprofits. This is especially the case for nonprofits in the environment and religion fields.
- Approximately one-third of Indiana nonprofits report that meeting the needs of members and clients is a major challenge, though religion nonprofits are disproportionately more likely to cite this challenge. Another one-third find that delivering high quality programs is a major challenge, with nonprofits in the religion and human services fields more likely to say so.
- Health nonprofits are particularly likely to face major challenges in enhancing the visibility or reputation of their organization. Over half (53 percent) report such challenges, compared to 31 percent of Indiana nonprofits overall.
- Strategic planning is most widely reported as a major challenge by religion nonprofits.
- Arts, culture and humanities nonprofits (36 percent) are more likely than human services nonprofits (17 percent) to say they face a major challenge in evaluating their outcomes or impacts.
- Only 9 percent of Indiana nonprofits report major challenges in maintaining good relations with other entities.
- **IT Tools:** A majority of Indiana nonprofits have computers (65 percent) and internet access (54 percent) available for key staff and volunteers. Some 47 percent of organizations have their own

e-mail address and 34 percent have their own website.

- **Cass Nonprofits:**

- **Challenges:** Cass nonprofits are significantly more likely than their other non-metro counterparts to report challenges in attracting clients or members (48 percent vs. 37 percent) and in meeting the needs of those clients (34 percent vs. 25 percent). See Figure 19.

**Figure 19: Percent of nonprofits that indicate selected issues are a major challenge, by region**

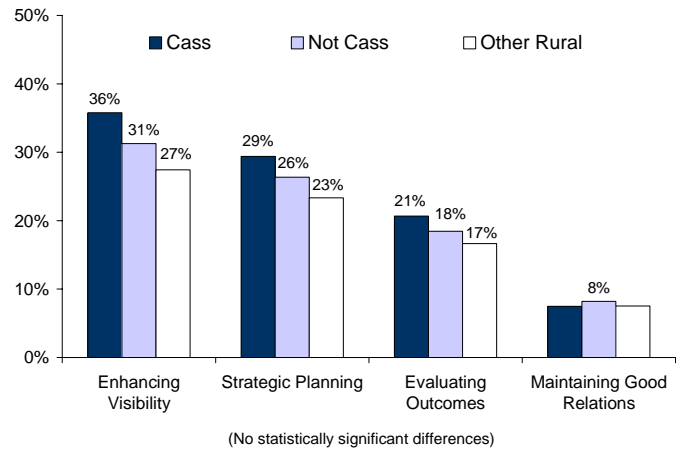


Note: Cass n=97-106; Not Cass n=1,866-2,100; Other Rural n=403-458

- More than one-third (36 percent) of Cass nonprofits report that delivering quality programs is a challenge, while 13 percent are challenged by communicating with clients. Cass nonprofits are very similar to nonprofits elsewhere in the state with regard to these challenges.
- Cass nonprofits report other management challenges at similar rates to nonprofits throughout the state and in other non-metro areas. Only 8 percent find that maintaining good relations with other organizations is a challenge, while 36 percent are challenged by enhancing visibility, 29 percent by strategic planning, and 21 percent by evaluating outcomes. See Figure 20.<sup>18</sup>

<sup>18</sup> The difference between Cass and Other Rural in the proportion of nonprofits that report challenges in enhancing visibility, suggested by Figure 20, is only marginally significant.

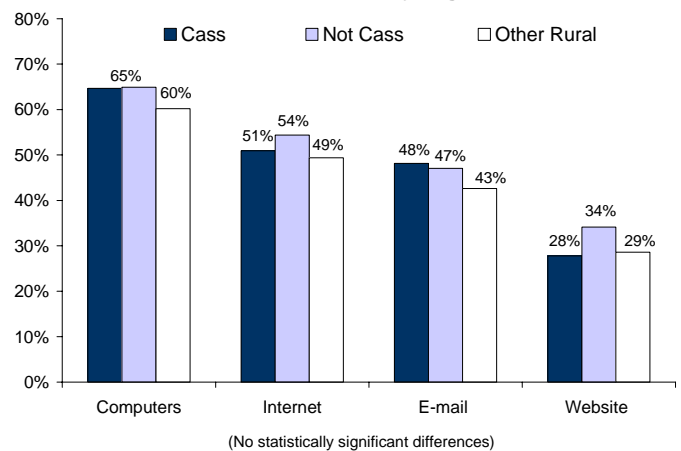
**Figure 20: Percent of nonprofits that indicate selected issues are a major challenge, by region**



Note: Cass n=106; Not Cass n=2,100; Other Rural n=458

- **Tools:** Information and communication technology, among other things, helps nonprofits organize records and files, develop and maintain relationships with other organizations, keep up to date with funding opportunities and deadlines, and retrieve important information and data from the Internet. Like their counterparts elsewhere, the majority (65 percent) of Cass nonprofits report having computers, and half (51 percent) report having access to the internet. See Figure 21.

**Figure 21: Percent of nonprofits that have selected organizational components, by region**



Note: Cass n=91-98; Not Cass n=1,903-1,935; Other Rural n=420-429

- Half of all Cass nonprofits (48 percent) also have an organizational email address, though a smaller proportion (28 percent) has an organizational website. These patterns are on par with those reported by nonprofits statewide and in other metro areas.

### III. AFFILIATIONS, COLLABORATIONS, AND COMPETITION

**Formal Affiliations:** We asked Indiana nonprofits whether they are affiliated with another organization as a headquarters, local subsidiary, or in another way.<sup>19</sup> Cass nonprofits are much more likely to be affiliated with other organizations, but they are just as likely as nonprofits elsewhere to receive support from federated funders.

- **Indiana Nonprofits:**

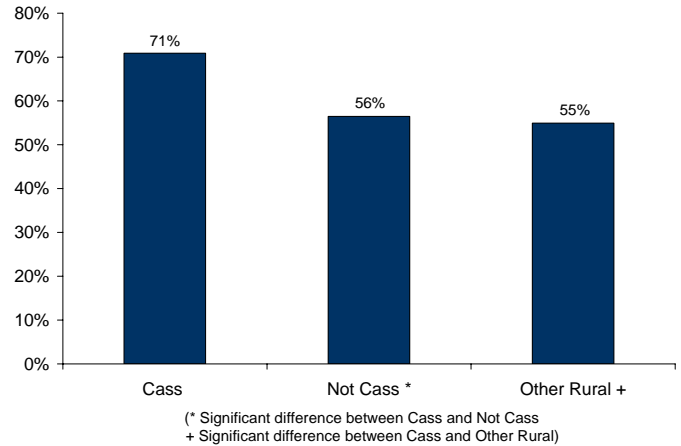
- **Affiliations:** More than half of Indiana nonprofits are affiliated with another organization in some way. This is especially the case for nonprofits in the public and societal benefit (e.g., advocacy, community development, philanthropy) and religion fields, older nonprofits, and medium-sized and large organizations. Apart from 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).
- **Support from Federated Funders:** 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.

