



INDIANA NONPROFITS

Scope and Community Dimensions

Nonprofit Survey Series
Community Report #2

NORTHWEST REGION 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

FEBRUARY 2006

KIRSTEN A. GRØNBJERG
AND
PATRICIA BORNTRAGER TENNEN



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Copies of this report are available on the Indiana Nonprofit Sector website (www.indiana.edu/~nonprof).

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**THE JOHNS HOPKINS
NONPROFIT EMPLOYMENT
DATA PROJECT**

**KIRSTEN A. GRØNBJERG
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FEBRUARY 2006

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INTRODUCTION:

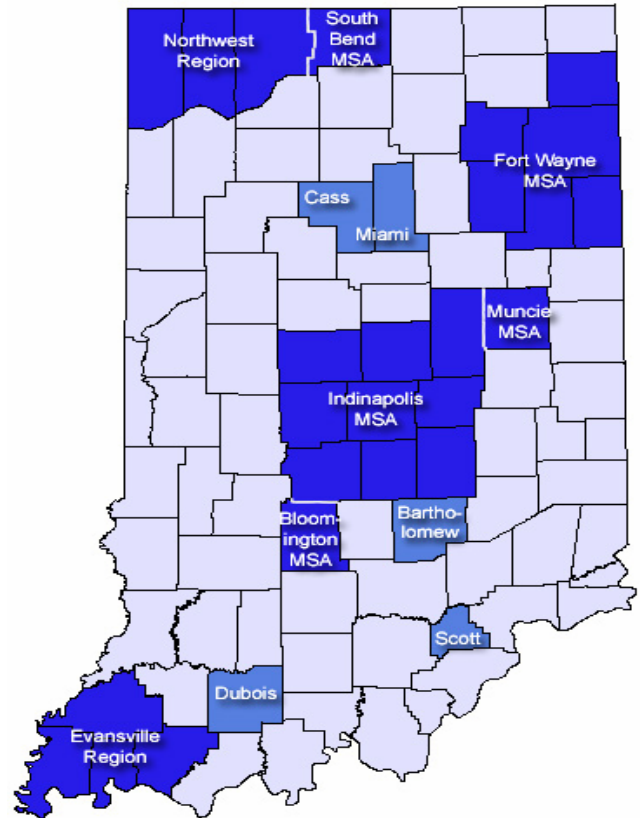
As part of the *Indiana Nonprofits: Scope and Community Dimensions* project, we and a team of colleagues have undertaken a comprehensive study of the nonprofit sector in Indiana. Through a series of reports, we have looked broadly at the distribution of different types of nonprofits across the state, 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,¹ 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. And 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 – the Northwest region – 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 an expanded sample of nonprofits in twelve communities across the state, including the Northwest Region, shown in Figure 1.

For purposes of this analysis, we define the Northwest Region to include Lake, Porter and La Porte counties,² We compare Northwest nonprofits to all other nonprofits in the state (labeled in the figures that follow as “Not Northwest”). We also compare them to nonprofits in six other Indiana metropolitan areas for which we have expanded samples: Indianapolis, Fort Wayne, Bloomington, South Bend, Evansville, and Muncie (we refer to these as “Other Metro” nonprofits).³ Thus for every figure presented here we conducted two analyses. One compares Northwest nonprofits to all other nonprofits in the state (i.e. Northwest vs. Not Northwest); the other compares Northwest nonprofits to other metro area non-

profits (i.e. Northwest vs. Other Metro). To conserve space, we present these in the same figure.

Figure 1: The Indiana Nonprofit Sector Project, selected communities



For each analysis, we also conducted statistical tests to determine whether responses to survey questions differ so much that we can rule out random chance as the reason for any apparent differences. We find that Northwest Region nonprofits exhibit similar characteristics to other nonprofits throughout the state and in other metro areas for the great majority of the questions we asked, but differ on some dimensions. When there are statistically significant differences, we flag this by including a note at the bottom of the figure. However, given the relatively few Northwest region nonprofits in the survey (180), our findings should be interpreted with caution.

In this report, we examine several broad themes: the characteristics of nonprofits in Indiana, 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 fol-

¹ For information on the survey and related results, please see www.indiana.edu/~nonprof

²For our series of reports on nonprofit employment we use a larger economic regional definition as originally developed by the Indiana Department of Commerce so as to present as much detail as possible.

³Please note that the “Not Northwest” and “Other Metro” categories are not mutually exclusive since all Other Metro nonprofits are included in the Not Northwest category.

lowed by an analysis of Northwest nonprofits, including how they compare to nonprofits in the rest of the state and those in other metropolitan areas.

KEY FINDINGS:

Our report shows that Northwest Region nonprofits resemble other nonprofits throughout the state of Indiana and in other metro areas in many dimensions. However, it also shows that they vary notably in a number of ways. Here we will summarize the ways that Northwest Indiana nonprofits deviate from those located elsewhere in the state (keeping in mind that overall, they are more similar than dissimilar).

- ***Different age distribution:*** Fewer Northwest Region nonprofits are very old (i.e. were formed before 1930) than nonprofits statewide and in other metro areas, but fewer were also established in the 1980s.
- ***Smaller revenues:*** Nonprofits in Northwest Indiana report smaller revenues than other nonprofits throughout the state and in other metro areas. Nearly one-fifth (17 percent) report no revenues at all, compared to only 6 percent of nonprofits statewide and 5 percent of nonprofits in other metro areas.
- ***Less dependence on donations:*** Only 1 in 5 Northwest Region nonprofits depend heavily on donations for revenue compared to 1 in 3 nonprofits statewide.
- ***Less growth in revenues from special events:*** Northwest Region nonprofits are *less likely* to say that revenues generated from special events increased than nonprofits throughout the state and in other metro areas.
- ***Fewer challenges in recruiting and retaining board members:*** Nonprofits in Northwest Indiana report fewer challenges in recruiting and retaining board members than nonprofits in other metro areas.
- ***Fewer program-related challenges in some areas:*** Evaluating programs and meeting clients' needs are less of a challenge for Northwest Region nonprofits than nonprofits in other metro areas.
- ***Less likely to have organizational e-mail address:*** Only two-fifths of Northwest Region nonprofits have their own e-mail address compared to 55 percent of nonprofits in other metro areas.
- ***Less likely to be involved in some type of formal collaborations or informal networking relationships:*** Nonprofits in Northwest Indiana are less likely to report involvement in both informal networking and formal collaborative relationships than nonprofits statewide and in other metro areas.
- ***More heterogeneous networks:*** Northwest Region nonprofits tend to collaborate with a greater variety of types of entities than nonprofits in other metro areas.
- ***Less likely to compete with government:*** Only 4 percent of Northwest Region nonprofits say they compete with government agencies compared to 11 percent of nonprofits statewide and in other metro areas.
- ***Changing communities:*** Nonprofits in Northwest Indiana report greater community changes in employment opportunities, population size, and household income than their counterparts statewide and in other metro areas. They also tend to report greater numbers of changes overall.
- ***Impacts from changes in household income:*** The majority (56 percent) of Northwest Region nonprofits say that household income changed (41 percent say it decreased, and 15 percent say it increased), and two-fifths (41 percent) of nonprofits say that it impacted their organization.
- ***More policy changes:*** While there were few differences in specific policies (except for broader perceptions of changes in client eligibility), Northwest Indiana nonprofits tend to report greater numbers of policy changes overall.
- ***More staff time devoted to advocacy:*** Nonprofits in Northwest Indiana are more likely to devote staff time towards advocacy activities than their counterparts statewide and in other metro areas.

I. PROFILE

Missions, Size, Age, Targeting, and Demands: In order to understand the Northwest Region’s nonprofit sector we first assess some basic characteristics of nonprofit organizations, such as their field of activity, size, age, targeting patterns, and how the demands for their programs and services have changed over time.⁴ We present an overview of state patterns before discussing how Northwest Region nonprofits compare to nonprofits in other metro areas as well as all other nonprofits in the state.⁵ For the most part, Northwest Region nonprofits resemble other nonprofits in metro and non-metro regions throughout the state, but differ notably in a few cases.

- **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 less full-time equivalent (FTE) staff. On average, staff compensation absorbs half of all expenses.
- Health (32 percent) and education (24 percent) nonprofits tend to have a larger number of paid staff members (greater than 50 Full Time Equivalent, FTEs) 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,

⁴ For more detailed description of these dimensions for the entire nonprofit sector of Indiana see Kirsten A. Grønberg & Linda Allen: *The Indiana Nonprofit Sector: a Profile*. Report #2, January 2004. The appendices of this report included data for selected regions, including the Northwest region. Online at <http://www.indiana.edu/~nonprof/results/npsurvey/insprofile.html>

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

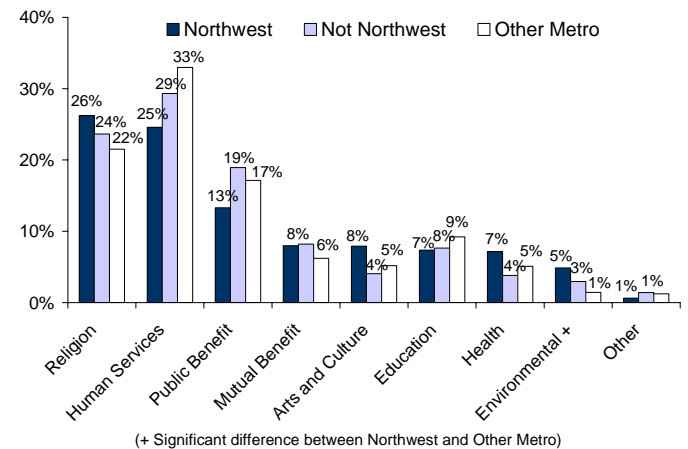
including one-fifth (21 percent) since 1990. However, one-quarter is very old and was established before 1930.