- **Cass Nonprofits:**

- **Affiliations:** Nearly three-quarters (71 percent) of Cass nonprofits report being formally affiliated with some other organization, which is significantly higher than the rate of affiliation reported by nonprofits in other areas of the state. See Figure 22.
- **Support from Federated Funders:** The proportion of Cass nonprofits that receive support from fed-

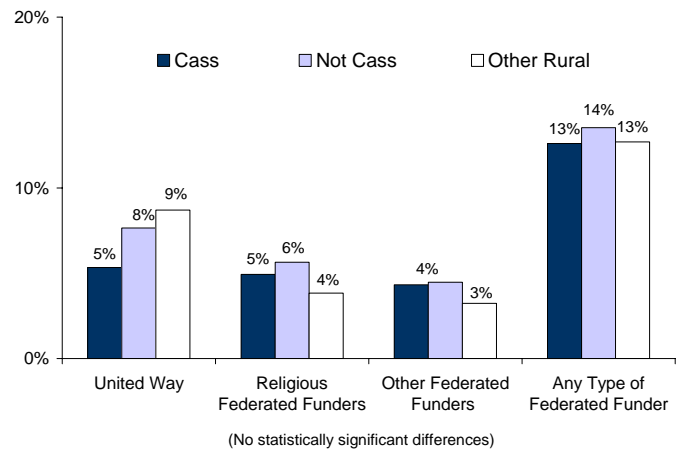
erated funders is very similar to the proportion of statewide and other non-metro area nonprofits that also report receiving support. Five percent each of Cass nonprofits report that they have received grants or support from United Way or religious federated funders, and 13 percent report receiving support from any kind of federated funder. See Figure 23.<sup>20</sup>

**Figure 22: Percent of nonprofits formally affiliated with another organization, by region**



Note: Cass n=97; Not Cass n=1,987; Other Rural n=429

**Figure 23: Percent of nonprofits that receive grants or support from federated funders, by region**



Note: Cass n=98-99; Not Cass n=1,816-1,829; Other Rural n=408-410

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

<sup>19</sup> For a more detailed description of all Indiana nonprofits see Kirsten A. Grønberg & Curtis Child, *Indiana Nonprofits: Affiliations, Collaborations, and Competition*. Report #5. November 2004. Available online: [www.indiana.edu/~nonprof/results/npsurvey/insaffil.html](http://www.indiana.edu/~nonprof/results/npsurvey/insaffil.html).

<sup>20</sup> The apparent difference between Cass and Other Rural in the proportion that receive support from United Way, suggested by Figure 23, is not statistically significant.

profits are very similar to other Indiana nonprofits in this respect.

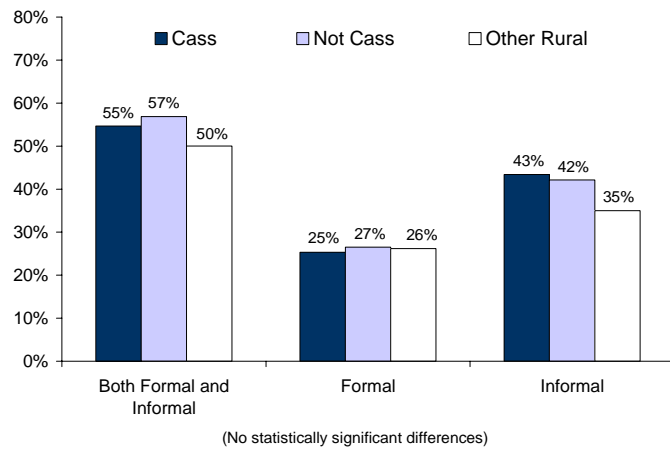
- **Indiana Nonprofits:**

- 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.

- **Cass Nonprofits:**

- More than half of Cass nonprofits (55 percent) are involved in formal or informal relationships with other organizations, which is on par with the rate at which nonprofits elsewhere report formal and informal affiliations. Only one-quarter (25 percent) report that they are involved in formal relationships, while 43 percent report involvement in informal relationships with other organizations. See Figure 24.<sup>21</sup>

**Figure 24: Percent of nonprofits involved in informal or formal relationships, by region**



Note: Cass n=98-102; Not Cass n=1,927-1,967; Other Rural n=416-427

<sup>21</sup> The difference between Cass and Other Rural in the proportion that report informal relationships, suggested by Figure 24, is only marginally significant.

**Most Important Relationship:** We asked nonprofits that participate in networks or collaborations to focus on the one most important to them and to tell us how many and what types of organizations are part of the relationship. We find that Cass nonprofits are quite similar to nonprofits elsewhere in the state in this respect.

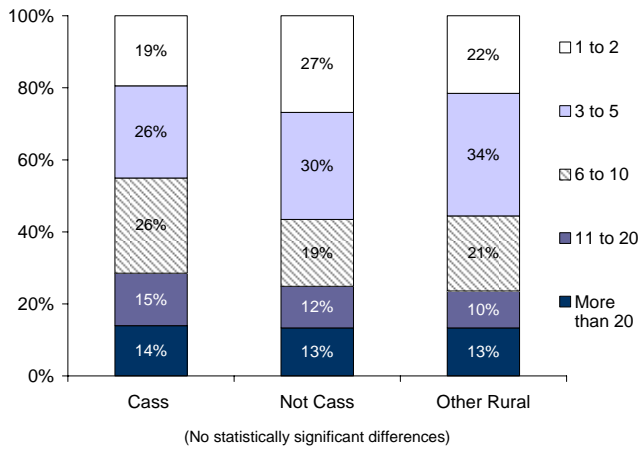
- **Indiana Nonprofits:**

- **Size of Networks:** The median number of organizations in Indiana nonprofits’ most important network or collaboration is 5, 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.
- **Types of Organizations in Networks:** 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 government agencies (33 percent) or for-profit organizations (23 percent).