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

- **Northwest Region Nonprofits:**

- **Fields of Activity:** Generally, the distribution of nonprofits across the different fields of activity in Northwest Indiana is similar to the distribution at the state level. One quarter (26 percent) of Northwest Region nonprofits operates in the field of religion and another quarter focus on human services.⁶ Northwest Region nonprofits are significantly more likely to be in the environmental field than nonprofits in other metro areas. Still, only 5 percent of Northwest Region nonprofits operate in this field. See Figure 2.

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



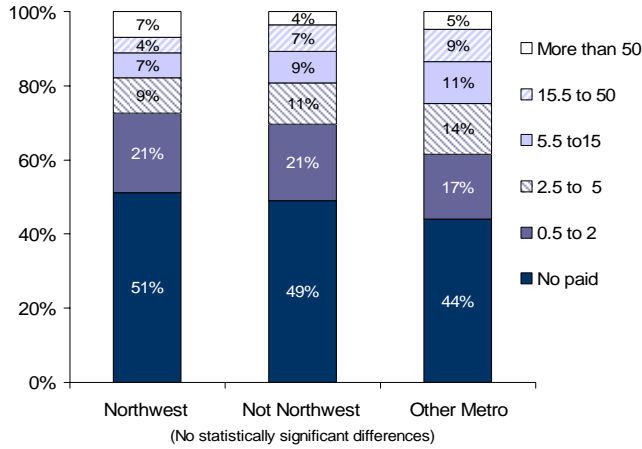
Note: Northwest n=180; Not Northwest n=2,026; Other Metro n=1,196

- **Employees:** Northwest Indiana nonprofits, other metro area nonprofits, and nonprofits throughout the state have a median of 0 to 1 FTEs. The distribution of nonprofits across the six size categories are approximately the same for Northwest

⁶The apparent differences in the field of human services suggested by Figure 2 are not statistically significant.

Region nonprofits and those in other areas of the state. See Figure 3.

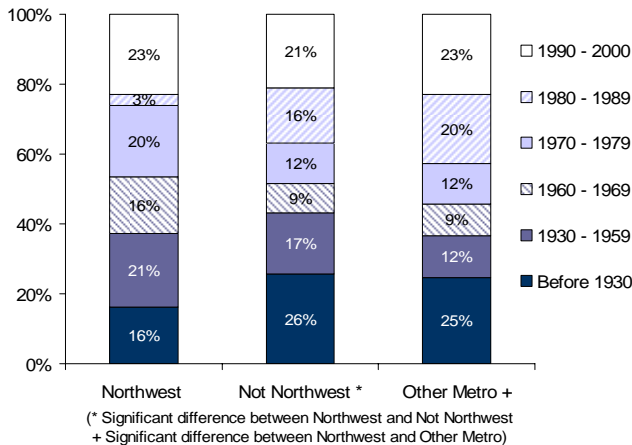
Figure 3: Number of nonprofit FTE staff, by region



Note: Northwest n= 162; Not Northwest n= 1,879; Other Metro n= 1,077

- **Year of Establishment:** The mean age of Northwest Indiana nonprofits is 42, which is somewhat younger than the rest of the state (51) and in other metro areas (47). As Figure 4 shows, Northwest Region nonprofits are notably less likely to be very old (i.e. established before 1930). However, they are also much less likely to have been established in the 1980s, with only 3 percent of Northwest Region nonprofits being established during that decade, compared to 16 percent of nonprofits elsewhere in the state and 20 percent of nonprofits in other metro regions.

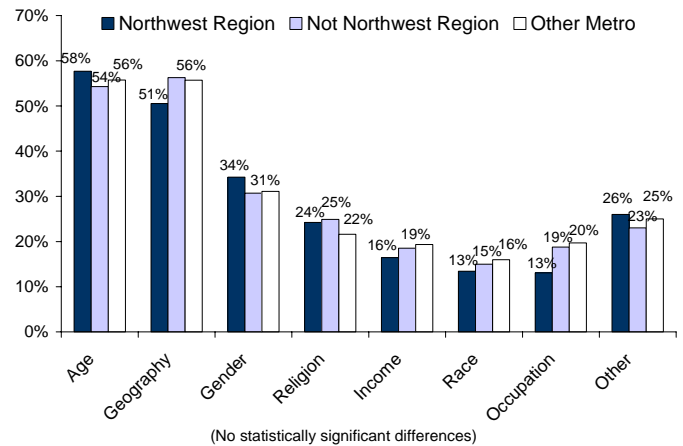
Figure 4: Year of establishment, by region



Note: Northwest n=169; Not Northwest n=1,866; Other Metro n=1,087

- **Targeting:** Northwest Indiana nonprofits target their programs in a pattern nearly identical to the rest of the state and other metro areas. The majority target by age (58 percent) and geographic location (51 percent). One third or less target by gender (34 percent), religion (24 percent), income (16 percent), and race (13 percent). One quarter (26 percent) say they target in some other manner. See Figure 5.

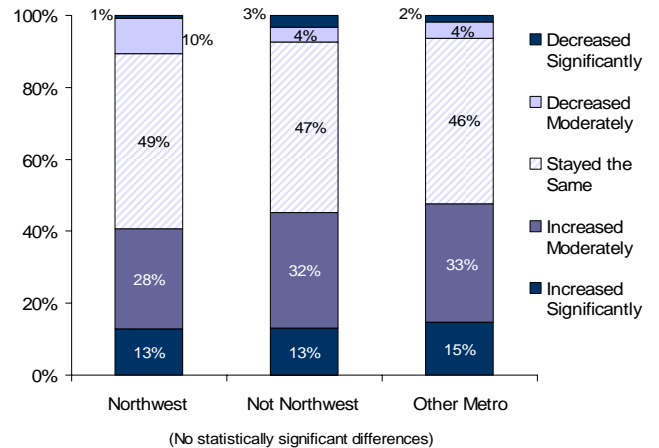
Figure 5: Percent of nonprofits targeting some or all programs to specific groups, by region



Note: Northwest n= 127-137; Not Northwest n= 1,461-1,614; Other Metro n= 851-952

- **Change in Demand:** Like other Indiana nonprofits, the great majority of Northwest Region nonprofits say demands for their services or programs increased (41 percent) or stayed the same (49 percent) over the last three years. Very few said demand decreased (11 percent). See Figure 6.

Figure 6: Changes in demand for programs and services over the last three years, by region



Note: Northwest n=169; Not Northwest n=1,919; Other Metro n=1,103

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 how these have changed over the past three years.⁷ Northwest Indiana nonprofits appear to have smaller revenues than both nonprofits statewide and in other metro areas, and are less likely to depend on donations for revenue.

- **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:** Other than in the health field, a greater proportion of nonprofits report at least a moderate increase in expenses (65 percent) than report a moderate increase in their revenues (57 percent), indicating that a large number of Indiana nonprofits face a challenge in developing 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).

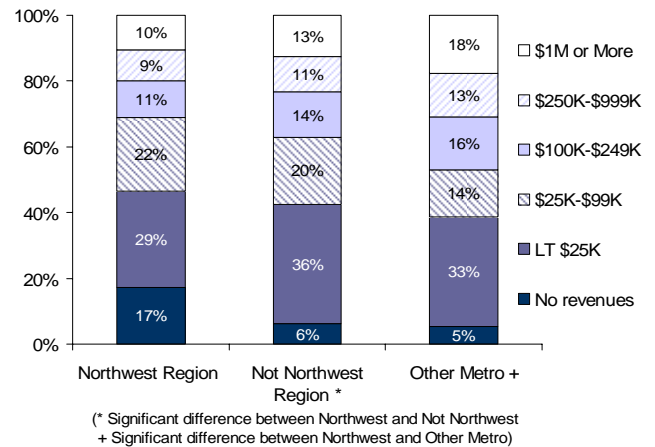
⁷ For more detailed analysis see Kirsten A. Grønberg & Richard M. Clerkin, *Indiana Nonprofits: Managing Financial and Human Resources*, Report #4. August 2004. Online at <http://www.indiana.edu/~nonprof/results/npsurvey/insmanag.html>.

- **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.

- **Northwest Region Nonprofits:**

- **Amount of Revenues:** Median annual revenues for Northwest Indiana nonprofits are approximately \$37,500; compared to medians of \$75,572 in other metro areas and \$45,000 throughout the state. Northwest Region nonprofits are notably smaller than other nonprofits throughout the state and in other metro areas, as shown in Figure 7. Almost 1 in 5 (17 percent) Northwest Region nonprofits report no revenues, compared to only 6 percent of nonprofits statewide and 5 percent in other metro areas.

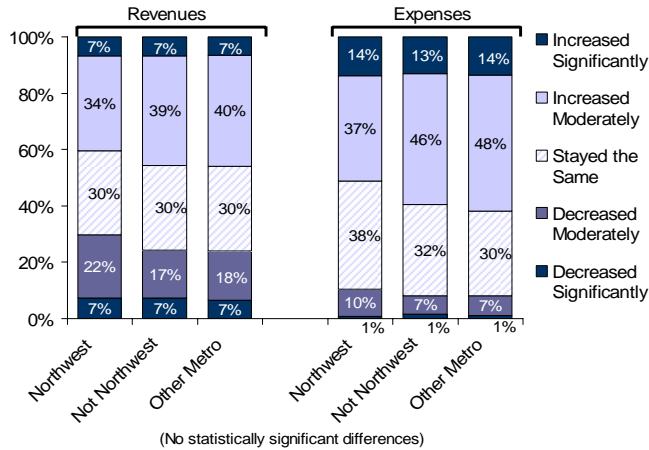
Figure 7: Amount of revenues reported by nonprofits, by region



Note: Northwest n= 135; Not Northwest n=1,589; Other Metro n= 909

- **Change in Revenues and Expenses:** Two-fifths (41 percent) of Northwest Region nonprofits say that revenues increased over the past three years, while 30 percent say they stayed the same. Another 29 percent say that revenues decreased. This is similar to nonprofits in other metro areas and for all nonprofits throughout the state. See Figure 8.

Figure 8: Percent of nonprofits reporting changes in revenues and expenses, by region



Note: Northwest n= 137-138; Not Northwest n= 1,641-1,644; Other Metro n=938

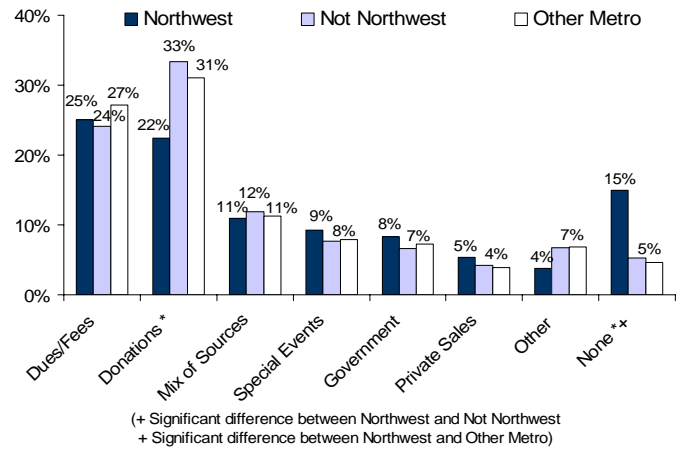
- At the same time, the majority (51 percent) of Northwest Region nonprofits say expenses increased, 38 percent say they stayed the same and only 11 percent say they decreased. This follows the statewide pattern of more pervasive increases in expenditures than in revenues.

- **Funding Sources:** Like other Indiana nonprofits, Northwest Region nonprofits are most likely to rely mainly on dues/fees (25 percent) and donations (22 percent). However, Northwest Region nonprofits are notably *less likely* to depend primarily on donations than nonprofits throughout the state (33 percent). Like nonprofits statewide and in other metro areas, about 1 in 10 Northwest Region nonprofits rely on a mix of sources (11 percent) or mainly on special events (9 percent) or government funding (8 percent), while 5 percent rely primarily on private sales. See Figure 9.

- As we saw earlier, Northwest Region nonprofits are notably more likely to report no revenue (15

percent) than nonprofits statewide and in other metro areas (5 percent each).

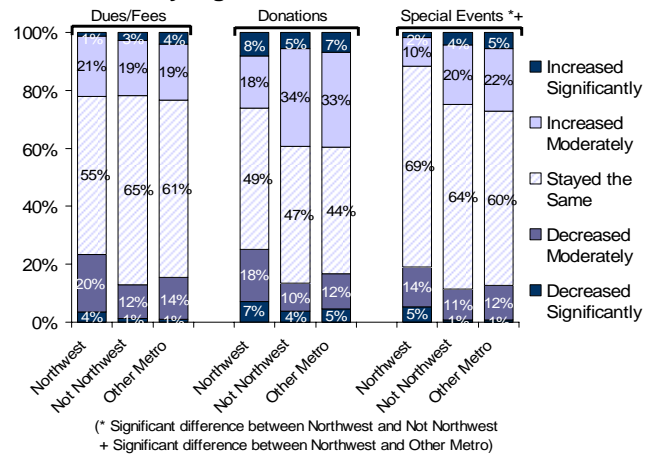
Figure 9: Percent of nonprofits that receive more than one-half of their annual revenues from selected source, by region



Note: Northwest n= 159; Not Northwest n=1,839; Other Metro n=1,050

- **Change in Funding Sources:** Overall, reported changes in various sources of revenues are similar to those of nonprofits in the rest of the state and in other metro areas. However, Northwest Region nonprofits are significantly *less likely* than nonprofits statewide and in other metro areas to say that revenues from special events increased. See Figure 10.⁸

Figure 10: Percent reporting changes in revenues from government funding, donations and dues or fees by region

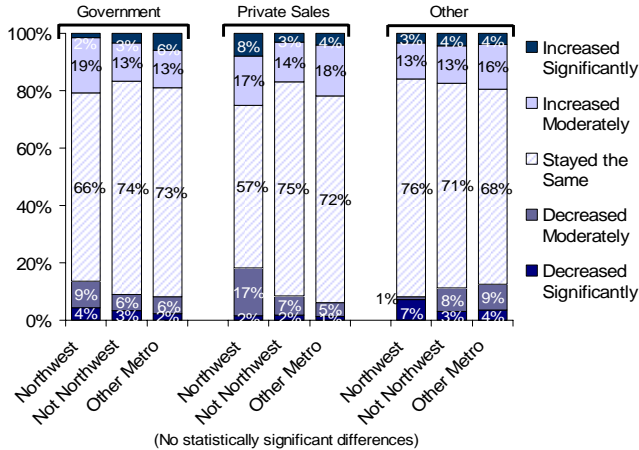


Note: Northwest n=92-108; Not Northwest n=1,092-1,367; Other Metro n=592-750

⁸ The apparent differences in donation revenues suggested by Figure 10 are only marginally significant.

- Revenue streams from government funding (66 percent), private sales (57 percent), and other sources (76 percent) stayed the same for a majority of Northwest Region nonprofits. This is similar to nonprofits throughout Indiana and in other metro areas. See Figure 11.

Figure 11: Percent reporting changes in revenues from special events, private sales, or other sources of funding, by region



Note: Northwest n=67-72; Not Northwest n=883-912; Other Metro n=466-491

Financial Challenges and Tools: We asked Indiana nonprofits to report on the level of challenges they face in managing finances and on the management tools they have to address these challenges. We find that, for the most part, Northwest Region nonprofits face very similar challenges to and possess the same tools as other Indiana nonprofits.

Indiana Nonprofits:

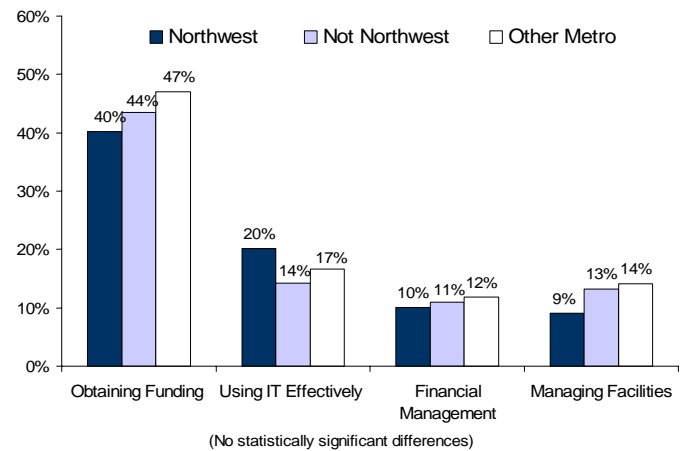
- Challenges in Financial Management:** Almost half of Indiana nonprofits (49 percent) face major challenges in obtaining funding. Those in the health (78 percent) and the environment and animals (72 percent) fields are the most likely to say that obtaining funding is a major challenge.
- Financial Management 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 say obtaining funding is a major challenge vs. 43 percent 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 ones.

Northwest Region Nonprofits:

- Challenges in Financial Management:** Northwest Region nonprofits generally face the same financial challenges as nonprofits in other metro areas and in the state more generally. Two-fifths (40 percent) say that obtaining funding is a major challenge while 1 in 5 says that using information technology (IT) effectively is a major challenge. Relatively few indicate that financial management and managing facilities are major challenges (10 and 9 percent). See Figure 12.

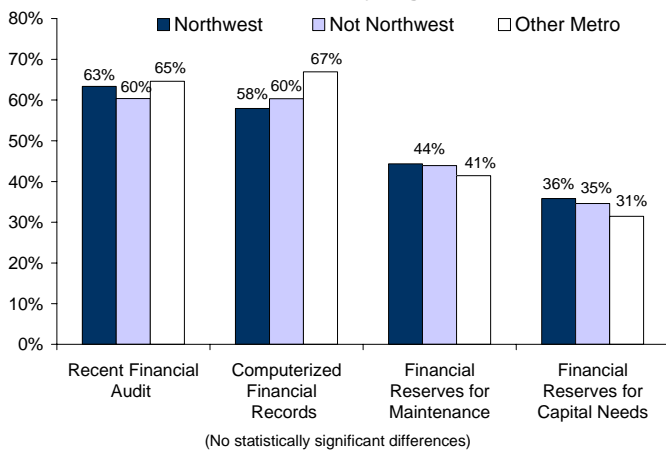
Figure 12: Percent of nonprofits that indicate select issues are a major challenge, by region



Note: Northwest n= 151-153; Not Northwest n= 1,793-1,800; Other Metro n= 1,032-1,042

- **Financial Management Tools:** Like nonprofits throughout the state and in other metro areas, some nonprofits in Northwest Indiana have tools to help them address potential or real financial challenges. While a clear majority has a recent financial audit (63 percent) and computerized financial records (58 percent), smaller percentages have financial reserves dedicated to maintenance (44 percent) or capital needs (36 percent). This follows the statewide and other metro patterns. See Figure 13.