- **Cass Nonprofits:**

- **Size of Networks:** Nearly half (45 percent) of Cass nonprofits report that their most important collaborative relationship contains five or fewer different organizations, and only 14 percent of Cass nonprofits’ most important relationship involves more than 20 organizations. These patterns are very similar to those seen in other nonprofits statewide and in other non-metropolitan areas. See Figure 25.

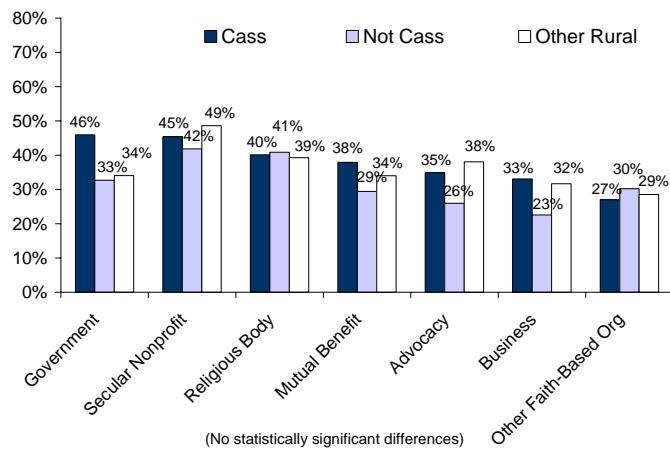
**Figure 25: Number of organizations involved in most important relationship, by region**



Note: Cass n=42; Not Cass n=857; Other Rural n=157

- **Types of Organizations in Networks:** We asked nonprofits to identify the types of organizations with which they collaborate in their most important relationship. Cass nonprofits are most likely to include government bodies (46 percent) or secular nonprofits (45 percent) in their most important relationship, though a significant number also report that their most important collaboration includes religious bodies (40 percent), mutual benefit organizations (38 percent), advocacy organizations (35 percent) and businesses (33 percent). One-quarter (27 percent) include other faith-based organizations in their most important relationship. See Figure 26.

**Figure 26: Types of organizations identified in most important relationship, by region**



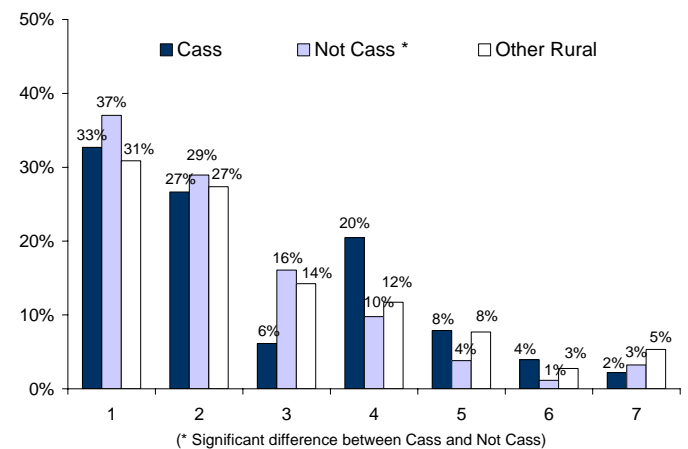
Note: Cass n=48-49; Not Cass n=1,047-1,070; Other Rural n=195-200

- Cass nonprofits seem to be more likely to include government bodies in these important rela-

tionships (46 percent vs. 33 percent statewide and 34 percent in other non-metro areas), though this difference is only marginally significant. For the most part, Cass nonprofits are very similar to other nonprofits in terms of the types of organizations they include in their most important relationship.<sup>22</sup>

- The majority (60 percent) of Cass nonprofits report that their most important collaborative relationship contains only one or two different types of organizations, and only 14 percent have more than five different types. While Cass nonprofits are very similar to nonprofits elsewhere in the state in terms of the percentage of collaborations that are very homogenous or very heterogeneous, there is a significant difference between nonprofits in Cass county and nonprofits statewide in the proportion of important relationships that contain three (6 percent vs. 16 percent) or four (20 percent vs. 10 percent) types of organizations. See Figure 27.

**Figure 27: Number of types of organizations in most important relationship, by region**



Note: Cass n=48; Not Cass n=978; Other Rural n=179

**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. Cass nonprofits respond in a pattern that is quite

<sup>22</sup> The difference between Cass and Not Cass in the proportion that include businesses in their most important relationship, suggested by Figure 26, is also only marginally significant. Any other apparent differences suggested by this figure are not statistically significant.

similar to nonprofits statewide and in other non-metro areas, differing only in a couple of dimensions.

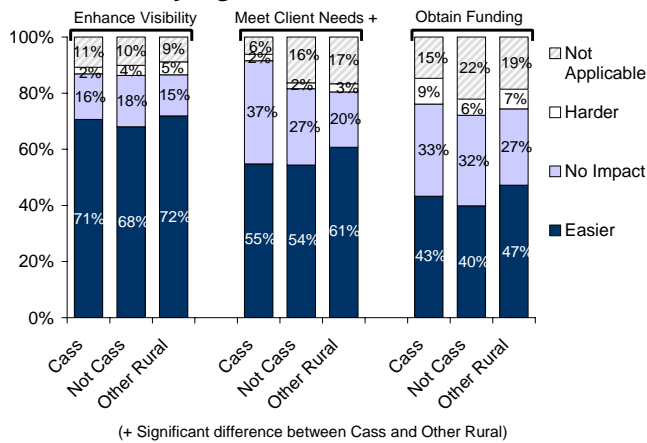
- **Indiana Nonprofits:**

- 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.

- **Cass Nonprofits:**

- Nearly three-quarters (71 percent) of Cass nonprofits report that their collaborations with other organizations make enhancing visibility easier, and two-fifths (43 percent) say the same about the effect of collaboration on obtaining funding. Cass nonprofits seem to be just as likely as nonprofits elsewhere to report that collaborations make meeting client needs easier, but they are significantly more likely than nonprofits in other non-metro areas to say that their network relationships have no impact on their ability to meet client needs (37 percent vs. 20 percent). See Figure 28.

**Figure 28: Effect of participation in networks or collaborations on maintaining key organizational capacities, by region**

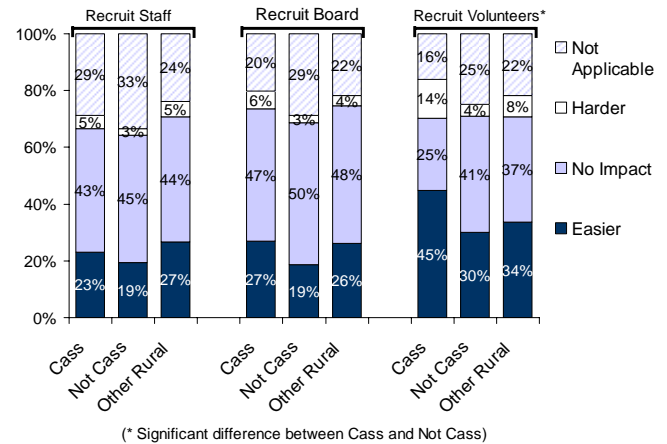


Note: Cass n=48; Not Cass n=986-992; Other Rural n=175-180

- Approximately one-quarter of Cass nonprofits report that recruiting staff (23 percent) and board

members (27 percent) are both made easier by their collaborations with other organizations. Cass nonprofits are significantly more likely than their statewide counterparts to indicate that their network relationships make recruiting volunteers easier (45 percent vs. 30 percent). See Figure 29.

**Figure 29: Effects of participation in networks or collaborations on maintaining key organizational capacities, by region**



Note: Cass n=48-49; Not Cass n=979-988; Other Rural n=176-178

**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. We find that Cass nonprofits face greater competition in some dimensions and compete more extensively with some types of organizations than nonprofits statewide and in other non-metro areas.

- **Indiana Nonprofits:**

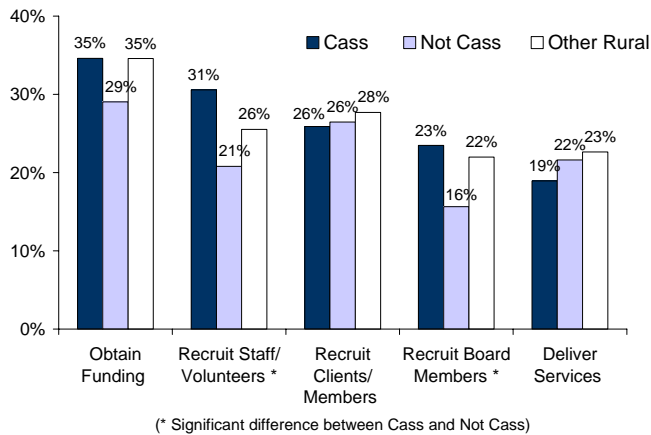
- **Extent of Competition:** Two-fifths of Indiana nonprofits compete with other organizations (both in and outside of the nonprofit sector) for a variety of resources.
- **Types of Competitors:** They compete most extensively with secular nonprofits (29 percent), followed by religious nonprofits (22 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 do not.

- **Cass Nonprofits:**

- **Extent of Competition:** Though Cass nonprofits are more likely to report that their collaborations make recruiting volunteers easier, and very few said that other human resource concerns were made more difficult, they are surprisingly more likely than nonprofits statewide to report experiencing competition with organizations in recruiting staff, volunteers, and board members. Nearly one-third (31 percent) of Cass nonprofits report competition in recruiting staff or volunteers, compared to 21 percent of nonprofits elsewhere in the state, and one-fifth (23 percent) of Cass nonprofits report competition in recruiting board members, compared to 16 percent of nonprofits statewide. See Figure 30.

**Figure 30: Percent of nonprofits reporting competition with other organizations, by arena and region**

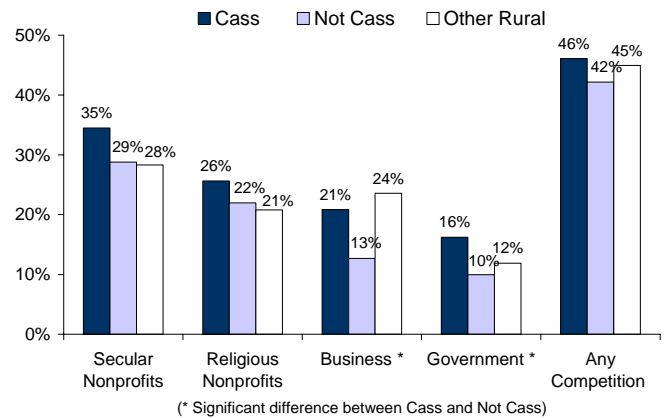


Note: Cass n=106; Not Cass n=2,100; Other Rural n=458

- Cass nonprofits also experience competition with other organizations in terms of obtaining funding (35 percent), recruiting clients or members (26 percent), and delivering services (19 percent). The extent of competition in these dimensions is very similar to that reported by nonprofits elsewhere in the state.
- **Types of Competitors:** Nearly half (46 percent) of Cass nonprofits indicate that they experience competition with any type of organization at all, and they are most likely to compete with secular

nonprofits (35 percent) and religious nonprofits (26 percent), which is on par with nonprofits statewide and in other non-metropolitan areas. See Figure 31.

**Figure 31: Percent of nonprofits reporting competition with other organizations, by type of competitor and region**



Note: Cass n=106; Not Cass n=2,100; Other Rural n=458

- Cass nonprofits are significantly more likely than their counterparts statewide to report experiencing competition with businesses (21 percent vs. 13 percent) or government bodies (16 percent vs. 10 percent).

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## IV. COMMUNITY AND POLICY CONDITIONS

**Community Conditions and Impacts:** We asked Indiana nonprofits for their perceptions of changes in seven community conditions and whether the changes have an impact on them.<sup>23</sup> In this respect as well, Cass nonprofits appear to be rather unusual. We find that Cass nonprofits report conditions and impacts very differently from other nonprofits statewide, especially in terms of changes in racial diversity and tension between community groups.