Figure 13: Percent of nonprofits that have select organizational components, by region



Note: Northwest n=156-161; Not Northwest n=1,840-1,864; Other Metro n=1,055-1,071

Staff, Volunteer, and Board Resources, Challenges, and Tools: We asked Indiana nonprofits 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 found that Northwest Region nonprofits generally resemble other Indiana nonprofits in other areas of the state; however, they differ significantly on a few dimensions.

- **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 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.

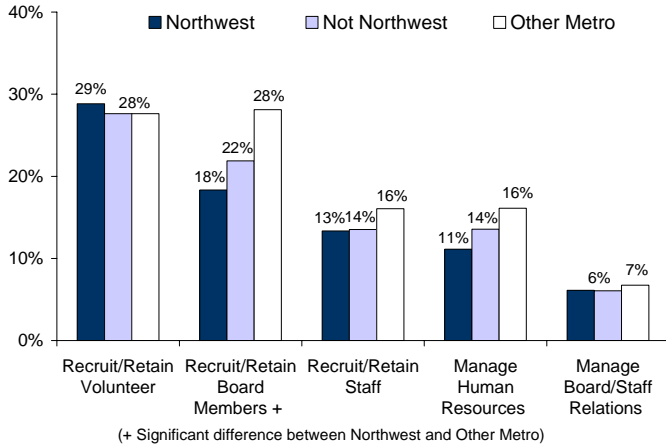
- **Challenges:** We find no statistically significant difference by nonprofit field in the challenges related to managing human resources or recruiting/retaining qualified staff.
- **Tools:** Neither did we find statistically significant differences by nonprofit field in the challenges related to the tools associated with managing paid employees (written personnel policies or written job descriptions).
- 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 employees, but are also more likely to have the tools to manage their staff.
- Health nonprofits (70 percent vs. 30 percent on average) are more likely than any other group to report having a written conflict of interest policy, 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.

- **Northwest Region Nonprofits:**

- **Paid and Volunteer Staff:** Some 49 percent of nonprofits in Northwest Indiana utilize paid staff, while nearly three-fourths (73 percent) of nonprofits report that they used volunteers during the most recent fiscal year (other than to serve as board members). This is on par with nonprofits statewide and in other metro areas.
- **Challenges:** Almost 1 in 3 Northwest Region nonprofits report major challenges in recruiting and retaining volunteers, in a pattern similar to nonprofits statewide and in other metro areas.

However, nonprofits in Northwest Indiana are notably less likely to report major challenges in recruiting and retaining board members (18 percent) than nonprofits in other metro areas (28 percent). See Figure 14.

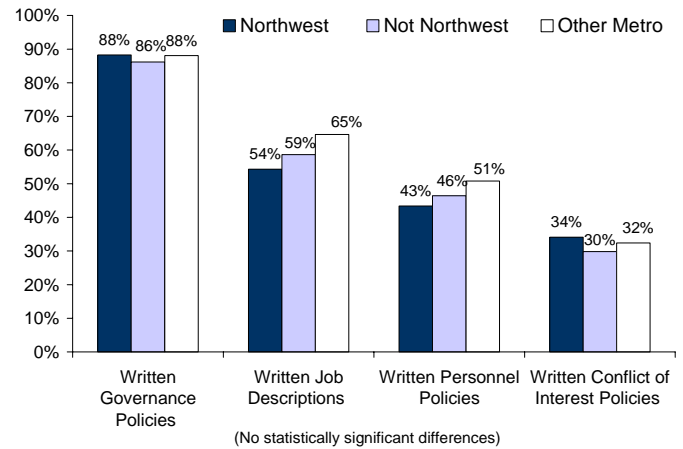
Figure 14: Percent of nonprofits that indicate selected issues are a major challenge, by region



Note: Northwest n=152-180; Not Northwest n=1,777-2,026; Other Metro n=1,029-1,169

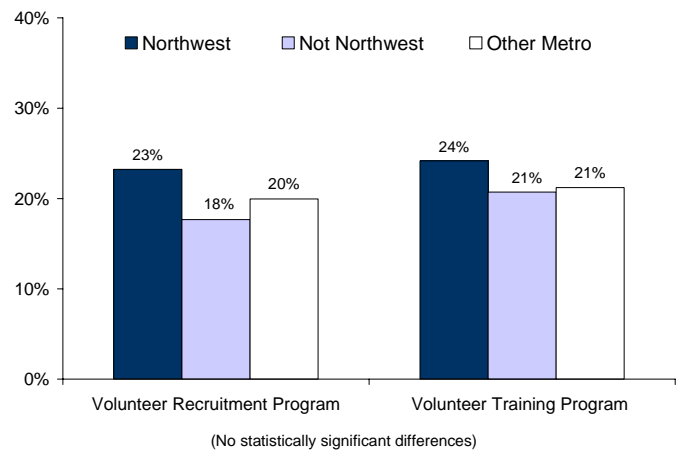
- As with the rest of the state and other metro areas, small minorities of nonprofits in Northwestern Indiana report major challenges in recruiting and retaining staff (13 percent), managing human resources (11 percent), and managing board/staff relations (6 percent).
- Tools:** Almost 9 out of 10 Northwest Region nonprofits have written governance policies; 1 in 2 has written job descriptions; 2 in 5 have written personnel policies; 1 in 3 has written conflict of interest policies. This is on par with the rest of the state and other metro areas. See Figure 15.⁹
- About one quarter of nonprofits in Northwest Indiana have formal volunteer recruitment (23 percent) and training programs (24 percent), similar to nonprofits statewide and in other metro areas. See Figure 16.

Figure 15: Percent of nonprofits that have selected organizational components, by region



Note: Northwest n=157-161; Not Northwest n=1,826-1,870; Other Metro n=1,047-1,072

Figure 16: Percent of nonprofits that have selected organizational components, by region



Note: Northwest n=157-161; Not Northwest n=1,842-1,850; Other Metro n=1,057-1,063

Other Management Challenges and Capacities:

We asked Indiana nonprofits about other challenges they face and the organizational tools they have to address various challenges. We find that Northwest Region nonprofits tend to report fewer challenges and fewer tools than nonprofits statewide and in other metro areas; however the differences are rarely statistically significant.

• **Indiana nonprofits:**

- Program 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

⁹ The apparent differences in written job descriptions suggested by Figure 15 are only marginally significant.

major challenge for approximately one-half of Indiana nonprofits. This is especially the case for nonprofits in the environment and religion fields.

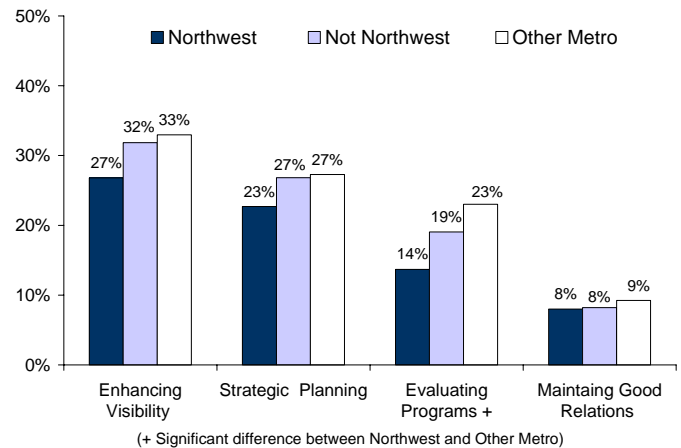
- Religion nonprofits are also disproportionately likely to say that meeting the needs of its members and clients is a major challenge. On average, one-third of Indiana nonprofits report similarly. The same is true for delivering high quality programs.
- Health nonprofits are particularly likely to face major challenges in enhancing the visibility or reputation of their organization. Over half (53 percent) reported 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.
- **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.

• **Northwest Region Nonprofits:**

- **Program Challenges:** Overall, Northwest Region nonprofits tend to report fewer challenges than nonprofits statewide and in other metro areas; however these differences are not significant apart from two cases. Roughly one quarter of Northwest Region nonprofits report major challenges in enhancing visibility (27 percent) and strategic planning (23 percent). Only 14 percent report major challenges in evaluating programs, a notably smaller percentage than other metro areas (23 percent). See Figure 17.
- Maintaining good relations with other entities is a major challenge to only 8 percent of nonprofits

in Northwest Indiana, on par with nonprofits statewide and in other metro areas.

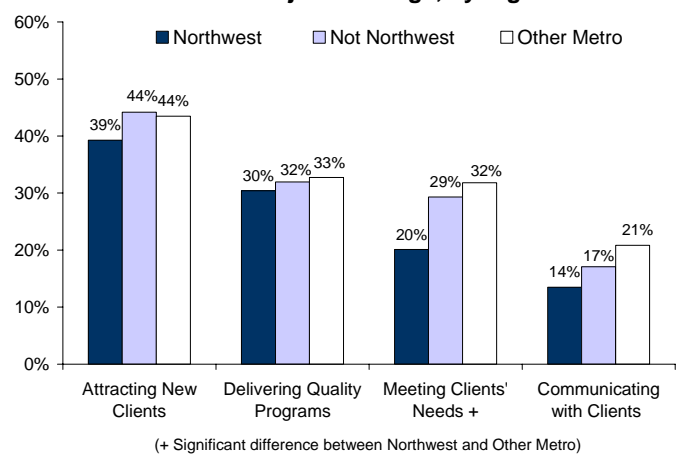
Figure 17: Percent of nonprofits that indicate selected issues are a major challenge, by region



Note: Northwest n=180; Not Northwest n=1,841-2,026; Other Metro n=1,169

- Two-fifths (39 percent) of Northwest Region nonprofits face major challenges in attracting new clients, while 30 percent face major challenges in delivering quality programs and services. One-fifth report the same challenges in meeting clients' needs, a percentage notably lower than in other metro areas (32 percent). See Figure 18.