- **Indiana Nonprofits:**

- **Changes in Community Conditions:** The majority of Indiana nonprofits report that one or more of the seven community conditions changed in their communities during the last three years, and half report that multiple conditions changed. Overall, perceptions of changes in community conditions depend significantly on where the nonprofits are located and, in some cases, their size or target group. Perceptions do not vary according to age, field of activity, or primary source of funding.
- Just over half (51 percent) of Indiana nonprofits report that employment and business opportunities changed in their communities, with the majority of these (33 percent overall) saying they decreased.
- Changes in employment opportunities are followed by perceived changes in population size, with half noting a change, of which most (42 percent overall) say it increased.
- About two-fifths (39 percent) say household income changed, with the majority (22 percent overall) of those saying it decreased.
- A third (36 percent) say ethnic or racial diversity changed, with almost all (34 percent overall) noting an increase. One in four say crime and

violence changed, with most (19 percent overall) noting an increase.

- About one in ten (11 percent) noted a change in tension or conflict among community groups, with almost all of those (8 percent overall) saying it increased.
- For some conditions there are striking similarities between how nonprofits perceive community conditions and official indicators of the conditions, but in other cases there are notable differences between perceptions and the actual conditions.
- **Impacts from Community Conditions:** One-half of Indiana nonprofits indicate that at least one of the community conditions impacted their organization. Almost every condition tends to impact a higher percentage of mid-sized and large nonprofits than small ones, as well as those that target their programs to people of a particular income, gender, and/or race.
- For the most part, neither the age of an organization nor the field in which it operates helps explain why a given condition impacts nonprofits.

- **Cass Nonprofits:**

- **Changes in Community Conditions:** Many Cass nonprofits report changes in various community conditions, and their perception of these conditions is notably different from that reported by nonprofits in other areas in nearly all cases. Only for one dimension – that of perceived changes in population size – do Cass nonprofits resemble nonprofits elsewhere. See Figure 32.
- Cass nonprofits are most likely to report changes in racial diversity, and they are nearly twice as likely as nonprofits statewide to report that racial diversity has increased in their community (64 percent in Cass vs. 34 percent statewide and 41 percent in other non-metro areas). Cass nonprofits are also three times as likely as nonprofits elsewhere to report increases in tension among community groups, though the overall percentage of nonprofits reporting perceived changes in this dimension is smaller (31 percent

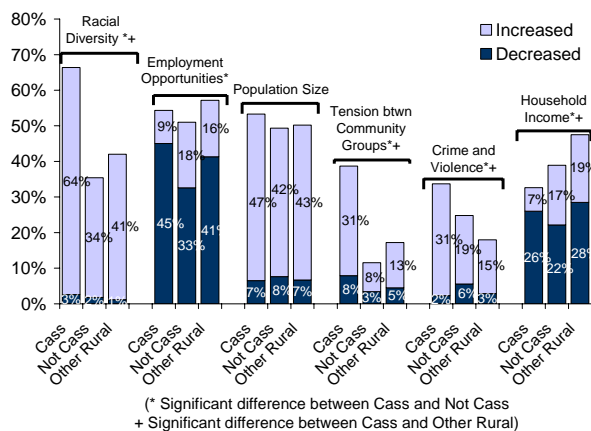
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<sup>23</sup> For a more detailed description on all Indiana nonprofits see Kirsten A. Grønberg & Curtis Child, *Indiana Nonprofits: Impact of Community and Policy Changes*. Report #3. July 2004. Available online: [www.indiana.edu/~nonprof/results/npsurvey/inscom.html](http://www.indiana.edu/~nonprof/results/npsurvey/inscom.html).



in Cass vs. 8 percent in the rest of the state and 14 percent in other non-metro areas). While Cass nonprofits report changes in almost all of these community conditions differently than do nonprofits elsewhere, perceived increases in racial diversity and community tensions are by far the most dramatic differences between Cass nonprofits and nonprofits throughout Indiana.

**Figure 32: Percent of nonprofits reporting changes in selected community conditions, by region**

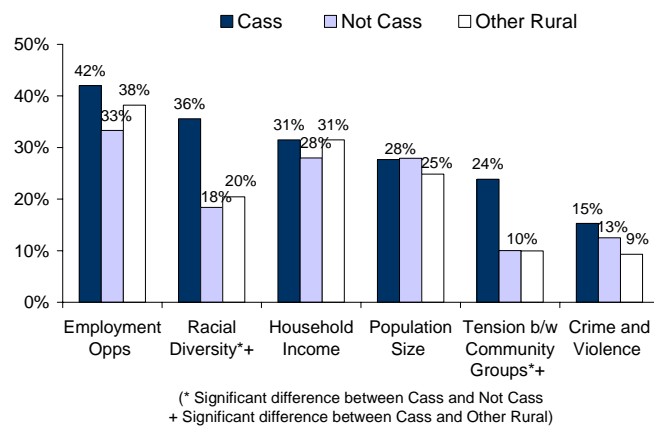


Note: Cass n=80-90; Not Cass n=820-1,671; Other Rural n=197-394

- Perhaps related to the perceived increases in racial diversity and tension between community groups, Cass nonprofits are also more likely than their counterparts elsewhere to report increases in crime and violence (31 percent vs. 19 percent and 15 percent).
- Cass nonprofits are also more likely to report decreases in employment opportunities (45 percent vs. 33 percent statewide) and less likely to report increases in household income (7 percent vs. 17 percent statewide and 19 percent in other non-metro areas).
- **Impacts from Community Conditions:** As expected from their greater likelihood of reporting increases in these community conditions, Cass nonprofits are significantly more likely than nonprofits statewide and in other non-metro areas to report feeling impacts on their organization from racial diversity and tension between community groups. More than one-third (36 percent) report impacts from racial diversity in their community, compared to 18 percent of

statewide nonprofits and 20 percent of non-metro area nonprofits, while one-quarter (24 percent) of Cass nonprofits report impacts from tension between community groups, compared to 10 percent of nonprofits in other areas throughout the state. See Figure 33.

**Figure 33: Percent of nonprofits reporting being impacted by selected community conditions, by region**



Note: Cass n=80-90; Not Cass n=838-1,684; Other Rural n=199-397

- Though they reported sizeable changes in the other community conditions examined, Cass nonprofits were just as likely as nonprofits elsewhere to report feeling impacts from those conditions.<sup>24</sup>

**Policy Conditions and Impacts:** We also asked Indiana nonprofits about changes in five government policies and whether the changes affect their organization. Like the community conditions described above, Cass nonprofits' perceptions of policy conditions and their impacts also differ slightly from those of other nonprofits statewide and in other non-metropolitan areas.

• **Indiana Nonprofits:**

- **Changes in Policies:** More than one-third of Indiana nonprofits indicate that at least some policies have changed during the last three years, although this varies considerably depending on the type, size, and funding structure of the nonprofit. For almost every policy, health and

<sup>24</sup> The differences between Cass and Not Cass in the proportion impacted by changes in employment opportunities, and between Cass and Other Rural in the proportion impacted by changes in crime and violence, suggested by Figure 33, are only marginally significant.

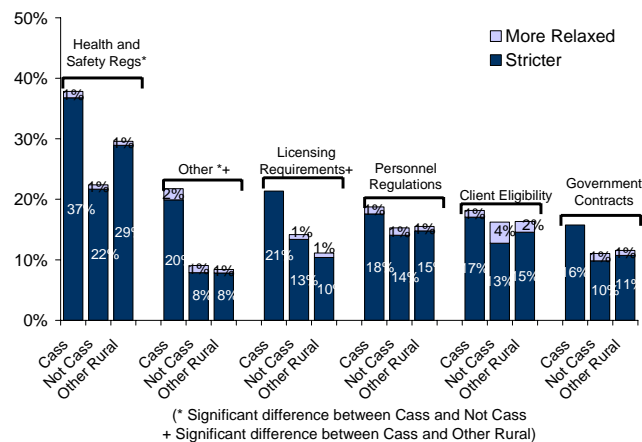
human services nonprofits, large organizations, and those that depend primarily on government funding are the most likely to say that multiple policies changed. In almost all cases, the policies became stricter.

- Changes in health and safety regulations are the most commonly reported (23 percent say that such policies changed). These were followed by client eligibility requirements for government programs (16 percent), personnel and legal regulations (15 percent), professional licensing requirements (14 percent), and government contract procurement policies (11 percent).
- Impacts from Policies:** One-quarter of all Indiana nonprofits say that at least one of these policies had an impact on their organization. As with perceptions of policy changes, significantly more of the health and human services nonprofits, large organizations, and those that rely primarily on the government for funding say that this is the case. Overall, the policies were at least four or five times as likely to impact the nonprofits when the policy became stricter versus when they became more lenient.

**Cass Nonprofits:**

- Changes in Policy and Impacts:** Like nonprofits elsewhere, Cass nonprofits are most likely to report changes in health and safety regulations, though they are significantly more likely than nonprofits statewide to say these regulations have gotten stricter (37 percent vs. 22 percent). See Figure 34.
- Approximately one-fifth of Cass nonprofits report changes in personnel regulations (19 percent), client eligibility (18 percent), and government contracts (16 percent), with the vast majority indicating that these policies have gotten stricter over time. These perceived changes are on par with those reported by nonprofits elsewhere in the state. A similar proportion of Cass nonprofits report changes in licensing requirements (21 percent) and other policies (22 percent), but these proportions are significantly higher than those reported by nonprofits in other parts of the state.

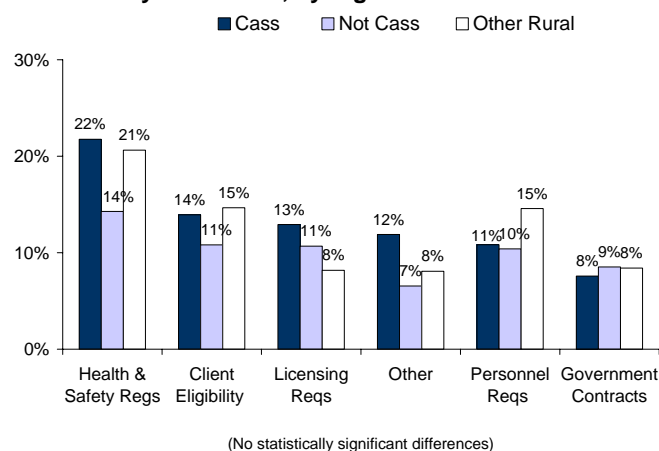
**Figure 34: Percent of nonprofits reporting changes in selected policy conditions, by region**



Note: Cass n=43-76; Not Cass n=971-1,432; Other Rural n=235-325

- Impacts from Policies:** Though Cass nonprofits are more likely to report that certain policies have become stricter, they report the impacts of those policy changes on their organizations at similar rates as nonprofits in other areas of the state. One-fifth (22 percent) report impacts from health and safety regulations, and between 11 and 14 percent are impacted by client eligibility, licensing requirements, personnel requirements, and other policies. See Figure 35.<sup>25</sup>

**Figure 35: Percent of nonprofits impacted by selected policy conditions, by region**



Note: Cass n=43-76; Not Cass n=977-1,441; Other Rural n=235-331

**Nonprofit Advocacy:** We asked Indiana nonprofits whether they promote positions on certain policy issues

<sup>25</sup> The difference between Cass and Not Cass in the proportion that report impacts from health and safety regulations, suggested by Figure 35, is only marginally significant.

or on issues related to the interests of certain groups. Cass nonprofits are more likely than other Indiana nonprofits to participate in advocacy, though the resources devoted to these activities are quite similar.

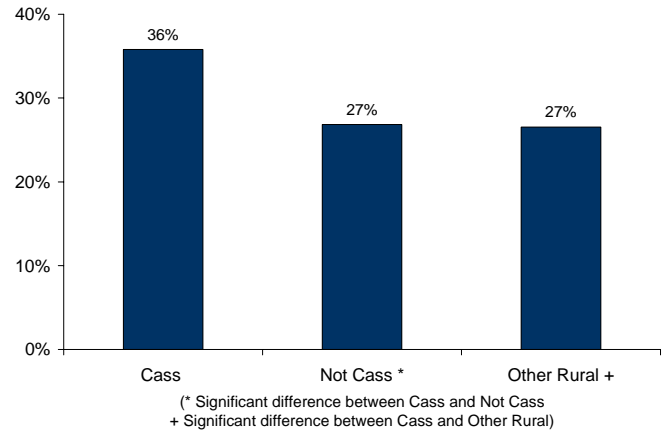
• **Indiana Nonprofits:**

- **Participation in Advocacy:** More than one-quarter of Indiana nonprofits indicate that they participate in some form of advocacy (although only 3 percent say it is one of their three most important programs or activities). Health nonprofits are the most likely to say that they engage in advocacy, followed by religious, public benefit, and human services nonprofits. Mid-sized and large organizations are also more likely to engage in advocacy than smaller ones.
- **Resources for Advocacy:** Many nonprofits that engage in advocacy devote only limited resources to it. One in ten of the organizations that say they participate in advocacy do not commit any financial, staff, or volunteer resources to it.
- Many Indiana nonprofits that are involved in advocacy lack key information technology tools for it. While three-quarters of them have computers available, only two-thirds have Internet access and/or e-mail, and less than half have a web site.
- Health and education nonprofits that participate in advocacy tend to be better equipped with such technology tools, while human services, arts, and especially mutual benefit nonprofits involved in advocacy tend to lack these tools. Large nonprofits and those that receive the majority of their funding from the government are considerably more likely to have all four technology tools we mentioned.