Figure 18: Percent of nonprofits that indicate selected issues are a major challenge, by region



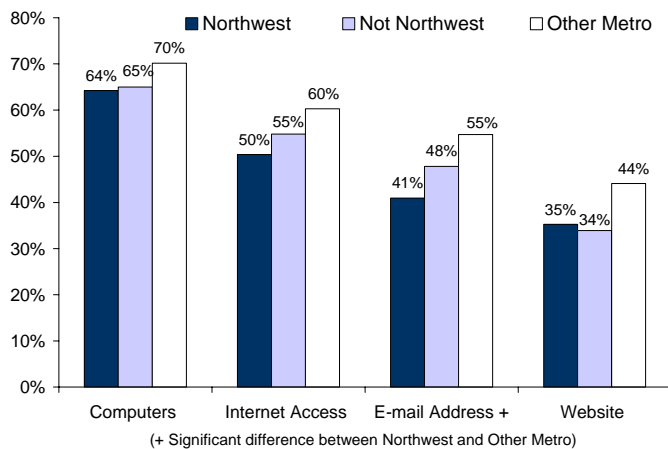
Note: Northwest n=155-180; Not Northwest n=1,808-2,026; Other Metro n=1,047-1,169

- Only 14 percent of Northwest Region nonprofits report major challenges in communicating with clients, not sufficiently different from nonprofits

statewide or in other metro areas to meet standards of statistical significance.

- **IT 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. Northwest Indiana nonprofits appear to be less likely than other nonprofits statewide to have these information technology tools, although these differences are not significant, except for e-mail addresses.
- Two-thirds of Northwest Region nonprofits have computers available for key staff, while half have internet access. Only two-fifths (41 percent) of Northwest Region nonprofits have their own e-mail address, compared to 55 percent of nonprofits in other metro areas. See Figure 19.¹⁰

Figure 19: Percent of nonprofits that have selected organizational components, by region



Note: Northwest n=158-160; Not Northwest n=1,835-1,873; Other Metro n=1,060-1,074

- Over one-third (35 percent) of Northwest Region nonprofits have their own website, on par with nonprofits statewide and while lower than for nonprofits in other metro areas, the difference is not significant.

III. AFFILIATIONS, COLLABORATIONS AND COMPETITION

Formal Affiliations: We asked Indiana nonprofits whether they are affiliated with another organization as a headquarter, local subsidiary, or in another way.¹¹ We find that Northwest Indiana nonprofits are nearly identical to other nonprofits statewide and in metropolitan areas in this respect.

- **Indiana Nonprofits:**

- **Affiliations:** More than half of Indiana nonprofits are affiliated in some way. This is especially the case for nonprofits in the public and societal benefit (e.g., advocacy, community development, philanthropy) and religion fields, older nonprofits, and medium-sized and large organizations. Besides religious bodies, with whom most religion nonprofits are affiliated, Indiana nonprofits in every field are most likely to be affiliated with various mutual benefit or membership associations (e.g., fraternal organizations, professional or trade associations and the like).
- **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.

- **Northwest Region Nonprofits:**

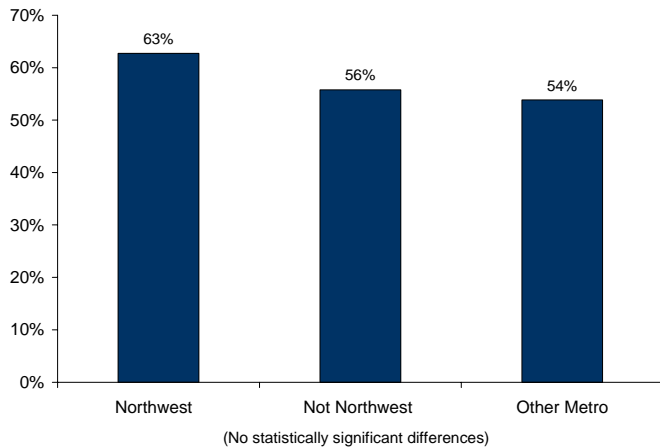
- **Affiliations:** Some 63 percent of Northwest Indiana nonprofits are formally affiliated with another organization. This rate appears to be a higher than nonprofits statewide and in other metro areas, but it is not significantly so. See Figure 20.
- **Support from Federated Funders:** In a pattern nearly identical to the rest of the state and other metro areas, only small minorities of Northwest

¹⁰ The apparent differences in Internet access between Northwest and Other Metro suggested in Figure 19 are only marginally significant.

¹¹ For more detailed analysis of all Indiana nonprofits see Kirsten A. Grønberg & Curtis Child, *Indiana Nonprofits: Affiliations, Collaborations, and Competition*. Report #5. November 2004. Online at <http://www.indiana.edu/~nonprof/results/npsurvey/insaffil.html>.

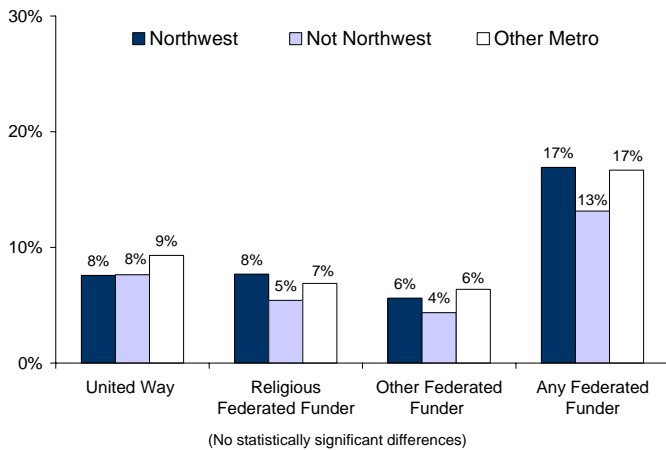
Region nonprofits received funding from the United Way (8 percent), religious federated funders (8 percent), or other federated funders (6 percent) in the prior fiscal year. In all, 17 percent of Northwest Region nonprofits received support from any one of these types of federated funders. See Figure 21.

Figure 20: Percent of nonprofits formally affiliated with another organization, by region



Note: Northwest n=169; Not Northwest n=1,912; Other Metro n=1,110

Figure 21: Percent of nonprofits that receive grants or support from federated funders, by region



Note: Northwest n=143-144; Not Northwest n=1,772-1,784; Other Metro n=1,003-1,012

Networks and Collaborations: We asked Indiana nonprofits whether they participate in formal collaborations or informal networks with other entities. Northwest Indiana nonprofits appear less likely than other nonprofits statewide and in other metro areas to be involved in both formal and informal relationships.

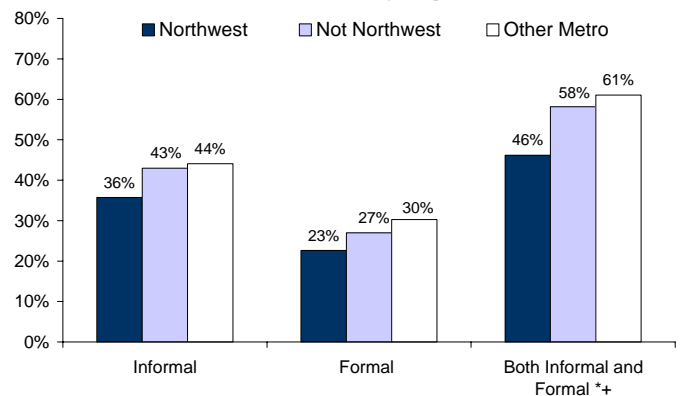
• **Indiana Nonprofits:**

- 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.

• **Northwest Region Nonprofits:**

- Some 36 percent of nonprofits in Northwest Indiana are involved in informal relationships while 23 percent are involved in formal relationships. While these percentages appear to be lower than for nonprofits statewide and in other metro regions it is not significantly so. However, the likelihood of having both informal and formal relationships is notably lower for nonprofits in the Northwest Region (46 percent) than statewide (58 percent) and in other metro areas (61 percent). See Figure 22.

Figure 22: Percent of nonprofits involved in informal or formal relationships, by region



(* Significant difference between Northwest and Not Northwest
+ Significant difference between Northwest and Other Metro)

Note: Northwest n=164-167; Not Northwest n=1,861-1,902; Other Metro n=1,079-1,101

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 relation-

ship. We found that Northwest Region nonprofits generally have similar patterns of collaboration as nonprofits statewide and in other metro areas. However, their networks tend to be more heterogeneous than those of nonprofits in other metro areas.

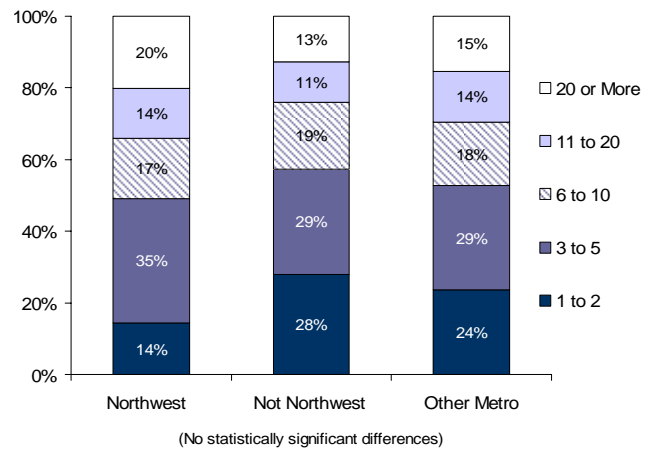
- **Indiana Nonprofits:**

- **Size of Networks:** The median number of organizations in Indiana nonprofits’ most important network or collaboration is five, although the number is disproportionately higher for health nonprofits and for religion nonprofits that provide human services.
- Nonprofits that are small in size and lack technology are disproportionately likely to participate in small networks and collaborations.
- **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).

- **Northwest Region Nonprofits:**

- **Size of Networks:** For Northwest Indiana nonprofits that participate in networks and collaborations, the median number of organizations in these relationships is 6, slightly higher than for nonprofits in other metro areas and for nonprofits across the state (both with medians of 5).
- In the Northwest Region, as well as the rest of the state, the majority of nonprofits that participate in relationships say that there are 10 or less members in their most important collaboration or network. See Figure 23.

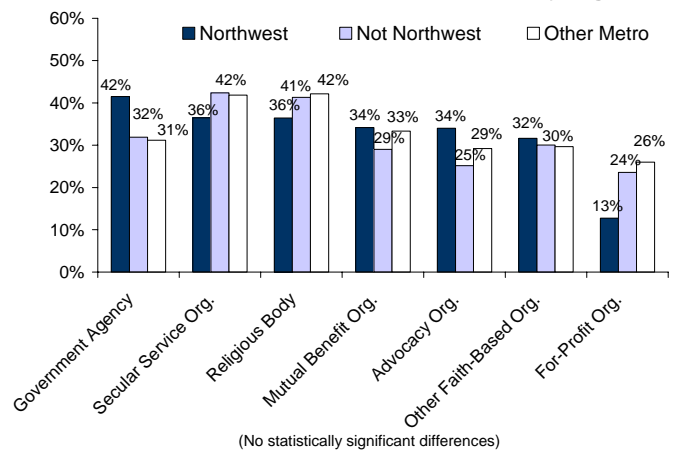
Figure 23: Number of organizations involved in most important relationship, by region



Note: Northwest n=63; Not Northwest n=836; Other Metro n=517

- **Types of Organizations in Networks:** We asked nonprofits to identify the types of organizations with which they collaborate in their most important relationship. Northwest Indiana nonprofits are slightly more likely to name government agencies in their most important relationship (42 percent), but not significantly so. See Figure 24.

Figure 24: Types of organization identified in Indiana nonprofits most important relationship, by region

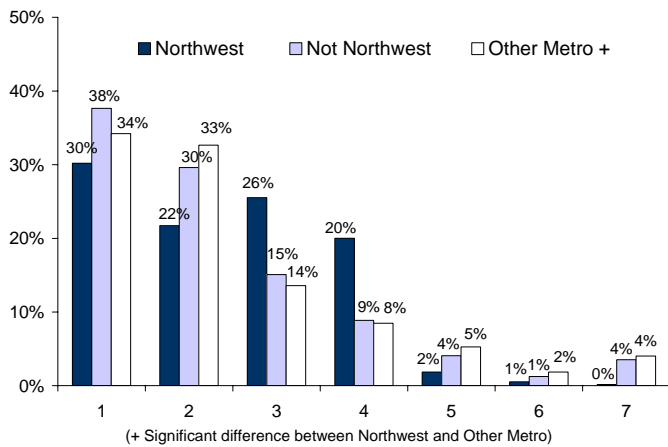


Note: Northwest n=76-78; Not Northwest n=1,018-1,041; Other Metro n=626-639

- Roughly one-third of Northwest Region nonprofits name secular service organizations (36 percent), religious bodies (36 percent), mutual benefits (34 percent), advocacy organizations (34 percent) and other faith-based organizations (32 percent) in their most important relationship.

- Only 13 percent of nonprofits in Northwest Indiana name for-profit organizations in their most important relationship compared to one-quarter of nonprofits statewide and in other metro areas, but the divergence is only marginally significant.
- Although Northwest Region nonprofits’ most important relationship approximates the size of relationships reported by nonprofits throughout the state, nonprofits in Northwest Indiana do indicate that their most important relationship is *slightly* more heterogeneous than nonprofits in other metro areas. As Figure 25 shows, 46 percent of Northwest Region nonprofits report 3 or 4 organizations in their most important relationship compared to 22 percent in other metro areas. At the same time, fewer Northwest Region nonprofits report only 2 organizations in their most important relationship (22 percent vs. 33 percent).

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



Note: Northwest n=71; Not Northwest n=955; Other Metro n=586

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. We found that Northwest Region nonprofits closely resemble nonprofits statewide and in other metro areas in the reported effects of networks and collaborations.

• **Indiana Nonprofits:**

- Respondents are most likely to say that participation in networks or collaborations makes it

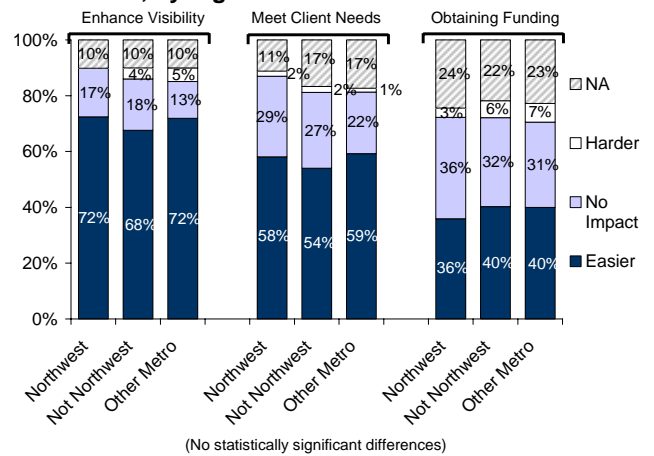
easier for them to enhance their visibility or reputation, meet client or member needs, and obtain funding.

- Arts, culture and humanities nonprofits stand out as most likely to indicate that they benefit from involvement in networks and collaborations.

• **Northwest Region Nonprofits:**

- Nearly three-fourths of Northwest Region nonprofits (72 percent) indicate that participating in networks and collaborations helps enhance their visibility or reputation. Some 58 percent say that their relationships make it easier to meet client or member needs, while just over one-third (36 percent) say it aids in obtaining funding. This is on par with the rest of the state and other metro areas. See Figure 26.

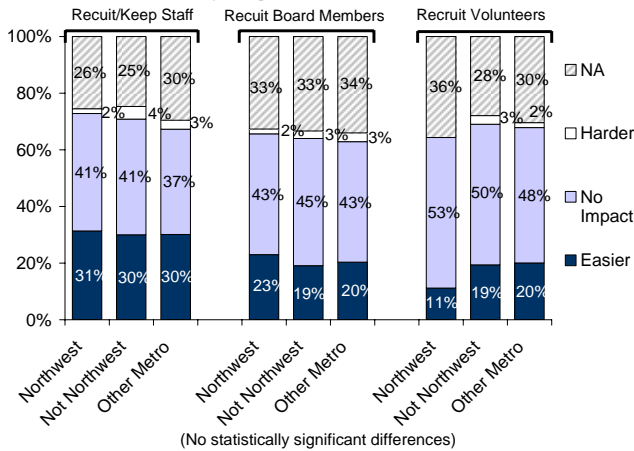
Figure 26: Effect of participation in networks or collaborations on maintaining key organizational capacities, by region



Note: Northwest n=70; Not Northwest n=964-970; Other Metro n=600-605

- Northwest Region nonprofits, like other nonprofits throughout the state, are relatively unlikely to say that their participation in networks and collaborations helps them address some of the challenges of human resources management, such as recruiting and retaining staff (31 percent), volunteers (23 percent), and board members (11 percent). See Figure 27.

Figure 27: Effects of participation in networks or collaborations on maintaining key organizational capacities, by region



Note: Northwest n=67-70; Not Northwest n=960-967; Other Metro n=597-602

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. While overall very similar, nonprofits in Northwest Indiana are less likely to report competition with government.

• **Indiana Nonprofits:**

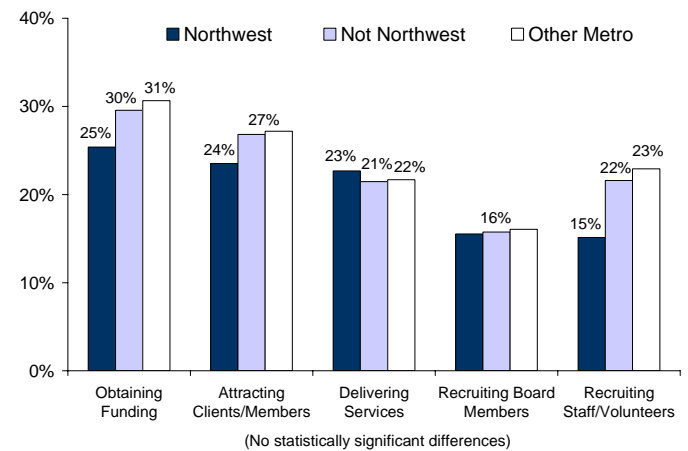
- **Extent of Competition:** Two-fifths of Indiana nonprofits compete with other organizations (both in and outside of the nonprofit sector) for a variety of resources.
- **Types of Competitors:** They compete most extensively with secular nonprofits (29 percent), followed by religious nonprofits (22 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.

• **Northwest Region Nonprofits:**

- **Extent of Competition:** Northwest Indiana nonprofits are similar to other nonprofits throughout the state in that only a minority report competition in various arenas. Approximately one-

quarter compete with other organizations for funding, to attract clients or members, and to deliver programs or services respectively. Notably smaller percentages compete with other organizations to recruit board members (16 percent) and staff/volunteers (15 percent). See Figure 28.