• **Cass Nonprofits:**

- **Participation in Advocacy:** More than one-third (36 percent) of Cass nonprofits indicate that they participate in advocacy activities, which is significantly higher than the proportion of other Indiana nonprofits that report their involvement in advocacy efforts. See Figure 36.

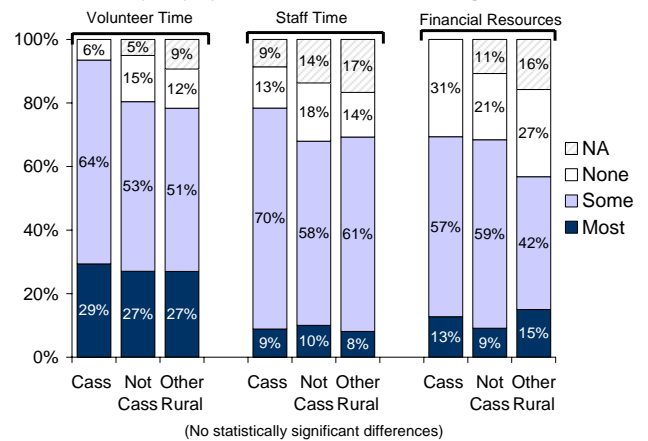
**Figure 36: Percent of nonprofits that participate in advocacy, by region**



Note: Cass n=92; Not Cass n=1,870; Other Rural n=409

- **Resources for Advocacy:** Of all of their available resources, Cass nonprofits are most likely to report that they devote volunteer time to their advocacy efforts, with 93 percent reporting that they use some or most of their volunteer time for advocacy. Approximately three-quarters of Cass nonprofits devote some or all of their staff time and financial resources to advocacy. These results are very similar to those reported by statewide and other non-metro area nonprofits. See Figure 37.<sup>26</sup>

**Figure 37: Extent of nonprofit resources devoted to advocacy, by type of resource and region**



Note: Cass n=25-29; Not Cass n=465-510; Other Rural n=85-99

<sup>26</sup> The apparent difference between Cass and Other Rural in the proportion of financial resources devoted to advocacy, suggested by Figure 37, is only marginally significant. Also, please note that due to the small number of observations, these results should be interpreted with caution.

# APPENDIX A

## NTEE 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)		Mental Health & Crisis Intervention (F)
	G20 Birth defects and genetic diseases	H20 Birth defects and genetic diseases	
	G30 Cancer	H30 Cancer research	
	G40 Diseases of specific organs	H40 Specific organ research	
	G50 Nerve, muscle, and bone diseases	H50 Nerve, muscle, and bone research	
	G60 Allergy related diseases	H60 Allergy related diseases	
	G70 Digestive diseases, disorders	H70 Digestive diseases, disorders	
	G80 Specifically named diseases, n.e.c.	H80 Specifically named diseases, n.e.c.	
	G90 Medical Disciplines, n.e.c.	H90 Medical Specialty Research, n.e.c.	
	V Human Services	Crime & Legal Related (I)	
		I20 Crime prevention	J20 Employ. procurement assist. & job training
I30 Correctional facilities		J30 Vocational rehabilitation	
I40 Rehabilitation services for offenders		J40 Labor unions, organizations	
I50 Administration of justice, courts			
I60 Law enforcement agencies			
I70 Protect, prevent: neglect, abuse, exploit.			
I80 Legal Services			
Food, Agriculture & Nutrition (K)		Employment (J)	
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)	
	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)	Community Improvement, Capacity Building (S)
	R20 Civil rights, advocacy for specific groups R30 Intergroup, Race Relations R40 Voter Education, Registration R60 Civil Liberties Advocacy	S20 Community, neighborhood devel/imprvm't S30 Economic development S40 Business & industry S50 Nonprofit management S80 Community service clubs
	Philanthropy, Voluntarism, Foundations (T)	Science & Technology (U)
	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.	U20 Science, general U30 Physical, earth sciences research & prom. U40 Engineering & technology research, serv. U50 Biological, life science research
	Social Science (V)	Public & Societal Benefit (W)
	V20 Social science research institutes, services V30 Interdisciplinary research V40 Mystic, paranormal studies: incl. astrology.	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
VIII Religious and Spiritual Development	Religion-Related (X)	
IX Mutual Benefit	Mutual & Membership Benefit (Y)	
X Unknown	Unknown (Z)	

## 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 May 2006. Online reports, as well as summaries of all other items, are available on the project website: [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 Statewide Reports

- Indiana Nonprofits: A Portrait of Religious Nonprofits and Secular Charities, by Kirsten A. Grønbjerg, Patricia Bortrager Tennen. Online report. Survey Report #7. June 2006 (<http://www.indiana.edu/~nonprof/results/npsurvey/insfaithbased.html>).
- Indiana Nonprofits: A Profile of Membership Organizations, by Kirsten A. Grønbjerg and Patricia Bortrager Tennen. Online report. Survey Report #6. September 2005 ([www.indiana.edu/~nonprof/results/npsurvey/insmember.html](http://www.indiana.edu/~nonprof/results/npsurvey/insmember.html)).
- 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)).

#### Online Regional Reports

- Cass Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg, Andrea Lewis, and Patricia Bortrager Tennen. Online report. Community Report #9. November 2006 ([www.indiana.edu/~nonprof/results/npsurvey/inscomCass.pdf](http://www.indiana.edu/~nonprof/results/npsurvey/inscomCass.pdf)).
- Bartholomew Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg, Kerry S. Brock, and Patricia Bortrager Tennen. Online report. Community Report #8. November 2006 ([www.indiana.edu/~nonprof/results/npsurvey/inscomBartholomew.pdf](http://www.indiana.edu/~nonprof/results/npsurvey/inscomBartholomew.pdf)).