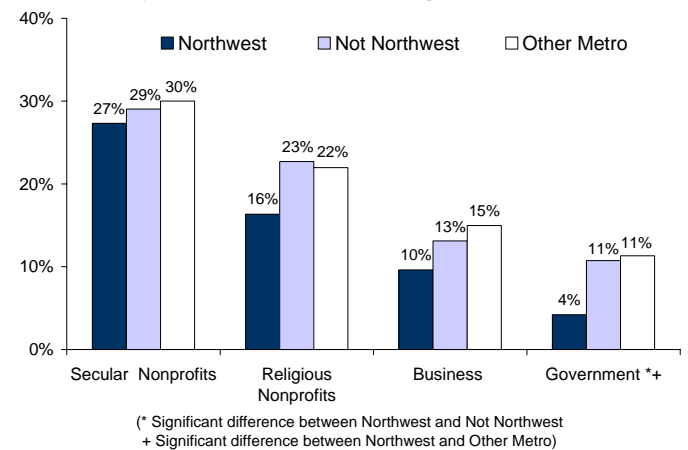
Figure 28: Percent of nonprofits reporting competition with other organizations, by arena and region



Note: Northwest n=180; Not Northwest n=2,026; Other Metro n=1,169

- **Types of Competitors:** Reflecting the statewide and other metro area patterns, nonprofits in Northwest Indiana are most likely to compete with secular nonprofits, followed by religious nonprofits, businesses, and government agencies. While only 1 in 10 nonprofits statewide compete with government agencies, Northwest Region nonprofits are notably less likely to report such competition (4 percent). See Figure 29.

Figure 29: Percent of nonprofits reporting competition, by type of competitor and region



Note: Northwest n=180; Not Northwest n=2,026; Other Metro n=1,169

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.¹² It is here that Northwest Region nonprofits diverge most from other nonprofits in the state. They tend to report different types of changes in their community and to report more types of changes than nonprofits statewide or in other metro areas.

- **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.
- This was followed by 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.

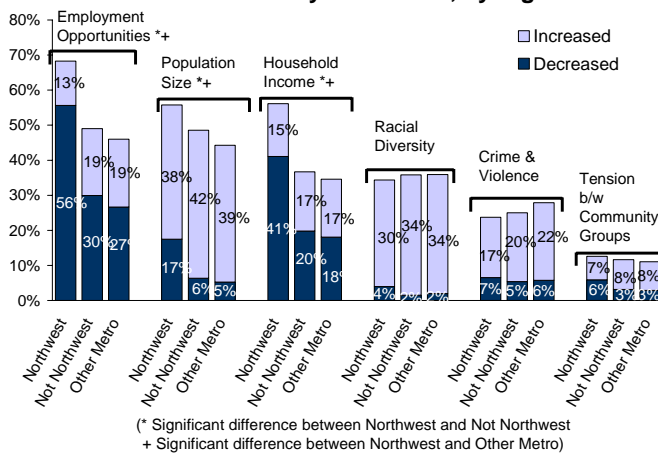
- One in four say crime and violence changed, with most (19 percent overall) noting an increase.
- About one in ten (11 percent) noted a change in tension or conflict among community groups, with most (8 percent overall) saying it increased.
- For some conditions there are striking similarities between 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.

- **Northwest Region Nonprofits:**

- **Changes in Community Conditions:** The majority of nonprofits in Northwest Indiana report changes in employment opportunities (68 percent), population size (56 percent), and household income (56 percent). Much smaller percentages report changes in racial diversity (34 percent), crime and violence (24 percent), and tension between community groups (13 percent). See Figure 30.
- Northwest Indiana nonprofits are more likely to report changes in employment opportunities than nonprofits statewide and in other metro areas. Some 58 percent of Northwest Region nonprofits say they decreased compared to 30 percent of nonprofits statewide and 27 percent in other metro areas.

¹² For more detailed analysis on all Indiana nonprofits see Kirsten A. Grønberg & Curtis Child, *Indiana Nonprofits: Impact of Community and Policy Changes*. Report #3. July 2004. Online at <http://www.indiana.edu/~nonprof/results/npsurvey/inscom.html>.

Figure 30: Percent of nonprofits reporting changes in selected community conditions, by region

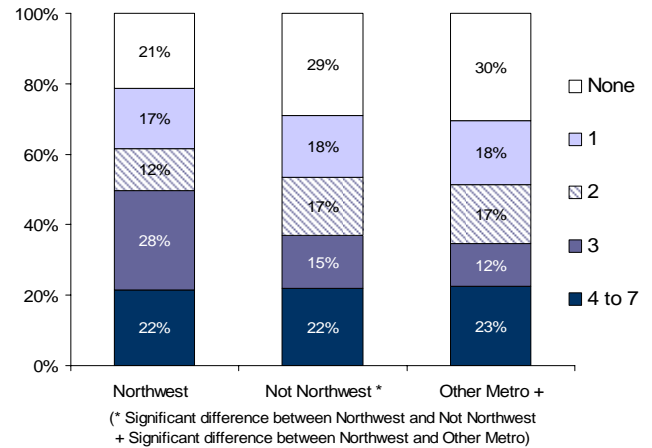


Note: Northwest n=132-142; Not Northwest n=1,533-1,666; Other Metro n=862-933

- Nonprofits in Northwest Indiana were also more likely to report changes in population size than their counterparts statewide and in other metro areas. Two-fifths (38 percent) of Northwest Region nonprofits say that it increased while 17 percent say it decreased—a higher percentage than throughout the state (6 percent) and in other metro areas (5 percent).
- Northwest Indiana nonprofits also differed in their perceptions of changes in household income. Two-fifths (41 percent) say that it decreased compared to one-fifth of nonprofits statewide (20 percent) and in other metro areas (18 percent).
- Overall, Northwest Indiana seems to have experienced greater volatility in community conditions as illustrated in Figure 31. Half of Northwest Region nonprofits report 3 or more changes compared to 37 percent of nonprofits statewide and 35 percent in other metro areas.
- **Impacts from Community Conditions:** Northwest Indiana nonprofits are most likely to report impacts from changes in employment opportunities (44 percent) and household income (43 percent), with relatively few reporting impacts from each of the other four conditions. They are notably more likely to report impacts from changes

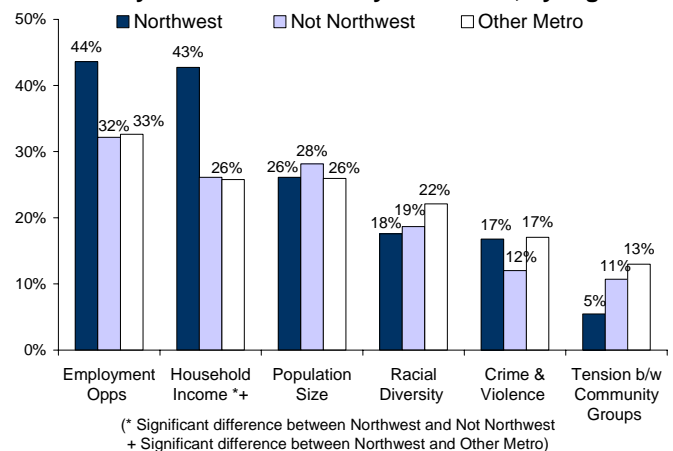
in household income than nonprofits statewide and in other metro areas. See Figure 32.¹³

Figure 31: Number of changes in community conditions reported by nonprofits, by region



Note: Northwest n=156; Not Northwest n=1,758; Other Metro n=991

Figure 32: Percent of nonprofits reporting being impacted by selected community conditions, by region



Note: Northwest n=133-143; Not Northwest n=1,538-1,676; Other Metro n=865-940

Policy Conditions and Impacts: We also asked Indiana nonprofits about changes in five government policies and whether the changes affect their organization. While the perceptions of Northwest Region nonprofits in regards to specific policy conditions and their impacts are nearly identical to other nonprofits and metropolitan organizations statewide, they tend to report more policy changes overall.

¹³ The apparent differences in employment opportunities suggested by Figure 32 are only marginally significant.

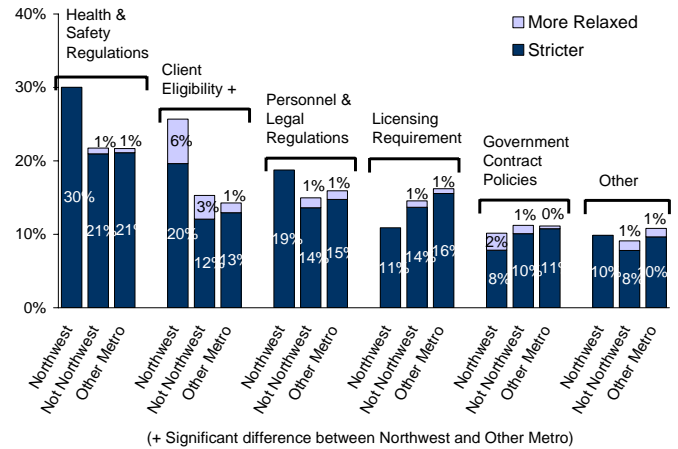
• **Indiana Nonprofits:**

- **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 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 were 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 says 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 as when they became more lenient.

• **Northwest Region Nonprofits:**

- **Changes in Policies:** Similar to nonprofits statewide and in other metro areas, only a minority of Northwest Region nonprofits report changes in the selected policy conditions that we asked about. See Figure 33.¹⁴
- Northwest Region nonprofits are most likely to say that health and safety regulations became stricter (30 percent), however this does not differ significantly from their counterparts elsewhere in the state.

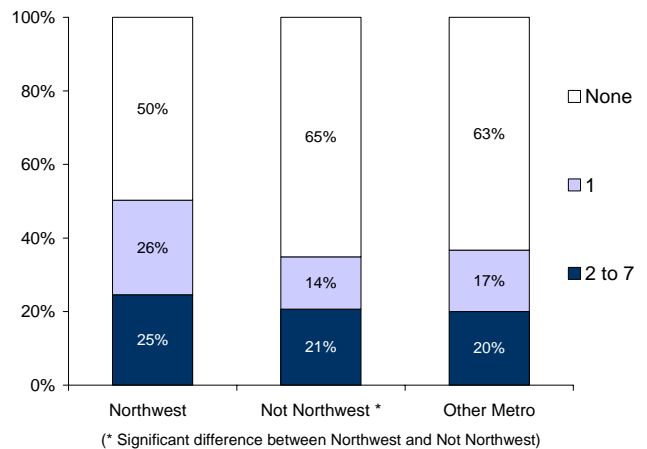
Figure 33: Percent of nonprofits reporting changes in selected policy conditions, by region



Note: Northwest n=70-111; Not Northwest n=944-1,396; Other Metro n=520-781

- About one quarter of Northwest Indiana nonprofits say that policies for client eligibility changed, with 20 percent reporting increased strictness and 6 percent saying they became more relaxed. This is notably different from other metro areas, where only 14 percent of nonprofits reported any changes.
- While Northwest Region nonprofits do not differ substantially in the percentages reporting most of the particular policy changes, they do tend to report *more* policy changes than Indiana nonprofits statewide. Half of Northwest Region nonprofits report at least one change, compared to only 35 percent of all other nonprofits throughout the state. See Figure 34.

Figure 34: Number of policy changes reported, by region

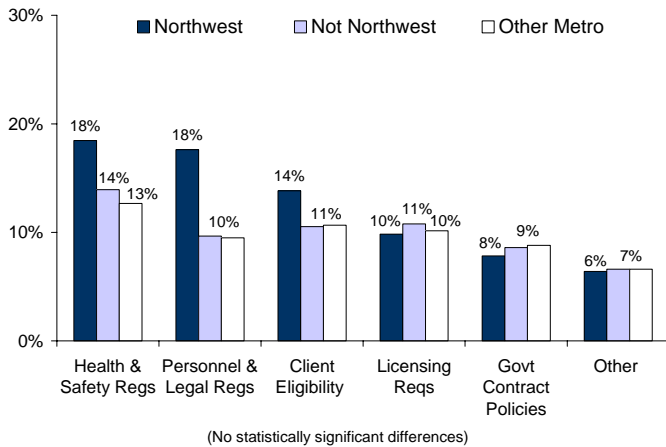


Note: Northwest n=124; Not Northwest n=1,523; Other Metro n=861

¹⁴ The apparent differences in health and safety regulations suggested by Figure 33 are not statistically significant.

- **Impacts from Policies:** Less than 1 in 5 Northwest Indiana nonprofits report that any of the types of policy changes affect their organization, in a pattern nearly identical to nonprofits statewide and in other metro areas. See Figure 35.¹⁵

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



Note: Northwest n=71-111; Not Northwest n=949-1,403; Other Metro n=524-784

Nonprofit Advocacy: We asked Indiana nonprofits whether they promote positions on certain policy issues or on issues related to the interests of certain groups. While Northwest Region nonprofits participate in advocacy at similar rates to other Indiana nonprofits, metropolitan and statewide, they are *more* likely to devote staff time to it.

- **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

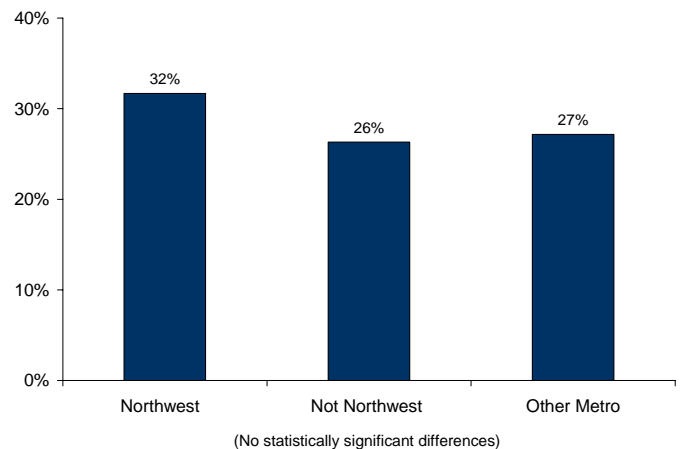
say they participate in advocacy do not commit any financial, staff, or volunteer resources to it.

- Many Indiana nonprofits that are involved in advocacy lack key information technology tools. While three-quarters of them have computers available, only two-thirds have Internet access and/or e-mail, and less than half have a website.
- Health and education nonprofits that participate in advocacy tend to be better equipped with such 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 tools.

- **Northwest Region Nonprofits:**

- **Participation in Advocacy:** Approximately 1 in 3 Northwest Region nonprofits participate in advocacy. This rate is somewhat higher than nonprofits statewide and in other metro areas, but not significantly so. See Figure 36.

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



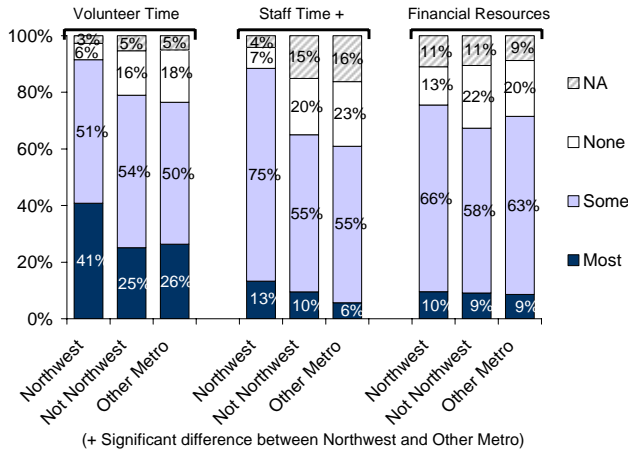
Note: Northwest n=159; Not Northwest n=1,803; Other Metro n=1,038

- **Resources for Advocacy:** A great majority (91 percent) of Northwest Region nonprofits that are involved in advocacy say they devote at least some volunteer time to advocacy, including 41 percent who devote most of their volunteer resources towards advocacy efforts. While the rate appears to be higher than nonprofits throughout

¹⁵ The apparent differences suggested by Figure 35 are not statistically significant.

the state and in other metro areas, it is not significantly so. See Figure 37.¹⁶

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



(+ Significant difference between Northwest and Other Metro)

Note: Northwest n=39-41; Not Northwest n=451-497; Other Metro n=280-302

- Almost 9 out of 10 nonprofits in Northwest Indiana devote at least some staff time to advocacy efforts. This rate is notably higher than for nonprofits in other metro areas (61 percent).
- On par with their counterparts throughout the state and in other metro areas, three-fourths (76 percent) of Northwest Indiana nonprofits devote financial resources to advocacy, including 10 percent that devote most of their resources towards it.
- Similar to nonprofits throughout Indiana and in other metro areas, Northwest Region nonprofits that are involved in advocacy do not devote substantial resources to it.

¹⁶ The apparent differences between Northwest and Not Northwest suggested by Figure 37 are only marginally significant.

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 February 2006. Online reports, as well as summaries of all other items are available on the project website: www.indiana.edu/~nonprof. To obtain a complete version of an unpublished paper please contact Kirsten Grønbjerg (kgronbj@indiana.edu, (812) 855-5971).

Indiana Nonprofit Survey Analysis

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

Online Reports

- 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).
- Bloomington Nonprofits: Scope and Dimensions, by Kirsten A. Grønbjerg and Patricia Bortrager Tennen. Online report. Community Report #1. December 2005 (www.indiana.edu/~nonprof/results/npsurvey/inscombloomington.pdf).
- Indiana Nonprofits: A Profile of Membership Organizations, by Kirsten A. Grønbjerg and Patricia Bortrager. Online report. Survey Report #6. September 2005 (www.indiana.edu/~nonprof/results/npsurvey/inmember.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).
- 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).
- 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).
- 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).
- 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).

Journal Articles and Conference Presentations

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

Indiana Nonprofit Employment Analysis

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

Online Reports

- Bloomington Economic Region Nonprofit Employment: 2005 Report. Nonprofit Employment Series No. 2A by Kirsten Grønberg and Erich T. Eschmann with Kerry Brock. December 2005 (www.indiana.edu/~nonprof/results/inemploy/bloomingtonempl05.pdf).
- Indiana Nonprofit Employment, 2005 Report. Nonprofit Employment Report No. 2 by Kirsten Grønberg and Erich T. Eschmann. May 2005 (www.indiana.edu/~nonprof/results/innonprofitemploy.htm).
- Indiana Nonprofit Employment, 2001. Nonprofit Employment Report No. 1 by Kirsten Grønberg and Hun Myoung Park. July 2003 (www.indiana.edu/~nonprof/results/innonprofitemploy.htm).
- Bloomington Nonprofit Employment, 2001. Nonprofit Employment Report No. 1, Supplement A, by Kirsten Grønberg and Sharon Kioko. August 2003 (www.indiana.edu/~nonprof/results/inemploy/Bloomingtonempl03.pdf).

Personal Affiliation Survey Analysis

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

Journal Articles and Conference Presentations

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

Indiana Nonprofit Database Analysis

We developed a comprehensive database of 59,400 Indiana nonprofits of all types 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 personal 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.

Journal Articles and Conference Presentations

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



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