- South Bend Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg, Kerry S. Brock, and Patricia Bortrager Tennen. Online report. Community Report #7. November 2006 ([www.indiana.edu/~nonprof/results/npsurvey/inscomsouthbend.pdf](http://www.indiana.edu/~nonprof/results/npsurvey/inscomsouthbend.pdf)).
- Fort Wayne Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg, Abigail Powell, Andrea Lewis, and Patricia Bortrager Tennen. Online report. Community Report #6. November 2006 ([www.indiana.edu/~nonprof/results/npsurvey/inscomfortwayne.pdf](http://www.indiana.edu/~nonprof/results/npsurvey/inscomfortwayne.pdf)).
- Indianapolis Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg and Patricia Bortrager Tennen. Online report. Community Report #5. November 2006 ([www.indiana.edu/~nonprof/results/npsurvey/inscomindianapolis.pdf](http://www.indiana.edu/~nonprof/results/npsurvey/inscomindianapolis.pdf)).
- Evansville Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg, Curtis Child, and Patricia Bortrager Tennen. Online report. Community Report #4. June 2006, revised November 2006 ([www.indiana.edu/~nonprof/results/npsurvey/inscomevansville.pdf](http://www.indiana.edu/~nonprof/results/npsurvey/inscomevansville.pdf)).
- Muncie Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg and Patricia Bortrager Tennen. Online report. Community Report #3. June 2006 ([www.indiana.edu/~nonprof/results/npsurvey/inscommuncie.pdf](http://www.indiana.edu/~nonprof/results/npsurvey/inscommuncie.pdf)).
- Northwest Region Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg and Patricia Bortrager Tennen. Online report. Community Report #2. February 2006 ([www.indiana.edu/~nonprof/results/npsurvey/inscomnorthwest.pdf](http://www.indiana.edu/~nonprof/results/npsurvey/inscomnorthwest.pdf)).
- Bloomington Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg and Patricia Bortrager Tennen. Online report. Community Report #1. September 2005 (revised, December 2005) ([www.indiana.edu/~nonprof/results/npsurvey/inscombloomington.pdf](http://www.indiana.edu/~nonprof/results/npsurvey/inscombloomington.pdf)).

#### *Journal Articles and Conference Presentations*

- Nonprofit Advocacy Organizations: Their Characteristics and Activities, by Curtis Child and Kirsten A. Grønbjerg. *Social Science Quarterly*, forthcoming.
- Infrastructure and Activities: Relating IT to the Work of Nonprofit Organizations, by Richard Clerkin and Kirsten A. Grønbjerg. In Nonprofits and Technology, edited by Michael Cortés and Kevin Rafter. Chicago: Lyceum Press (forthcoming).
- The Capacities and Challenges of Faith-Based Human Service Organizations, by Richard Clerkin and Kirsten A. Grønbjerg. *Public Administration Review* (forthcoming, January-February 2007).
- Nonprofit Networks and Collaborations: Incidence, Scope and Outcomes, by Kirsten Grønbjerg and Curtis Child. Paper prepared for presentation at the annual meetings of ARNOVA, Washington, D.C., November 17-19, 2005.
- A Portrait of Membership Associations: The Case of Indiana, by Kirsten Grønbjerg and Patricia Bortrager Tennen. Paper prepared for presentation at the annual meetings of ARNOVA, Washington, D.C., November 17-19, 2005.
- Examining the Landscape of Indiana's Nonprofit Sector: Does What You See Depend on Where You Look? By Kirsten A. Grønbjerg and Richard Clerkin. *Nonprofit & Voluntary Sector Quarterly* 34 (No. 2, June): 232-59. 2005.

#### **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 Statewide Reports*

- Indiana Nonprofit Employment, 2005 Report. Nonprofit Employment Report No. 2 by Kirsten Grønbjerg and Erich T. Eschmann. May 2005 ([www.indiana.edu/~nonprof/results/innonprofitemploy.htm](http://www.indiana.edu/~nonprof/results/innonprofitemploy.htm)).
- Indiana Nonprofit Employment, 2001. Nonprofit Employment Report No. 1 by Kirsten Grønbjerg and Hun Myoung Park. July 2003 ([www.indiana.edu/~nonprof/results/innonprofitemploy.htm](http://www.indiana.edu/~nonprof/results/innonprofitemploy.htm)).

### *Online Regional Reports*

- Evansville Economic Region Nonprofit Employment: 2005 Report. Nonprofit Employment Series No. 2D by Kirsten Grønbjerg and Kerry Brock. May 2006 ([www.indiana.edu/~nonprof/results/inemploy/evansvilleempl05.pdf](http://www.indiana.edu/~nonprof/results/inemploy/evansvilleempl05.pdf)).
- Muncie Economic Region Nonprofit Employment: 2005 Report. Nonprofit Employment Series No. 2C by Kirsten Grønbjerg and Kerry Brock. May 2006 ([www.indiana.edu/~nonprof/results/inemploy/muncieempl05.pdf](http://www.indiana.edu/~nonprof/results/inemploy/muncieempl05.pdf)).
- Northwest Economic Region Nonprofit Employment: 2005 Report. Nonprofit Employment Series No. 2B by Kirsten Grønbjerg and Kerry Brock. February 2006 ([www.indiana.edu/~nonprof/results/inemploy/northwestempl05.pdf](http://www.indiana.edu/~nonprof/results/inemploy/northwestempl05.pdf)).
- Bloomington Economic Region Nonprofit Employment: 2005 Report. Nonprofit Employment Series No. 2A by Kirsten Grønbjerg and Erich T. Eschmann with Kerry Brock. January 2006 ([www.indiana.edu/~nonprof/results/inemploy/bloomingtonempl05.pdf](http://www.indiana.edu/~nonprof/results/inemploy/bloomingtonempl05.pdf)).
- 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 in 2001 (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 per-



sonal affiliations with nonprofits. The database was most recently updated in 2004 and 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 Grønberg 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 Scope of the Nonprofit Sector: Theory and Preliminary Findings, by Kirsten A. Grønberg and Laurie Paarlberg. Nonprofit and Voluntary Sector Quarterly 30 (No. 4, December, 2001) 684-706.



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